



Transport for London



Volume 1

The Invitation to Tender

Trial Demand Responsive Bus Service

Template V2.10– March 2017

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1 INTRODUCTION

1.1 Overview

- 1.1.1 This Invitation to Tender (ITT) is being issued to those bidders who responded to the Expression of Interest Questionnaire (EoIQ) for a Trial Demand Responsive Bus Service and who were successfully shortlisted to receive an ITT.
- 1.1.2 Bidders are reminded that the obligations of the Company Confidentiality Agreement that TfL has executed with all bidders must be adhered to in relation to this procurement.
- 1.1.3 Transport for London's contact details can be found in [paragraph 3.6](#) of this document.
- 1.1.4 This ITT forms part of a competitive procurement for the award of a contract for a Trial Demand Responsive Bus Service and the procurement meets the necessary criteria to be treated as "research and development" under the Public Contracts Regulations 2015.
- 1.1.5 This procurement is being conducted in accordance with Transport for London's drive to deliver best value whilst meeting its own requirements. At the end of this procurement process, Transport for London may choose to award a contract. Any contract which Transport for London awards will be to the supplier who submitted the most economically advantageous tender.
- 1.1.6 You are required to respond to all sections of this ITT.

1.2 Document Structure

- 1.2.1 This ITT contains four (4) volumes, as follows:

Volume 1 - The Invitation – this document, which includes sections as set out in the Table of Contents.

Volume 2 - The draft Statement of Requirements - (SoR) that sets out TfL's requirements for the Service to be provided.

Volume 3 - The draft Agreement - which will form the basis for the contract between Transport for London and the successful bidder and contains the following:

- Terms and Conditions
- Schedule 1- Key Agreement Schedule



- Schedule 2 - Statement of Requirements
- Schedule 3 - Operators Tender
- Schedule 4 - Service Area
- Schedule 5 - Payments
- Schedule 6 - Form of Variation

Volume 4 – The Pricing Model Template - which is a spreadsheet that bidders must populate with their tendered pricing and commercial model details.

- 1.2.2 You should note that Volume 2 of this ITT will ultimately form Schedule 2 of the Agreement and the successful bidder will be required to carry out the Service in accordance with the terms of the contract, which will therefore incorporate the Statement of Requirements.
- 1.2.3 You should note that the details you submit in response to Volume 4 of this ITT will ultimately be incorporated into Schedule 5 of the Agreement.
- 1.2.4 Volumes 2 and 3 have been provided in 'clean' and 'tracked changes' versions so you can clearly see what updates have been made from the Expression of Interest (EoI) stage. Please note that the vast majority of updates to Volume 2 relate to information being moved from one part to another so the document flows better (rather than being wholesale changes or additions to the text.).
- 1.2.5 A summary of the main changes to the Statement of Requirements between the EoI stage and the ITT stage can be found at Appendix 4 to this Volume 1



2 BACKGROUND

2.1 Introduction

- 2.1.1 This section provides you with background information on the Trial Demand Responsive Bus Service tender, which is being led by Transport for London (“TfL”).
- 2.1.2 TfL is conducting a competitive tender for this contract which will be for a duration of twelve (12) months with an option to extend, at TfL’s sole discretion, for up to a further three (3) months.

2.2 Transport for London – Overview

- 2.2.1 TfL was created in 2000 as the integrated body responsible for London’s transport system. 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.
- 2.2.2 TfL manages London’s buses, the Tube network, Docklands Light Railway, Overground and Trams. TfL also runs Santander Cycles, London River Services, Victoria Coach Station, the Emirates Air Line and London Transport Museum. As well as controlling a 580km network of main roads and the city’s 6,000 traffic lights, TfL also regulates London’s taxis and private hire vehicles and the Congestion Charge scheme.

2.3 Further Information

- 2.3.1 Further information on TfL can be found on the following website: <https://tfl.gov.uk/corporate/about-tfl/>
- 2.3.2 TfL also expects that you will review the publicly available material relating to various aspects of this procurement.
- 2.3.3 Further background information on the Trial Demand Responsive Bus Service itself can be found at Section 2 of the SoR at Volume 2.



3 THE PROCUREMENT PROCESS

3.1 Introduction

This section describes in broad terms the award process following the issue of this ITT.

3.2 The Procurement Process

3.2.1 TfL is conducting this procurement as a research and development procurement under the Public Contracts Regulations 2015 in order to identify a supplier to deliver a Trial Demand Responsive Bus Service.

3.2.2 Bidders that were successfully shortlisted following evaluation of their Expression of Interest Questionnaire response and that have executed a Company Confidentiality Agreement with TfL are being invited to tender for this opportunity.

3.2.3 The anticipated four (4) stages to the tendering phase of this procurement process are as follows:

1. ITT issued inclusive of draft SoR and draft Agreement (please note that as per section 1.2 these have been refined and updated since the Expression of Interest stage).
2. Individual meetings held with each shortlisted bidder to better understand the solutions they are proposing and to provide an opportunity to discuss certain aspects of the SoR and draft Agreement.
3. TfL may, in its absolute discretion, update the SoR and draft Agreement in consideration of the discussions with bidders.
4. Final form of both the SoR and Agreement issued to all bidders, against which tenders must be submitted in accordance with this ITT.

3.2.4 **PLEASE NOTE:** No information in this document is, or should be relied upon as, an undertaking or representation as to TfL's ultimate decision in relation to the Trial Demand Responsive Bus Service requirement. TfL reserves the right without notice to change the procurement process detailed in this ITT or to amend the information provided, including, but not limited to, changing the timetable, the scope and nature of the procurement and the procurement process. This will be subject to the normal rules of public law, EU principles and procurement rules.

3.2.5 Moreover, TfL reserves the right to provide further information or to supplement and / or to amend the procurement process for this ITT. You enter into this procurement process at your own risk. TfL shall not accept liability nor reimburse you for any costs or losses incurred by you in



relation to your participation in this procurement process, whether or not TfL has made changes to the procurement process.

- 3.2.6 TfL also reserves the right, at any point and without notice, to discontinue the procurement process without awarding a contract, whether such discontinuance is related to the content of tenders or otherwise. In such circumstances, TfL will not reimburse any expenses incurred by any person in the consideration of and / or response to this document. You make all tenders, proposals and submissions relating to this ITT entirely at your own risk.

3.3 Format of Tenders

The format for your tender can be found in [Section 4](#).

3.4 Bidders' Costs

You are reminded that you are solely responsible for the costs which you incur as a result of your participation in this procurement.

3.5 Procurement Timetable

The key dates for the procurement process are stated in Table 1 (Procurement Timetable) below. These dates are provided for your **guidance only**, and are **subject to change**.



Table 1: Procurement Timetable

Procurement activity	Timeframe guide
ITT issued	24 August 2018
Individual meetings with all bidders	w/c 10 September 2018
Final form of SoR and Agreement issued	By 21 September 2018
ITT clarification deadline	28 September 2018
Tenders due	5 October 2018 at 12:00 (Noon)
Evaluation of tenders	October 2018
Notify bidders of evaluation outcome and preferred supplier announced	November 2018
Negotiation with preferred supplier (if required)	November 2018
Fares Directive submitted and local consultation in collaboration with borough(s) on proposed route	December 2018
Contract award and mobilisation	January 2018
Trial service commences	To be determined with the successful Operator
Trial service ends	



3.6 Clarifications

- 3.6.1 You must submit any questions relating to this ITT via the clarifications facility on TfL's e-Tendering portal (found at: <https://procontract.due-north.com>) no later than the ITT clarification deadline set out in Table 1 (Procurement Timetable) of paragraph 3.5.
- 3.6.2 TfL will endeavour to respond within five (5) working days to clarification questions which have been transmitted to TfL via the TfL e-Tendering portal prior to the ITT clarification deadline set out in Table 1 (Procurement Timetable) of paragraph 3.5.
- 3.6.3 You should be aware that:
- if, in TfL's view, questions are of a general nature, TfL will provide copies of questions in a suitably anonymous form, together with answers, to all bidders;
 - if, in TfL's view, questions are of a specific nature, TfL will provide copies of questions, together with answers, only to the bidder seeking clarification; and
 - the clarification process will be conducted on the basis of the equal, transparent and non-discriminatory treatment of bidders.
- 3.6.4 **PLEASE NOTE:** TfL reserves the right not to answer ITT clarification questions, which it receives after the ITT clarification deadline, set out in Table 1 (Procurement Timetable) of paragraph 3.5.

3.7 Presentations / Clarifications

- 3.7.1 TfL reserves the right to conduct presentation / clarification meetings as part of the evaluation process. TfL may clarify elements of your or other bidders' submissions and reserves the right to:
- re-visit the evaluation scoring; and
 - ask further clarification questions.

3.8 Compliant Tenders

A compliant tender must:

- comply with the submission arrangements and conditions set out in [Section 3.9](#) (Submission Arrangements and Administrative Instructions) below; and
- address all Quality, Financial and Commercial Submission requirements as further described in [Section 4](#) (Bidders' Tenders) of this Volume 1.



3.9 Submission Arrangements and Administrative Instructions

- 3.9.1 This section describes submission arrangements for bidders' tenders.
- 3.9.2 You must upload your tender to the online e-Tendering portal at <https://procontract.due-north.com>
- 3.9.3 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/>.
- 3.9.4 If you encounter any problems please first refer to the above referenced FAQ's and video tutorials. If the problem persists please 'log a ticket' on the supplier support portal (<http://www.proactis.com/Support>) in good time and inform the TfL Commercial Manager named below of your issue. You are strongly recommended not to leave uploading of your tender 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.
- 3.9.5 The point of contact for this procurement process is:

Emma Milam – Commercial Manager
Transport for London



- 3.9.6 All documents, which comprise your tender, must be received by TfL no later than **12:00 (Noon) on 5 October 2018**. You are advised to upload your tender allowing an adequate amount of time before this deadline in order to ensure that there is sufficient time to overcome any IT problems which may accompany uploading of the tender. **PLEASE NOTE:** TfL reserves the right to reject any tender if it has been received after the deadline stated in this paragraph 3.9.6.
- 3.9.7 Bidders must ensure the person(s) they have registered on the TfL e-tendering portal against this procurement opportunity are available throughout the ITT tendering and evaluation period, particularly to address any clarification questions TfL may have. Please note that, if



required, you are able to add more than one registered user to your account on the e-tendering portal.

3.10 Rejection of Tenders

Tenders may be rejected if:

- they are not submitted by the submission date and time; or
- the complete information called for is not given at the time of responding; or
- if they are in any other way deemed non-compliant by TfL.



4 BIDDERS' TENDERS

4.1 Introduction

- 4.1.1 The purpose of this section is to provide instructions on how to structure and present your tender to enable TfL to carry out its evaluation of your tender.
- 4.1.2 You should place emphasis upon brevity and clarity in all aspects of your tender and ensure you comply with all stated page limits. Tenders should also be concise, contain only relevant information and be structured to reflect the submission, category and modular structure of this ITT, as detailed below. You should note that:
- all documents and materials which comprise the tender must be written in English and all pricing must be submitted in pounds sterling (£);
 - the tender must contain a table of contents, which includes all appendices that form each part of your tender;
 - the response to each module of the ITT must begin on a new page and must be in the sequence set out in this Volume 1;
 - the name and reference of the relevant module of the ITT must appear at the top of each page of the part of the your tender, which relates to that module;
 - all additional information, which is outside the scope of the information specifically requested in the modules, must be in clearly referenced annexes; and
 - all tenders become the property of TfL upon submission and will be subject to the Freedom of Information Act 2000 (see [paragraph 6.2](#) for further details).
- 4.1.3 Your tender must comprise three (3) elements:
- 1) The Quality Submission;
 - 2) The Financial Submission; and
 - 3) The Commercial Submission
- 4.1.4 The Quality Submission must address how you intend to deliver all the Services and should be structured into the categories and modules that are specified in [paragraph 5.3](#) of this Volume 1.
- 4.1.5 The Financial Submission shall consist of your response to the Pricing Model Template provided at Volume 4 to this ITT.



- 4.1.6 The Commercial Submission will consist of your response to various declarations and assurances including explicit acceptance of the Agreement as drafted.
- 4.1.7 Your tender should demonstrate your ability to meet the requirements listed in Volume 2 (The Statement of Requirements) and your proposals for doing so.

4.2 THE QUALITY SUBMISSION

The detail of what TfL expects is detailed below. The points listed under each category and module should be covered as a minimum but are only a guide and should not be assumed to be a comprehensive or exhaustive list. Bidders should add detail(s) where necessary to ensure their solution is wholly defined.

4.2.1 Quality Categories

- 4.2.1.1 The Quality categories to be covered in the bidder's Quality Submission are set out below and have been further separated into modules, each of which will be individually scored using the methodology detailed at paragraph 5.3.2. For details of the weightings attributed to each module see Table 3.
- 4.2.1.2 Bidders should also include how they expect to deal with any challenges they perceive and what relevant and specific experience they have to mitigate the identified challenges.
- 4.2.1.3 Please note that TfL's evaluators may only be assigned one module to review so all information pertinent to that module must be contained in the response to that module itself.
- 4.2.1.4 Bidders may provide limited amounts of additional information should they believe that it materially enhances their response. However, Bidders should place emphasis upon conciseness and clarity in all aspects of their response.

4.2.2 QUALITY CATEGORY 1 - Service Design

The purpose of this section is to provide TfL with a clear understanding of your proposed trial service and how you would deliver the requirements set out in Section 4 of the SoR.

4.2.2.1 Module A - Service area

You are required to provide an overview of your proposed trial service area.



IMPORTANT – You must take into consideration the details provided at Appendix 3 to this Volume 1 document when determining your service area. This document provides information with regard to what London borough/s are in scope for the trial to be operated within.

Your response must correspond to the service area requirements described in Section 4.1 of the SoR and provide the level of information requested at the bid stage as set out in Section 4.2 of the SoR.

This should be supported with a high quality map and include (but not necessarily be limited to) detail of:

- Specific service routes or service area boundaries;
- Major trip attractors that would be served;
- Key stopping points;
- Any routes or areas that would be excluded from the service; and
- The location of your depot for the service.

IMPORTANT - This is a pass / fail question. In order to pass this question, you will need to:

- Provide all the above information (in accordance with Section 4.2 of the SoR);
- Demonstrate this meets the requirements for the service area (as set out in Section 4.1 of the SoR and in accordance with Appendix 3 to this Volume 1);
- Provide rationale for the proposal; and
- Provide evidence of engagement with the relevant borough(s)

Your response to this module should not exceed four (4) pages in length (A4 size paper, font Arial 12). Visual materials / diagrams to support your submission can be provided in addition to this.

4.2.2.2 Module B - Target market and forecast demand

You are required to explain who you expect to use this trial service (the target market) and your forecast demand over the length of the trial period.

Detail on the target market should include (but not be limited to):

- Your analysis of its size and characteristics;
- The specific types of trip to be targeted (including any variance by time of day); and
- Evidence that your target market is focused, in particular, on car users.

Your response should make clear how the trial service will meet specific local needs and will complement any existing public transport



services. Detail is required on your analysis and evidence to support this. You should also explain how you will manage the risk of over-reliance on one customer group, type of trip or corridor of demand.

An explanation is required of any demand modelling undertaken, which is to include a table of your demand forecast for the 12 month trial, broken down by reporting period. This should be presented in a format that enables clear comparison between your reporting period forecasts and your Financial Submission (i.e. your completed pricing model provided at Volume 4 to the ITT). IMPORTANT - no pricing information should be included in the response to this module.

Your response to this module should make clear your approach to generating your demand forecast and the key outputs of analysis undertaken. You should include detail of assumptions made and provide supporting evidence to substantiate these.

You should also set out what you consider to be the key risks to achieving this forecast and how these will be mitigated / managed.

Your response to this module should not exceed six (6) pages in length (A4 size paper, font Arial 12). Visual materials/diagrams to support your submission can be provided in addition to this.

4.2.2.3 Module C - Operational model

You are required to provide a description of your proposed operational model for the trial service. In accordance with the requirements for the Operational Model outlined in Section 4.2 of the SoR, this should include (but not necessarily be limited to) detail on:

- Proposed service operating hours;
- Staff – including the number of drivers and other staff requirements, proposed driver pay, hours, working practices and the training they will receive;
- All vehicles you propose to use for the trial– including their number, passenger carrying capacity (if appropriate) and technical specifications;
- Your approach to identifying and assessing stopping points – and specifically how you will ensure the safety of customers boarding / alighting buses and avoid disruption to other road users;
- Your estimated scheduled mileage (in customer service and ‘dead’ mileage);
- Peak (and off-peak) vehicle requirements;
- Your proposed vehicle livery; and
- Your planned maintenance schedule.

You should also explain how the operational model you have chosen for the trial:



- Optimises the financial sustainability of the service and offers good value for money to TfL and the Operator;
- Is resilient to unpredicted changes in demand, unforeseen circumstances or disruption (including emergencies and breakdowns, traffic incidents, the availability of staff or vehicles, or spikes / dips in demand); and
- Offers flexibility, to enable amendments to be made during the trial to refine or enhance the service.

Your response should include your rationale for your proposal, the assumptions made and any supporting evidence to substantiate these (for example, evidence of your emergency and breakdown procedure).

You should also set out what you consider to be the key risks associated with your operational model and how these will be mitigated / managed.

Your response to this module should not exceed ten (10) pages in length (A4 size paper, font Arial 12). Visual materials/diagrams to support your submission can be provided in addition to this.

4.2.3 QUALITY CATEGORY 2 - Customer Experience

The purpose of this section is to provide TfL with a clear understanding of how you propose to deliver a quality of customer experience that matches with the requirements set out in Section 8 of the SoR.

4.2.3.1 Module D - Customer proposition

You are required to demonstrate how your proposed whole journey customer experience will meet the expectations set out in Section 8 of the SoR, giving particular consideration to the factors in Section 8.3.

Your response should reflect each of the key stages in the customer journey set out in Table 2 below and may cover (but does not need to be limited to) the suggested considerations this contains.

Within your response, you should consider the following dimensions:

- Technology;
- Drivers;
- Vehicles; and
- Customer information.

Your response needs to also clearly explain the rationale behind your customer proposition. This should include detail on how this will:

- Appeal to the expectations of the target market (particularly car users) and the types of trip the service is to be targeted towards;



- Promote accessibility and inclusion; and
- Represent good value for money to customers and to TfL.

Supporting evidence (for example from any services you operate) should be provided.

Your response to this module should not exceed twelve (12) pages in length (A4 size paper, font Arial 12). Visual materials / diagrams to support your submission can be provided in addition to this.

Table 2 – Customer journey experience considerations

Journey stage	Suggested considerations
Pre-journey	<ul style="list-style-type: none"> • Pre-registration engagement • Registration • Planning • Booking • Payment • Journey information (including information on the pick- up point)
Pick-up and boarding	<ul style="list-style-type: none"> • Customer wait time and wait time reliability • Accessibility and ease of boarding • Perceptions of safety • Ticket handling / revenue inspection or validation • Driver interaction
On-board experience	<ul style="list-style-type: none"> • Comfort • In-journey information • Facilities / amenities on the vehicle • Customers' perceptions of safety • The safety, ease and accessibility of alighting
After-care	<ul style="list-style-type: none"> • Onward customer journey information • Provision for customer feedback • The process for managing refunds and complaints



4.2.4 QUALITY CATEGORY 3 – Growing Demand

The purpose of this section is for TfL to understand how you will grow and sustain demand for the service through marketing and communications activity and a fares structure which is appropriate to the target market.

4.2.4.1 Module E - Marketing and communications

You are required to describe your proposed marketing and communication approach (in accordance with the requirements set out in Section 6 of the SoR). Your proposals should indicate how you envisage working with TfL to develop and deliver an effective marketing plan and should include detail of:

- Your proposed marketing activities and media channels;
- Any owned assets or assets you can access that will be made available;
- Your target audiences; and
- How you propose to collaborate with TfL to deliver this.

Your response should explain the rationale behind your plan and make it clear:

- Why each activity is appropriate to the target market;
- How your proposed approach would help to grow and sustain demand; and
- How your proposed approach would allow flexibility to respond to unforeseen peaks or dips in demand.

Where relevant, your response should reference key learnings from other services you provide (including any target audience insights you may have, or any evidence of how you have delivered behaviour change previously to support your proposed approach).

Your response to this module should not exceed six (6) pages in length (A4 size paper, font Arial 12).

4.2.4.2 Module F - Fares approach

IMPORTANT: The purpose of this module in the Quality Submission is for us to understand your fares approach and structure. The cost to the individual customer can be provided for your proposed fare levels for the purposes of demonstrating your fares approach and structure.

Your response to this module must not include any estimate of periodic or total trial fare revenue, as that is to be covered solely in your Financial Submission, and the Quality Submission and Financial Submission are kept separate. Fare revenue will not be considered in the evaluation of this section.



You are required to detail your proposed fare structure (i.e. the types of fare you proposed to charge) and your proposed fare levels for the trial (e.g. the fare paid by a customer). These need to be in accordance with the requirements set out in Section 7 of the SoR.

Your response should provide a thorough overview which includes an explanation as to:

- Why the proposed fare structure is appropriate to the target market and the customer service being offered;
- What flexibility there would be to adapt the fare structure model and fare levels during the trial; and
- How the proposed structure represents good value for money for customers and is appropriate and affordable for the target market.

You should explain your methodology for determining your fare structure, including any modelling and analysis undertaken (including any key outputs) and the assumptions made. Where possible, provide evidence of the successful implementation of your proposed approach.

Your response to this module should not exceed four (4) pages in length (A4 size paper, font Arial 12).

4.2.5 QUALITY CATEGORY 4 – Research and Evaluation

As a research and development trial, it is vital that it provides TfL with a thorough understanding of the value this service model has for the customer and London as a city. The purpose of this section is to provide TfL with an understanding of how you will provide the necessary data to support this research and enhance trial learning through collaboration and knowledge sharing.

4.2.5.1 Module G - Data collection, reporting and customer insights

You are required to demonstrate how you will provide TfL with the data it requires on the core metrics listed in Section 18.6 of the SoR. Your response should set out:

- Your method for collecting the data (i.e. the systems or tools that would be used);
- The analytical tools and analyst resources that would be available;
- How this would be presented / reported to TfL (ensuring this is in a useable format, but also sufficiently detailed to support more in-depth analysis);
- Any of the identified data requirements you would be unable or unwilling to provide to TfL, with an explanation as to why; and
- How you could support TfL with ad-hoc requests for access to data to inform learning throughout the trial.



You may also wish to consider any additional data which could be provided which would further improve TfL's learning opportunities in relation to the six key trial objectives.

Your response should also explain how you will support the customer insight programme described in Section 17.6 of the SoR. This should include:

- What provisions you have for gathering, analysing and sharing customer and staff feedback and insight; and
- How you will be able to support TfL in developing and undertaking surveys.

You may also wish to consider any further opportunities to obtain feedback from customers (and non-customers) and any channels of communication you have available to support this.

Your response to this module should not exceed four (4) pages in length (A4 size paper, font Arial 12). Visual materials / diagrams to support your submission can be provided in addition to this.

4.2.5.2 Module H - Collaboration and knowledge sharing

You are required to describe how you will work collaboratively with TfL to deliver the research aims of this trial and help improve TfL's understanding of demand responsive bus services. Key learning areas will include (but will not be limited to):

- The efficiency and effectiveness of the technology behind the service – including the routing software, payment system and app;
- The true costs of the service model – which should include a commitment to open book accounting; and
- What standards are appropriate for staff and for customers.

Your response should set out what resources (including any analyst support), tools, systems or processes would be provided to facilitate knowledge sharing.

Your response to this module should not exceed two (2) pages in length (A4 size paper, font Arial 12). Visual materials / diagrams to support your submission can be provided in addition to this.



4.2.6 QUALITY CATEGORY 5 – Trial Delivery and Management

The purpose of this section is for TfL to understand how you manage the delivery of the trial and will mobilise within the required six month timescale.

4.2.6.1 Module I - Project management

You are required to set out how you will manage the operation and close out of the trial. This should include, but not be limited to:

- A project management plan (a detailed list of activities with durations and key milestones). It should include separate consideration of the mobilization period, 12 month operation and the closure of the trial;
- A resourcing plan for the project delivery team, detailing the generic roles and names of all project resources that will be involved in mobilisation and operation of the service. Information on staff specifically allocated to the project, with evidence of their experience, knowledge and skills for their specific role;
- A description of how your proposed management and operational teams will communicate with each other at a strategic and operational level. A description of how you will manage escalations, communicate emerging problems and issues and your proposed governance. You should articulate how you will communicate these to TfL. TfL will have access and visibility of updates to the above on an ongoing basis;
- A stakeholder management plan, including how you will interact with TfL at all levels from strategic to operational, proposed governance with TfL and any other key stakeholders such as local boroughs;
- A description of how you will manage partners and suppliers; and
- A risk register to identify what are perceived as the top five project risks at mobilisation, operation and closure. For each risk you should describe how you will control the risk, communicate the risk assessment to those affected and ensure controls are effectively implemented. Your response needs to specifically identify what you perceive to be the key health & safety hazards for this project and associated risks.

Your response to this module should not exceed six (6) pages in length (A4 size paper, font Arial 10). Visual materials / diagrams to support your submission can be provided in addition to this.



4.2.6.2 Module J - Mobilisation

It is important that the trial can be delivered at the earliest opportunity (and at a maximum within six (6) months of award of the Agreement). You are required to describe how you will mobilise the trial service, following award of the Agreement and until commencement of the Service.

You are required to explain how you would achieve this and provide an indicative mobilisation plan. Please also identify the expertise and experience you have to do this, your relationships with any partners or suppliers and any significant risks associated with achieving mobilisation within this timescale.

Your response to this module should not exceed six (6) pages in length (A4 size paper, font Arial 12). Visual materials / diagrams to support your submission can be provided in addition to this.

4.2.6.3 Module K – Health and Safety

Part A - Please describe your Health and Safety (H&S) monitoring arrangements (e.g. H&S audits, supervision and inspections) for this Service that demonstrate how you will monitor H&S compliance.

Part B - You are required to submit documents outlining your policies on the following:

- Driver medical standards;
- Vehicle maintenance; and
- Driver working hours

IMPORTANT - This is a pass / fail question. In order to pass this question, you will need to:

- Provide comprehensive Service specific details of your arrangements for monitoring, supervision, audit and review of compliance;
- Provide detail on how findings are subsequently actioned; and
- Provide all documents requested to cover the three policy topics (Driver medical standards, vehicle maintenance and driver working hours).

Your response to Part A of this module should not exceed two (2) pages in length (A4 size paper, font Arial 12). Visual materials / diagrams to support your submission can be provided in addition to this. There is no page limit for your response to Part B of this module.



4.3 THE FINANCIAL SUBMISSION

- 4.3.1 Bidder's must fully complete the Pricing Model template attached at Volume 4 to this ITT. Guidance and further information on how to do this can be found in the spreadsheet itself.
- 4.3.2 This trial will be delivered as a research and development project. As such it is a requirement that it must be co-funded between the Corporation and the Operator.
- 4.3.3 **IMPORTANT:** It is required that the anticipated net cost to the Corporation is not higher than £750k. The Pricing Model will calculate this figure taking into consideration the values you enter and if the net cost to the Corporation is above £750k then you will be excluded from the process and your tender will not be eligible for contract award.
- 4.3.4 It is expected that the Operator and the Corporation will share all fares revenues in a 50:50 split. Bidders will have discretion over which secondary revenue streams are shared within the partnership arrangement, and the extent to which they are shared with the Corporation. TfL will contribute up to a maximum of 50% towards the total trial costs. Bidders will have discretion over which trial costs are shared within the partnership arrangement and the extent to which they are shared with TfL (subject to the 50% cap).
- 4.3.5 TfL will reimburse the Operator for their share of fare revenue forgone when accepting a freedom pass journey. Fare revenue forgone will be calculated based on the average fare paid by fare paying passengers after discounts and promotions (e.g. for an average discounted fare of £3, the operator would receive £1.50 for each freedom pass journey, given a 50:50 split of fare revenue).

4.4 THE COMMERCIAL SUBMISSION

You must fully complete and submit the following documentation as your Commercial Submission:

- 1) Form of Tender (Section 7 of this Volume 1 document);
- 2) Conflict of Interest declaration (Section 8 of this Volume 1 document);
- 3) Non-Collusion declaration (Section 9 of this Volume 1 document);



- 4) Agreement Acceptance declaration (Appendix 1 to this Volume 1 document); and
- 5) Reserved Information (Appendix 2 to this Volume 1 document);



5 TENDER EVALUATION

5.1 Introduction

- 5.1.1 The evaluation process will be conducted in a fair, equal and transparent manner in accordance with UK and EU procurement rules.
- 5.1.2 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.
- 5.1.3 TfL reserves the right to revisit the bidder responses to all questions asked at the Expression of Interest stage (which preceded issue of this ITT) to ensure that any changes to bidders' circumstances are taken into account during the tendering evaluation. You are required at all times during the tender process to inform TfL of any changes to your circumstances, which changes impact on your response to the Expression of Interest Questionnaire (EoIQ), your selection or your suitability to tender. Tenders will be rejected from the evaluation process, where a bidder subsequently fails a EoIQ selection criterion due to a change in circumstance. At a later stage you may be asked to confirm that there has not been a material change to:
- information you provided at the EoIQ shortlisting stage which may impact on your eligibility to tender, or
 - your tender, which may change the evaluation results.
- 5.1.4 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.
- 5.1.5 We actively seek to avoid conflicts of interest and reserve the right to reject bidders 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 in [Paragraph 3.6](#) prior to submission of your tender.
- 5.1.6 Tenders will be evaluated by TfL Commercial staff, supported by other subject matter 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;
- selection criteria from the EoIQ stage may be revisited and any changes verified for continuing eligibility to tender;
- Responses will be checked to ensure that they contain complete responses to all the ITT sections, and fully comply with the instructions set out herein before being evaluated. TfL reserves the right to reject any tender that does not comply with the instructions in this Volume 1 document.

5.2 Weightings and Thresholds Guidance

5.2.1 Bidders' Quality, Financial and Commercial Submissions will be evaluated separately.

5.2.2 The evaluation of bidders' Quality, Financial and Commercial Submission responses will be weighted as per the ratios as shown in Table 3 below.

5.3.3 Table 3 shows the percentage weighting allocated to each element and how the sections are organised into categories, modules and sub-modules.

5.3.4 **IMPORTANT:** The following Quality Submission modules are subject to a minimum threshold score of 'Meets Requirements':

- Module D - Customer proposition;
- Module G - Data collection and reporting;
- Module H - Collaboration and knowledge sharing;
- Module I – Project Management; and
- Module J - Mobilisation

Please see paragraph 5.3.2 for details of the Quality Submission scoring methodology and be reminded that **any tender that does not achieve the minimum thresholds stated above will be excluded from the process and shall not be eligible for contract award.**

Table 3 – Award Criteria, Weightings and Thresholds



Submission	Submission Weighting	Category Name	Module Name	Overall ITT Weighting
Eligibility & Selection criteria revisited (Expression of Interest Questionnaire response)	Pass/Fail	Selection (EoIQ) criteria	N/A	Pass/Fail
Quality	85% (also includes pass/fail elements as indicated)	Category 1 - Service Design	Module A - Service area	Pass/Fail
			Module B - Target market and demand forecast	6%
			Module C - Operational model	14%
		Category 2 - Customer journey experience NB - minimum threshold score of 'Meets Requirement' must be attained to pass Module D	Module D - Customer proposition	20% (including a Pass/Fail threshold score element)
		Category 3 - Growing demand	Module E - Marketing and communications	6%
			Module F - Fares approach	4%



Submission	Submission Weighting	Category Name	Module Name	Overall ITT Weighting
		Category 4 - Research and evaluation NB - minimum threshold score of 'Meets Requirement' must be attained to pass Module G and H	Module G – Data collection and reporting	10% (including a Pass/Fail threshold score element)
			Module H - Collaboration and knowledge sharing	10% (including a Pass/Fail threshold score element)
		Category 5 - Trial delivery and management NB - minimum threshold score of 'Meets Requirement' must be attained to pass Module I and J	Module I – Project management	10% (including a Pass/Fail threshold score element)
			Module J - Mobilisation	5% (including a Pass/Fail threshold score element)
			Module K - Health & Safety	Pass/Fail
Financial	15%	Pricing Model	N/A	15%
	Pass/Fail	Net cost to TfL (not to exceed £750k)	N/A	Pass/Fail
Commercial	Pass/Fail	Form of Tender	N/A	Pass/Fail
		Conflict of Interest	N/A	Pass/Fail



Submission	Submission Weighting	Category Name	Module Name	Overall ITT Weighting
		Non-Collusion	N/A	Pass/Fail
		Reserved Information	N/A	Pass/Fail
		Agreement Acceptance	N/A	Pass/Fail

5.3 Quality Submission Evaluation (85% overall weighting)

- 5.3.1 The bidder's Quality Submission should detail how the Service will be provided in accordance with Volumes 2 and 3 of this ITT and should be structured to align with the categories and modules detailed in paragraph 4.2 of this Volume 1 document.
- 5.3.2 Scores will be assigned in accordance with the scoring criteria and guide detailed in Tables 4 to 8 below.



Table 4: Quality Category 1 – Service Design Scoring Guide

Module	Unacceptable (Score = 0)	Poor (Score = 4)	Meets requirements (Score = 9)	Good (Score = 16)	Outstanding (Score = 25)
Module A – Service area	<p><u>This is a pass/fail question.</u></p> <p>See guidance provided at paragraph 4.2.2.1 of this Volume 1 document.</p>				
Module B – Target market and forecast demand	No response or an unacceptable response that does not address the question being asked	<p>Provides a poor or incomplete overview of the demand modelling undertaken and its outputs / offers little evidence that adequate modelling has been done.</p> <p>A limited explanation is given of the approach used and any assumptions used / the justification for the assumptions is poor.</p> <p>The linkages between the modelling outputs and the financial model submission are unclear.</p>	<p>Provides a good summary of demand modelling outputs, including a forecast of the number of trips by TfL financial reporting period.</p> <p>Supported by an explanation of the modelling approach and analysis undertaken, the key assumptions made and adequate evidence to substantiate these</p> <p>Modelling outputs presented are clearly linked to the financial model submission</p>	<p>Provides a good summary of demand modelling outputs, including a forecast of the number of trips by TfL financial reporting period.</p> <p>Supported by a good explanation of the modelling approach and analysis undertaken and a clear, evidence-led justification for the key assumptions made.</p> <p>Modelling outputs presented are clearly linked to the financial model submission</p>	<p>Provides an excellent summary of demand modelling outputs, including a forecast of the number of trips by TfL financial reporting period.</p> <p>Supported by a thorough explanation of the modelling approach and analysis undertaken and a clear, evidence-led justification for the key assumptions made.</p> <p>Modelling outputs presented are clearly linked to the financial model submission</p>



Module	Unacceptable (Score = 0)	Poor (Score = 4)	Meets requirements (Score = 9)	Good (Score = 16)	Outstanding (Score = 25)
Module C - Operational model	No response or an unacceptable response that does not address the question being asked	Provides a limited overview of the operational model, with little or no evidence to show that it is fit for purpose or in line with TfL's core requirements. Presents an incomplete, or poorly considered, plan to managing operational risks.	Provides a clear description of the key components of the model in line with the SoR requirements, supported by adequate evidence that it is fit for purpose to meet the demand forecast and appropriate to the target market. Sets out a clear and thorough plan to manage the key operational risks.	Provides a thorough overview of the model, with good evidence that it is fit for purpose to meet the demand forecast and appropriate to the target market. Sets out a comprehensive and well thought out plan to managing operational risks Provides evidence that the model is flexible, financially sustainable and resilient.	Provides a thorough overview of an innovative operational model, with good evidence that it is fit for purpose to meet the demand forecast and appropriate to the target market. Demonstrates excellent understanding of operational risks and sets out clear mitigation / management plans. Provides good evidence that the model is flexible, financially sustainable and resilient.



Table 5: Quality Category 2 – Customer Experience Scoring Guide

Module	Unacceptable (Score = 0)	Poor (Score = 4)	Meets requirements (Score = 9)	Good (Score = 16)	Outstanding (Score = 25)
Module D - Customer proposition	No response or an unacceptable response that does not address the question being asked	<p>Provides a poor/ incomplete quality overview of the customer proposition which does not consider each stage of the customer journey.</p> <p>Does not clearly demonstrate how the bidder will get the basics right (the 'hygiene factors') or gives no consideration to the 'critical success factors' to growing demand.</p> <p>Provides poor evidence that the customer proposition is appropriate to the target market / represents good value for money.</p>	<p>Provides a clear overview of the customer proposition, with consideration given to each stage of the customer journey.</p> <p>Demonstrates how the bidder will get the basics right (the 'hygiene factors') along with some 'critical success factors'.</p> <p>Provides evidence that the customer proposition is appropriate to the target market and represents good value for money.</p>	<p>Provides a good overview of the customer proposition, with consideration given to each stage of the customer journey.</p> <p>Demonstrates how 'hygiene factors' and 'critical success factors' will be delivered, including some innovative ways of delivering these.</p> <p>Provides good evidence that the customer proposition is appropriate to the target market and represents good value for money.</p>	<p>Provides an excellent overview, which brings the customer proposition to life, with good consideration given to each stage of the customer journey.</p> <p>Demonstrates how 'hygiene factors', 'critical success factors' and several 'delighters' will be delivered, including innovative ways of delivering these.</p> <p>Provides robust evidence that the customer proposition is appropriate to the target market and represents good value for money.</p>



Table 6: Quality Category 3 – Growing Demand Scoring Guide

Module	Unacceptable (Score = 0)	Poor (Score = 4)	Meets requirements (Score = 9)	Good (Score = 16)	Outstanding (Score = 25)
Module E - Marketing and communications approach	No response or an unacceptable response that does not address the question being asked	<p>Provides a limited or poorly thought out marketing plan, without clear consideration of its appropriateness to the target market, or without evidence of what is likely to work.</p> <p>Does not explain how marketing and communications activities will be delivered with TfL, with limited commitment from the bidder to supporting these.</p> <p>Presents an inflexible approach with limited opportunities to adapt this during the trial.</p>	<p>Provides an overview of an effective marketing plan which is appropriate to the target market and is backed by good evidence.</p> <p>Sets out a collaborative approach to marketing and communications, which includes a commitment to co-funding activities.</p> <p>Shows consideration as to how the approach could be adapted during the trial.</p>	<p>Provides a good overview of an effective marketing plan which is appropriate to the target market and is backed by good evidence.</p> <p>Sets out a collaborative approach which makes effective use of available resources and assets.</p> <p>Demonstrates a flexible approach which can be adapted during the trial.</p>	<p>Provides an excellent overview of an effective evidence-led and innovative marketing plan which shows a good understanding of the target market and the likely effectiveness of available levers to create and sustain behavioural change</p> <p>Sets out a proactive and highly collaborative approach which makes effective use of available resources and assets</p> <p>Demonstrates a flexible approach which can be adapted during the trial</p>



Module	Unacceptable (Score = 0)	Poor (Score = 4)	Meets requirements (Score = 9)	Good (Score = 16)	Outstanding (Score = 25)
Module F - Fares approach	No response or an unacceptable response that does not address the question being asked	Proposed fare structure is confusing, is poorly defined or is not clearly explained. Limited information as to how the proposed structure has been determined, with little supporting evidence.	Sets out an easy to understand proposed fare structure which offers customers good value for money Supported by evidence of modelling / analysis having been undertaken, with the key assumptions clearly stated.	Sets out a well considered proposed fare structure which is appropriate to the target market and the customer experience. Provides evidence that a reasonable level of modelling / analysis undertaken, with the key assumptions outlined and a good rationale provided.	Sets out a very well considered proposed fare structure which is appropriate to the target market and the customer experience. Demonstrates that a significant level of modelling / analysis undertaken, with the key assumptions and the rationale for these clearly justified. Backed by evidence of how a similar approach has been successfully used in a comparable context.



Table 7: Quality Category 4 – Research and Evaluation Scoring Guide

Module	Unacceptable (Score = 0)	Poor (Score = 4)	Meets requirements (Score = 9)	Good (Score = 16)	Outstanding (Score = 25)
Module G – Data collection, reporting and customer insights	No response or an unacceptable response that does not address the question being asked.	Shows poor commitment to supporting TfL's learning from the trial Does not demonstrate how the bidder will effectively monitor and report on the trial metrics / does not demonstrate how the bidder will effectively provide data across each journey stage. Provides little information on what tools / systems would be used to collect the required information. Provides little on how the bidder will help TfL to undertake its customer insights programme.	Shows commitment to supporting TfL's learning from the trial. Demonstrates how the bidder will effectively monitor and report on the trial metrics. Clearly identifies what tools / systems would be used to collect the required data. Demonstrates clearly how the bidder will help TfL to develop and undertake its customer insights programme and support related surveys.	Shows a strong commitment to facilitating TfL's learning from the trial. Demonstrates how the bidder will effectively monitor and report on the trial metrics – including recommendations beyond the core metrics. Clearly identifies what tools / systems would be used to collect good quality data. Shows good commitment to helping to develop and undertake a customer insights programme, with assets made available.	Shows a proactive, flexible and supportive approach to maximise TfL's learning from the trial. Demonstrates how the bidder will effectively monitor and report on the trial to maximise learning – beyond the core metrics. Sets out a range of innovative tools / systems to collect high quality data. Shows how the bidder will actively support a customer insights programme, with a range assets / resources made available.

- In Confidence



Module H - Collaboration and knowledge sharing approach	No response or an unacceptable response that does not address the question being asked	<p>Very limited commitment to openness, collaboration and knowledge sharing with TfL.</p> <p>Provides little or no detail on how the bidder will work collaboratively with TfL to facilitate mutual learning.</p>	<p>Demonstrates a commitment to openness, collaboration and knowledge sharing with TfL.</p> <p>Sets out a clear approach to facilitate mutual learning, backed by appropriate resources, systems and tools.</p>	<p>Demonstrates a good level of commitment to openness, collaboration and knowledge sharing with TfL.</p> <p>Sets out a proactive approach to facilitate mutual learning and knowledge exchange, backed by a good range of resources, systems and tools.</p>	<p>Demonstrates an excellent level of commitment to openness, collaboration and knowledge sharing with TfL.</p> <p>Sets out a proactive and innovative approach to promote knowledge exchange and mutual learning, backed by committed resources and tools.</p>
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Table 8: Quality Category 5 – Trial Delivery and Management Scoring Guide

Module	Unacceptable (Score = 0)	Poor (Score = 4)	Meets requirements (Score = 9)	Good (Score = 16)	Outstanding (Score = 25)
Module I - Project management (10%)	No response or an unacceptable response that does not address one or more questions being asked	Sets out a limited project plan organogram and risk register with incomplete rationale. Shows basic governance, supplier management and communication arrangements.	Sets out a detailed project plan, resourcing plan and risk register (including specific health and safety risks) with identified mitigations. Clearly explains governance and communication arrangements, including an escalation strategy for any issues Provides a thorough explanation of the supplier management approach.	Provides a comprehensive project management plan and resourcing plan and risk register with effective risk management plans. Provides a comprehensive explanation of governance, stakeholder management, escalation and performance management processes Provides evidence of strong supplier relationships and a comprehensive supplier management framework focused on delivery throughout	Provides an exceptional project management plan, resourcing plan and risk management plan which clearly shows how the operation will be effectively managed to provide a seamless service to TfL. Provides an outstanding articulation of governance, stakeholder management, escalation and performance management processes. Demonstrates a strong track record of success with proposed suppliers and provides a collaborative and transparent performance management system.



Module	Unacceptable (Score = 0)	Poor (Score = 4)	Meets requirements (Score = 9)	Good (Score = 16)	Outstanding (Score = 25)
Module J - Mobilisation	No response or an unacceptable response that does not address one or more questions being asked	<p>Provides a basic mobilisation plan with a limited schedule of activities and milestones</p> <p>Shows sufficient capability, capacity and experience to deliver the trial.</p> <p>Sets out a register of key risk to mobilisation with some consideration of how they will be managed</p>	<p>Sets out a clear mobilisation plan which includes a schedule of key activities and milestones to mobilise the trial within six months of contract award.</p> <p>Demonstrates that the bidder has the capability, capacity, experience and expertise to deliver the trial and that relationships are in place with key suppliers</p> <p>Sets out a register of key risks to mobilisation with a plan for managing or mitigating to ensure project mobilisation on time and to budget.</p>	<p>Sets out a detailed mobilisation plan which clearly shows how the trial will be mobilised as soon as practicable and within six months of contract award, using past experience to evidence.</p> <p>Demonstrates strong capability, capacity, experience and expertise to deliver the trial and that good relationships with key suppliers are in place.</p> <p>Provides a detailed register of mobilisation risks and a clear plan to show how they can be managed and mitigated to ensure delivery within time and budget.</p>	<p>Provides a well-evidenced and compelling mobilisation plan, supported by evidence of past experience in mobilising successful services, which shows effective mobilisation within the required timescales and measures to further expedite this process.</p> <p>Demonstrates outstanding capability, capacity, experience and expertise to deliver the trial and those strong and ongoing relationships with key suppliers.</p> <p>Provides a comprehensive register of mobilisation risks and opportunities and an outstanding consideration of how to manage or mitigate these to ensure successful delivery to time and budget.</p>



Module	Unacceptable (Score = 0)	Poor (Score = 4)	Meets requirements (Score = 9)	Good (Score = 16)	Outstanding (Score = 25)
Module K – Health and Safety	<p><u>This is a pass/fail question.</u></p> <p>See guidance provided at paragraph 4.2.6.3 of this Volume 1 document.</p>				

- 5.3.3 **PLEASE NOTE:** Bidders' Quality Submission scores will be based on the merit and content of their Quality Submission only. No previous experience or knowledge that TfL has about the bidder, including delivery of any similar requirements, will be taken into account during the tender evaluation. For the avoidance of doubt this also includes any knowledge that TfL gained about the bidder and its solution during meetings conducted during the tendering phase of the procurement.



5.4 Financial Submission Evaluation (15% of the overall evaluation)

5.4.1 Bidders are required to complete the Pricing Model Template contained at Volume 4 to this ITT. Taking into account the values within these Financial Submissions, the tendered lowest net cost to TfL will be determined. Each tender will then be assigned a score using the inverse proportion methodology, where the lowest net cost to TfL is divided by each bidder's calculated net cost to TfL in order to determine a score.

5.4.2 The formula for this is represented as follows:

$$\text{Financial Submission score} = \frac{\text{Lowest net cost to TfL} \times 15\%}{\text{Bidders net cost to TfL}}$$

5.4.3 A worked example, for illustrative purposes only, is provided below:

Bidder	Net Cost to TfL	Score
A	£750k	10.0%
B	£500k	15.0%
C	£525k	14.3%
D	£550k	13.6%

5.4.4 If shortlisted for contract award the preferred supplier's Financial Submission may be reviewed and negotiated to ensure that best value for TfL is achieved.

5.5 Commercial Submission Evaluation (pass/fail)

5.5.1 The evaluation of the Commercial Submission will be Pass/Fail; in order to pass a bidder must accurately and correctly complete and return Appendix 1, Appendix 2, Section 7, Section 8, and Section 9 of this ITT document (Volume 1).

5.5.2 If the documents requested above are not returned in a full and completed state then the response will not be considered to have passed this evaluation stage and the tender will be deemed non compliant and will not be evaluated further.

5.5.3 A draft form of the SoR and Agreement are attached at Volumes 2 and 3 respectively. TfL has drafted the Agreement to reflect its objectives for the Service and has taken into consideration feedback received from bidders during the Expression of Interest stage. In producing the draft SoR and Agreement, TfL has sought to reflect its own interests,



the interests of the Operator and the interests of other stakeholders, including customers of the trial. TfL believes that it has developed an Agreement, inclusive of the SoR, that is capable of being signed up to by any of the bidders. However, TfL reserves the right to amend or update the SoR or Agreement following discussions with bidders during the tendering process before the final form of SoR and Agreement is issued by 21 September 2018.

- 5.5.4 Final versions of the SoR and Agreement will be issued to all bidders week commencing 17th September 2018 (following conclusion of all individual meetings with bidders during the tendering stage). At the point a bidder submits its tender it must complete, sign and return the Agreement Acceptance Declaration (Appendix 2 to this Volume 1) to signify that it accepts the final form of Agreement (inclusive of the SoR).

5.6 Abnormally High or Abnormally Low Tenders

- 5.6.1 All tenders will be reviewed to consider whether any values appear to be abnormally high or abnormally low. An initial assessment will be undertaken using a comparative analysis of the proposals received from all bidders, with reference to the methods proposed by you.
- 5.6.2 If the assessment shows that your tender may be abnormally high or 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 high or abnormally low.
- 5.6.3 On receipt of your written explanation, if TfL is still of the opinion that you have submitted an abnormally high or abnormally low offer then TfL will confirm this to you and will advise either:
- that your tender has been rejected and you have been excluded from the process; 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 high or abnormally low tender.

5.7 Combining the Quality, Financial and Commercial Evaluations

- 5.7.1 Only bidders that pass the following elements will have their tenders eligible to be awarded the Agreement.
- 1) Commercial evaluation: a pass must be obtained in relation to all sections (Form of Tender, Conflict of Interest, Non-Collusion, Reserved Information and Agreement Acceptance);



2) Quality Evaluation:

- a) Bidder must achieve a pass grade for Module A - Service area and Module K – Health and Safety.
- b) Bidder must achieve a minimum threshold score of 'Meets requirements' in relation to all scored modules in the following categories:
 - Category 2 – Customer Journey Experience (Module D - Customer proposition);
 - Category 4 – Research and Evaluation (Module G – Data collection and reporting and Module H – Collaboration and knowledge sharing); and
 - Category 5 – Trial Delivery and Management Module I – Project management and Module J – Mobilisation).

3) Financial evaluation: The net cost to TfL must not exceed £750k in order to pass.

5.7.2 Bidders that successfully pass the above element and meet the stated thresholds will be eligible to have their tenders scored and ranked.

5.7.3 TfL will combine the Quality and Financial scores on the basis of an 85:15 split respectively.

5.7.4 The bidder that achieves the highest score and is ranked 1st in the evaluation will be recommended for contract award. This bidder will be conferred with 'preferred supplier' status at the conclusion of the evaluation

5.7.5 **IMPORTANT** – award of any Agreement will be dependant on TfL obtaining consent from the London borough/s that the trial will be carried out within (which is dependant on successful local consultation). Furthermore, contract award is dependant on TfL successfully receiving a Fares Directive from the Mayor of London in alignment with the preferred supplier's proposed fare structure.



6 NOTICE TO BIDDERS

6.1 Confidentiality

- 6.1.1 The contents of this ITT are strictly confidential and shall not be disclosed to any third party other than for the purpose of developing your proposal, after having obtained a similar obligation from that third party to treat any such information disclosed as strictly confidential. Furthermore, you shall not disclose any details of its proposals to any other person.
- 6.1.2 Please refer to the Company Confidentiality Agreement executed with all bidders for further details of the obligations relating to confidentiality.
- 6.1.3 You should be aware that this ITT, and any response to this ITT, may be disclosed under the Freedom of Information Act 2000 or the Environmental Information Act 2004.

6.2 Freedom of Information

- 6.2.1 In relation to this ITT bidders shall provide all assistance reasonably requested by TfL to ensure that TfL complies with the Freedom of Information Act 2000 (FOIA) and/or the Environmental Information Regulations 2004 (EIR) and all related or subordinate legislation.
- 6.2.2 TfL and its subsidiaries are obliged by law under FOIA/EIR to supply the public with information relating to all areas of its work and are under a duty to operate with openness and transparency unless an exemption applies.
- 6.2.3 TfL shall be responsible for determining whether information is exempt information under the FOIA/EIR and for determining what information will be disclosed in accordance with the legislation. Further information is available from: www.tfl.gov.uk/foi
- 6.2.4 An individual may request:
- to be informed whether TfL holds information of the description requested; and
 - if so, to have that information communicated to him or her.
- 6.2.5 Without prejudice to TfL's rights and obligations under the FOIA/EIR, you should be aware that the rules about disclosure apply regardless of



where the information held by or on behalf of TfL originated from, and as such the following types of information (without limitation to the generality of the foregoing) may be subject to disclosure:

- information in any tender submitted to TfL;
- information in any contract to which TfL is a party (including information generated under a contract or in the course of its performance);
- information about costs, including invoices submitted to TfL;
- correspondence and other papers generated in any dealing with the private sector whether before or after award of the Agreement.

6.2.6 You should note that this ITT once published by TfL may be made available to the public on request and:

- you must, in your response to this ITT and in any subsequent discussions, notify TfL of any information which you consider to be eligible for exemption from disclosure under the FOIA/EIR. Such information must be referred to as “Reserved Information” and identified in your response in the form of the table set out in Appendix 3: Reserved Information to this Volume 1. Information not identified as Reserved Information may be made available by TfL on request. Even information identified as Reserved Information may have to be disclosed;
- all decisions relating to the exemption and disclosure of information will be made at the sole discretion of TfL. It should be noted that TfL may disclose your justifications for exemption and any additional information relating to that which is classified as Reserved Information;
- although TfL is not under any obligation to consult you in relation to requests for information made under FOIA/EIR, TfL will endeavour to inform you of requests wherever it is reasonably practicable to do so;
- any Agreement with TfL will require you to supply additional information, and/or provide other assistance, pursuant to any FOIA/EIR request received by TfL;
- TfL’s decision on applying an exemption and, therefore, refusing a request for information by a member of the public may be challenged by way of appeal to the Information Commissioner. The Information Commissioner has the statutory power to direct that the information be disclosed.



6.2.7 For further information on exemption requests please see Appendix 2: Reserved Information to this Volume 1.

6.2.8 Additional information and guidance:

- the exemption that applies to information that would prejudice commercial interests if disclosed is a 'qualified' exemption under the FOIA/EIR. This means that TfL is required to consider whether, in all the circumstances prevailing at the time a request is received, the public interest in disclosure outweighs the commercial interest in upholding the exemption;
- information which is exempt under the rules governing commercial matters will not normally be withheld for more than seven years after completion of the Agreement;
- information relating to the overall value, performance or completion of a contract will not be accepted as Reserved Information, although TfL may choose to withhold such information in appropriate cases, at its sole discretion;
- information relating to unit prices or more detailed pricing information may be specified by you as Reserved Information;
- for further information and guidance, please see the Secretary of State for Constitutional Affairs' code of practice issued under section 45 of the FOIA (<https://www.gov.uk/government/publications/code-of-practice-on-the-discharge-of-public-authorities-functions-under-part-1-of-the-freedom-of-information-act-2000>).

6.3 Equality and Diversity

6.3.1 TfL is committed to proactively encouraging diverse suppliers to participate in its procurement processes for goods, works and services. It will provide a level playing field of opportunities for all organisations including Small and Medium Enterprises and Black, Asian and Minority Ethnic businesses and other diverse suppliers. Consistent with its obligations as a Best Value authority and in compliance with EU and UK legislation, TfL's procurement process will be transparent, objective and non-discriminatory in the selection of its suppliers. TfL will actively promote diverse suppliers throughout its supply chains.

6.3.2 TfL expects that the Operator for the Agreement will have in place and will implement policies to promote these principles.



6.4 Responsible Procurement

- 6.4.1 TfL will proactively conduct its procurement process in line with the GLA Group's Responsible Procurement Policy. Within its obligations as a Best Value authority, and in compliance with EU and UK legislation, TfL will adopt the principles of 'Reduce, Reuse, Recycle' and 'Buy Recycled'. TfL is committed to applying these principles in its procurement of goods, works and services, where the required criteria for performance and cost effectiveness can be met. TfL will actively promote 'Responsible Procurement' throughout its supply chain.
- 6.4.2 Further details on TfL's policies on Responsible Procurement can be found on TfL's website at:
- <https://tfl.gov.uk/corporate/publications-and-reports/procurement-information?intcmp=3408>
- 6.4.3 TfL expects that the Operator for the Agreement will have in place and implement policies to promote these principles.

6.5 Disclaimer

- 6.5.1 Neither the receipt of this document by any person, nor the supply of any information, is to be taken as constituting the giving of investment advice by TfL or any of its advisers to any bidder.
- 6.5.2 Information provided does not purport to be comprehensive or verified by TfL or its advisers. Neither TfL nor its advisers accept any liability or responsibility for the adequacy, accuracy or completeness of any of the information or opinions stated in the ITT documents.
- 6.5.3 No representation or warranty, express or implied, is or will be given by TfL or any of its officers, employees, servants, agents or advisers with respect to the information or opinions contained in the ITT or on which the ITT is based. Any liability in respect of such representations or warranties, howsoever arising, is hereby expressly disclaimed but nothing in this ITT shall exclude or restrict liability for fraudulent misrepresentations.
- 6.5.4 No information in this document is, or should be relied upon as, an undertaking or representation as to TfL's ultimate decision in relation to the Agreement. TfL reserves the right without prior notice to change the



procurement process detailed in this ITT or to amend the information provided, including, but not limited to, changing the timetable, the scope and nature of the procurement and the procurement process. In particular, TfL reserves the right to issue circulars to bidders providing further information or supplementing and/or amending the procurement process for this ITT. In no circumstances shall TfL incur any liability in respect of any changes. This will be subject to the requirements of public law, the UK and EU procurement rules and Treaty on the functioning of the European Union (TFEU) rules and general principles.

- 6.5.5 Direct or indirect canvassing of the Mayor, any members of the Greater London Authority, employees, directors, board members, agents and advisers of TfL and any of its subsidiaries by any person concerning the Agreement or any related procurement process and any attempt to procure information from any of the foregoing concerning the Agreement may result in the disqualification of the person and/or the relevant organisation from consideration for the Agreement.
- 6.5.6 TfL reserves the right without prior notice not to follow up this document in any way and/or to terminate the procurement process without awarding an Agreement at any time.
- 6.5.7 TfL reserves the right to award the Agreement in whole or in part or not at all as a result of this procurement process for a Trial Demand Responsive Bus Service.

6.6 Good Faith

- 6.6.1 In submitting a response to this ITT, you undertake to provide its submission in good faith and that you will not at any time communicate to any person (other than TfL, its advisers or third parties directly concerned with the preparation or submission of its response) the content (or approximate amount) or terms (or approximate terms) of your response or of any arrangements or agreements to be entered into in relation to your response.
- 6.6.2 In submitting a response to this ITT you undertake that the principles described in this section have been, or will be, brought to the attention of all consortium members, sub contractors, and associated companies which are or will be providing services or materials connected with your response.



6.7 Accuracy of Information

In submitting a response to this ITT you undertake that:

- all information contained in any response at any time provided to TfL in relation to the Agreement is true, accurate and not misleading and that all opinions stated in any part of a response are honestly held and that there are reasonable grounds for holding such opinions;
- any matter that arises that renders any of such information untrue, inaccurate or misleading will be brought to the attention of TfL immediately.

6.8 Intellectual Property Rights

All intellectual property rights in this ITT and in the information contained or referred to in it shall remain the property of TfL and/or third parties, and you shall not obtain any right, title or interest therein.

6.9 Changes in Circumstances

6.9.1 You (including, for this purpose, each participant in any joint venture, consortium arrangement or special purpose vehicle (SPV)) is required to inform TfL promptly and in any case no later than fourteen (14) calendar days after the occurrence of:

- any change to your corporate structure from that set out in your response to the Expression of Interest Questionnaire (EoIQ). This includes the grant of any options to acquire shares, any agreement relating to the exercise of rights attaching to such shares, and any material amendments to a shareholders' agreement, articles of association or similar constitutional documents;
- any changes to any other information provided to TfL as part of the EoIQ shortlisting process; or
- any other change to your circumstances, or the basis of your response to the EoIQ which may be expected to influence TfL's decision on your suitability for qualification for receipt of this ITT or to be selected as a supplier

6.9.2 TfL reserves the right to approve (subject to conditions) or reject the changes referred to above (including any changes to the basis on which you were shortlisted to receive this ITT). A rejection of the changes may



result in you being excluded from further participation in the procurement process.

6.9.3 TfL reserves the right, and may in certain cases be required under the procurement rules, to disqualify any bidder that has been selected to receive this ITT where the composition of the bidder's bid vehicle, joint venture or consortium has changed after the announcement of those bidders who pre-qualified to receive this ITT. You are therefore advised to discuss any proposed changes of this nature with TfL before they are put into effect.

6.9.4 Where, following notification to TfL by you, at any stage, of a material change in any of the information provided in your response to the EoIQ (or failure to give such notification), TfL is of the opinion that you do not have, or are unlikely by the date of commencement of the Agreement to have an appropriate financial position, technical capacity or managerial competence, or are otherwise an unsuitable person, to be a supplier, TfL reserves the right to disqualify you from the procurement process.

6.10 Conflict of Interest

If any conflict of interest or potential conflict of interest between you, your advisers, TfL's advisers or any combination thereof becomes apparent to you, you shall inform TfL immediately. In such circumstances TfL shall, at its absolute discretion, decide on the appropriate course of action. If TfL becomes aware of any conflict of interest that you have not declared to TfL you may be disqualified from the procurement process.

6.11 Bid Costs

TfL will not be liable to any person for any costs whatsoever incurred in the preparation of bids or in otherwise responding to this ITT.

6.12 Selection of Suppliers

6.12.1 Before selecting you as a supplier, TfL reserves the right to check and confirm:

- your financial standing (including each member of any consortium and of any key sub contractor); and/or
- your qualifications and resources, including verifying all or part of your tender, each in the context of any changes that may have occurred since you were shortlisted to receive this ITT.



6.13 Data Transparency

The UK government has announced its commitment to greater data transparency. Accordingly TfL reserves the right to publishing its tender documents, contracts and data from invoices received. In so doing TfL may at its absolute discretion take account of the exemptions that would be available under the FOIA and EIR.



7 FORM OF TENDER

I confirm and accept that:

1. The information provided in the Invitation to Tender (ITT) document Trial Demand Responsive Bus Service, reference: tfl_scp_001783, was prepared by Transport for London ("TfL") in good faith. It does not purport to be comprehensive or to have been independently verified. Neither TfL nor any member of the TfL group company has any liability or responsibility for the adequacy, accuracy, or completeness of, and makes no representation or warranty, express or implied, with respect to, the information contained in the ITT document or on which such documents are based or with respect to any written or oral information made or to be made available to any interested supplier or its professional advisers, and any liability therefore is excluded.
2. The provision of 6.1 of the 'Notice to Bidders' section of Volume 1 of the ITT has been and will continue to be complied with.
3. Nothing in the ITT document or provided subsequently has been relied on as a promise or representation as to the future. TfL has the right, without prior notice, to change the procedure for the competition or to terminate discussions and the delivery of information at any time before the signing of any Agreement.
4. TfL reserves the right (on behalf of itself and its group companies) to award the contract for which tenders are being invited in whole, in part or not at all.
5. This tender shall remain open for acceptance by TfL and will not be withdrawn by us for a period of six (6) months from the date fixed for return.
6. The information provided by us is true and accurate.

Having made due allowances for the full requirement in the ITT documents we hereby offer to provide the Service to TfL (or any member of the TfL group) in accordance with the terms and conditions of the Agreement and the pricing detailed in the Pricing Model submitted as part of our tender.

Please complete the following:

TfL Reference No: tfl_scp_001783	
Name:	
Position:	For and on behalf of (company name):
Telephone:	Email:
Signature:	



8 CONFLICT OF INTEREST DECLARATION

In responding to the questions below the signatory is to include in its consideration of any matters, private interests or relationships which could or could be seen to influence any decisions taken or to be taken, or the advice you are giving to Transport for London (TfL), or that may result in an adverse impact on competition for the purposes of this procurement.

The types of interests and relationships that may need to be disclosed include investments, shareholdings, trusts or nominee companies, company directorships or partnerships, other significant sources of income, significant liabilities, gifts, private business, employment, voluntary, social or personal relationships that could, or could be seen to, impact upon your responsibilities and existing or previous involvement that could create a potential, actual or perceived conflict.

If response is yes to any of the questions below please provide full details as a separate attachment.

Questions	Yes / No
Are you affiliated or otherwise connected (e.g. in joint venture whether incorporated or unincorporated, partnership, alliance or as a sub-contractor/sub-consultant) with any firm that supplies products, works or services to TfL or is currently tendering to do so?	
In the past 12 months, to the best of your knowledge, has any member of your organisation or your supply chain had any direct or indirect involvement (by way of trading, sharing information, participating in industry for or jointly delivery goods/works/services) with any other company acting as a supplier to TfL?	
At any time in the past 12 months, to the best of your knowledge, has any member of your organisation or supply chain received any gift (other than promotional items) or hospitality from a supplier or employee to TfL?	
At any time in the past twelve months, have you or anyone from your organisation or supply chain given any gift (other than promotional items) or hospitality to an employee of TfL?	
Is there any occasion where you or members of your organisation or supply chain may use TfL resources (equipment, space, supplies or paid individuals) in performing paid or unpaid activities for organisations other than TfL?	



Are there any other activities not reported under the previous questions that may give rise to a conflict of interest with respect to their work with TfL e.g. through personal or working relationships with current or former employees or through prior employment with TfL or third party suppliers or in connection with the Trial Demand Responsive Bus Service?	
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I, as representative of all companies associated with the bidder's submission, hereby confirm that I have read and understood the above statements and that I will make full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest.

I agree that if I become aware of any information that might indicate that this disclosure is inaccurate, I will notify TfL promptly and no later than fourteen (14) calendar days of becoming aware of such information and undertake to take such action as TfL may reasonably direct.

Signature:	
Name:	
Position:	
Company:	
Date:	



9 NON-COLLUSION DECLARATION

Refusal to give this declaration and undertaking will mean that this tender submission will not be considered.

Declaration

With regard to tendering for the Trial Demand Responsive Bus Service I / we declare that:

I / we have submitted a bona fide response to TfL's ITT and that I / we have not fixed or adjusted any responses or information provided in accordance with any agreement with any other person.

I / we have not done and I / we undertake that I / we will not do at any time before the Agreement is awarded:

- Communicate to a person other than the person calling for these tenders the amount or approximate amount of the proposed tender except where the disclosure, in confidence, of the approximate amount of the tender was necessary to obtain insurance premium quotations required for the preparation of the tenders; or
- Enter into any agreement or arrangement with any other person that he shall refrain from tendering or as to the amount of any tender to be submitted; or
- Offer or pay or give or agree to pay any sum of money 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 Trial Demand Responsive Bus Service; or
- Any act or thing of the sort described above.
- I / we agree that the terms of the above declaration will form part of any Agreement with TfL, their servants or agents resulting from the acceptance of my / our tender and that any breach of this declaration and undertaking will be deemed to be a breach of that contract entitling TfL, their servants or agents to determine my / our employment under that Agreement.

Signed:		Date:	
Name:			
Position:			
For and on behalf of:			