

Invitation to Tender

Under Framework Agreement:

RM1502 – ConsultancyONE

Lot 1 – Multi Specialism Programme Delivery

Project Reference: TfL scp 001380

**The Provision of Consultancy Support
for London Road User Charging & Low Emission Zone**

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1. GENERAL

1.1. Transport for London (TfL) is seeking three consultants to work within TfL's London Road User Charging (LRUC) Team which includes central London Congestion Charging (CC) and Greater London Low Emission Zone (LEZ) as additional resource. This document outlines the requirements and provides a background to the project that the consultants will be working on. TfL's objective is to award a single contract against the following requirement:

1.1.1. To provide support to the Programme Manager of the London Road User Charging Programme in respect of CC and LEZ.

1.2. TfL are seeking tenders from the invited parties (from RM1502 – ConsultancyONE Framework Agreement – Lot 1 – Multi Specialism Programme Delivery) interested in providing services specified in Attachment 1 (Project Brief) of this document.

2. TENDER PROCESS

2.1. The Tender Process is being run to the following timetable:

Table 1 - Tender Process timings

Activity	Date
Dispatch of Invitation to Tender	16/09/2015
Deadline for receipt of Tender Responses	25/09/2015 (12:00 noon)
Evaluation of Responses Commences (<i>Interviews with bidders may also be undertaken at the discretion of TfL</i>)	28/09/2015
Award of Contract	30/09/2015

2.2. Tender responses must be submitted in two sections; **Technical** and **Commercial**

2.2.1. Technical submission (no more than 10 pages long) must include :

- Details of the Service Provider's Testing Assurance, Programme Assurance and Project (Finance) Managers, including grades and

areas of responsibility. For the avoidance of doubt only one (1) set of details is required for each of the required positions.

- Provide details of the availability of proposed personnel. The consultants are to start as specified in Attachment 1
- Outline any relevant past work or project knowledge and skills in relation to this particular task.

2.2.2. Commercial submission must include:

- Completed Form of Tender (found in ANNEX 1)
- Details of the senior person(s) responsible for ensuring the satisfactory delivery of the contract requirements
- The following information related to your company:
 - Company Name
 - Company Registration Number
 - Registered Address
 - Details of any Parent Companies, including the Parent Company name, Registered Number, and Address
- Price Schedule of daily charge rates for the proposed personnel (Price Schedule found in Attachment 2)

2.3. The Tender is to be signed with the usual signature person(s) authorised to legally bind the tender.

2.4. Tender submissions must be presented in English, 12pt type, and in PDF format.

2.5. No commercial information must be contained in the technical submission.

3. TENDER ADMINISTRATION

The point of contact for Tender administration, to which all submissions and queries shall be sent, shall be as follows:

Name: **REDACTED**

E-mail: **REDACTED**

Telephone: **REDACTED**

Any clarification questions must be sent to:

Name: **REDACTED**

E-mail: REDACTED
Telephone: REDACTED

4. TENDER EVALUATION

The objective of the evaluation process is to select the “Most Economically Advantageous Tender (MEAT)” The “MEAT” is determined as the highest evaluated score in a **70:30** combination of Technical and Commercial scores respectively.

4.1. Technical Evaluation:

- 4.1.1. This shall account for 70% of the total marks awarded to each Tender.
- 4.1.2. The technical submission will be assessed against the ability to meet the service requirements detailed in Attachment 1
- 4.1.3. The submission will be scored against the criteria and the weightings set out in table 2:

Table 2 – Technical Criteria

Criteria	Weighting
1. Understanding of TfL requirements	10%
2. Capability and availability of the proposed personnel	20%
3. Evidence of experience in working on similar projects	70%

4.1.4 Scoring Scheme

Technical scoring will be based on the following:

Table 3 - Basis for Technical Scoring

Rating Level	Score	Descriptor
Outstanding	4	Exceptional demonstration by the Tenderer of the relevant ability, understanding, experience, skills, and resource & quality measures required to provide the supplies / services. Response identifies factors that will offer potential added value and continuous improvement, with evidence to support the response.
Good	3	Above average demonstration by the Tenderer of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the supplies / services. Response identifies factors that will offer potential added

		value, with evidence to support the response.
Meets the Requirement	2	Demonstration by the Tenderer of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the supplies / services, with evidence to support the response.
Poor	1	Some minor reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to provide the supplies / services, with little or no evidence to support the response.
Unacceptable	0	The response does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the Tenderer has the ability, understanding, experience, skills, resource & quality measures required to provide the supplies / services, with little or no evidence to support the response.

TfL reserves the right to reject tenders which do not score 50% or more in the technical criteria.

4.2. Commercial Evaluation

- 4.2.1. This shall account 30% total marks awarded to each Tender
- 4.2.2. Evaluation of the Tenderer's Submission will involve checking all information from 2.2.2 has been provided and is complete, and scoring the total daily charge rates for the personnel.
- 4.2.3. Scores will be generated for each Tenderer from the Tender Price as follows:
 - A reference price / "Reference Mean Value" is calculated by taking the mean price of the all compliant Tenders, this Reference Mean Value is given 50 (fifty) points;
 - Each Tenderer's price is divided by the Reference Mean Value and calculated as a percentage;
 - 1 point is deducted from an initial total of 50 points for each Tenderer for each percentage point above the Reference Mean Value; and
 - 1 point is added to 50 points for each Tenderer for each percentage point below the Reference Mean Value.

5. CONFIDENTIALITY

- 5.1.** Tenderers must maintain the strictest confidence and not disclose to any third party without the written consent of TfL, information provided by TfL in this Invitation to Tender document and other confidential information supplied by TfL to the tenderer.
- 5.2.** Tenderers must not communicate to any person other than TfL the amount or approximate amount of Charges and such Charges must not be determined or adjusted by arrangement or in collusion with any third party. The tenderer must not make any such communication or enter into any collusive arrangement with any third party whether in relation to this tender or a tender submitted or to be submitted by such third party.
- 5.3.** The Service Provider shall not without written consent of the Commercial Manager use this assignment as a reference.

ATTACHMENT 1

TENDER BRIEF

1. Introduction

TfL requires three consultants to work within TfL's London Road User Charging (LRUC) Team as additional resources. The consultants will assist on project activities providing expertise and advice. This document outlines the requirements of the project.

2. TfL Overview

TfL is an executive body of the Greater London Authority, created in 2000 as the integrated body responsible for the Capital's transport system. Its primary role is to implement the Mayor of London's Transport Strategy and manage transport services across the Capital. TfL is made up of many predecessor organisations covering almost all transport modes in London, and therefore has the ingredients and accumulated experience to provide one of the largest integrated transport systems in the world.

TfL comprises of different business areas. The businesses are Surface Transport, Corporate, London Underground and Rail. TfL is a partner in Crossrail.

TfL manages London's transport network and is responsible for London's buses, the Underground, the Docklands Light Railway (DLR), London Overground, London River Services, Barclays Cycle Hire, and policing. TfL also runs Victoria Coach Station and the London Transport Museum and is responsible for 360 miles (580km) of main roads, and all of London's 4,600 traffic lights. In addition, it manages the London Congestion Charging and Low Emission Zone schemes and regulates the city's taxi and private hire trades. TfL also promotes a range of walking and cycling initiatives across the Capital.

Surface Transport is an integral part of TfL, and as its name implies is responsible for the oversight of the London Bus Network, Victoria Coach Station, Dial-A-Ride, London Taxi and Private Hire, London River Services, the TfL Road Network, Congestion Charging and Traffic Enforcement, traffic management and transport policing, road safety, walking, cycling and freight.

3. Background

The London Road User Charging (LRUC) service includes the central London Congestion Charging (CC) and Greater London Low Emission Zone (LEZ)

schemes, which are integral parts of the Mayor's Transport and Air Quality Strategies.

The CC scheme is designed to reduce traffic congestion in Central London and provides a substantial income stream for reinvestment in transport measures in line with the Mayor's Transport Strategy. The CC scheme also has an important role in reducing Carbon Dioxide (CO₂) and harmful local air pollutants, specifically Particulate Matter (PM₁₀) and Nitrous Oxides (NO_x), from vehicular traffic in central London.

The LEZ is designed to reduce PM₁₀ and NO_x emissions from buses, coaches, lorries, vans and minibuses, and thus plays a key role in moving London closer to attainment of the EU limit values for these two pollutants. The LEZ also has important secondary benefits in terms of the reduced emissions contributing to health benefits inside and outside London.

The current LRUC contract was awarded to IBM in December 2007 for a five year period, expiring on 31 October 2014.

Following a competitive procurement process the contract to provide the LRUC service, on behalf of TfL, was awarded to Capita in January 2014. Since then a contract extension to 31 January 2016 has been agreed with IBM to allow Capita to deliver the LRUC service from 01 February 2016.

Since the award of the contract, Capita has completed the mobilisation, design and build phases of the LRUC solution. The final stage of testing is due to commence from October 2015.

TfL's role in the delivery of Capita's LRUC programme is one of assuring that the requirements, set out in the LRUC contract, are adhered to and fully complied with by Capita ahead of the LRUC service go-live on 01 February 2016.

4. Objectives

The objective of this process is to award a contract to provide additional experienced resource for test, project and programme management support for TfL's role in delivering the LRUC programme.

5. Scope

5.1. Background

Following a review of key assurance roles within TfL's LRUC programme, it was determined that additional experienced resources are required to strengthen the following areas of the programme team:

- Testing;
- Finance; and
- Programme management

5.2. Specific Requirements

Support is sought for the following activities:

- Test assurance
- Project management (Financial Assurance and service transition)
- Programme assurance

These resources are not currently available within TfL's Projects and Programmes directorate and a recruitment exercise to identify a test assurance manager has been unsuccessful.

The test assurance role will be full time and based in Coventry with occasional trips to London.

Both the project (finance) and programme (assurance) roles will be full time and based in London with occasional trips to Coventry.

5.3. Anticipated Resource Requirements

- A sufficiently senior/experienced consultant that has experience in assuring supplier testing within a large complex IT delivery programme.
- A sufficiently senior/experienced consultant that has experience in assuring financial service transition within a large complex IT delivery programme.
- A sufficiently senior/experienced consultant that has experience in managing the delivery of both large complex IT and service transition delivery programmes.
- It is essential that all resources have experience in service transition project and programme management.
- Likely duration up to 6 months, starting as soon as possible

6. Skills and Capabilities

6.1. Role specific skills and capabilities

6.1.1. Test Assurance Manager

The test assurance manager will be responsible for the assurance of all testing carried out by Capita in regards to the LRUC programme.

The test assurance manager will:

- Manage the assurance of the suppliers testing and be responsible for the acceptance or rejection of the supplier's test related milestone acceptance criteria;
- Manage the TfL team of test specialist to ensure they provide maximum benefit in assuring the on-going supplier testing, through document review, workshops, and test witnessing;
- Manage the relationship with the supplier programme test manager, the supplier test team and other relevant supplier stakeholders;
- Ensure TfL stakeholders are appropriately informed and where necessary involved in the suppliers testing. In particular, ensuring the TfL operations team have full involvement in the relevant test products and support and coordinate any involvement in user acceptance and model office testing activities;
- Report on progress and escalate issues to the TfL programme management team, attending project board level meetings as directed; and
- Deliver all other test assurance activities as directed by the TfL programme manager.

Main Working Relationships

The role will involve working with:

- An experienced and knowledgeable supplier test team. A thorough understanding and experience of testing in the context of the delivery of large complex real-time systems will be required.
- TfL stakeholders with different understanding and experiences of the testing process, many of whom will be working to strict deadlines, which may not align with those of the Capita test programme. Strong people skills will be essential.

Knowledge, Skill & Experience

- Test management / assurance background
- Demonstrable experience of working in a test assurance role on other large complex system implementation outsourced projects
- Good ability to deliver to tight deadlines
- Very good interpersonal and presentational skills.

- Extensive experience of working with senior stakeholders across the public and private sector.
- Able to work on own initiative and cope with fast moving environment
- A forward thinker with the ability to monitor change in a financial environment
- Good influencing, networking and cross functional working skills
- Fluent at building and sustaining strong team relationship internally and externally

This is a high value programme delivering a service with high visibility to the public that generates significant revenue for TfL. The test assurance manager will be required to ensure that the focus on test quality is not compromised while at the same time supporting pragmatic decisions to ensure the final go-live delivers to the programme timescales.

6.1.2. Project Manager (Finance)

The project manager (finance) will be responsible for assuring that all of TfL's finance requirements are adhered to and delivered by Capita in regards to the LRUC programme.

The project manager (finance) will:

- Manage and co-ordinate the delivery of all TfL financial assurance or service transition activities;
- Provide project management support to the finance work stream with regards to LRUC delivery programme
- Review, monitor, track and feedback on project plans provided by the Supplier
- Ensure that Capita fulfil all financial requirements prior to the go-live of the LRUC service;
- Work with the TfL and Capita Service Transition leads to ensure that all TfL finance service transition activities are delivered within the agreed timescales;
- Work with the TfL Finance lead, manage the relationship with the supplier finance project manager, and other relevant supplier stakeholders;
- Work with the TfL Finance lead, manage the acceptance or rejection of the supplier's finance related milestone acceptance criteria.
- Ensure TfL stakeholders are appropriately informed and where necessary involved in any finance assurance or transition activities, in particular, ensuring the TfL operations team have visibility of and involvement in the relevant activities;
- Report on progress and escalate issues to the TfL programme management team; and
- Deliver all other finance assurance and transition activities as directed by the TfL programme manager.

Main Working Relationships

- Supplier Project/Finance team
- TfL Finance Team
- TfL Programme team
- TfL Commercial team

Knowledge, Skill & Experience

- Project management qualification (APM, PRINCE2)
- Finance background with knowledge of finance process cycles – including Order -2-Cash

- Demonstrable experience of working in a PM role on other large complex system implementation outsourced projects
- Good ability to deliver to tight deadlines
- Very good interpersonal and presentational skills.
- Extensive experience of working with senior stakeholders across the public and private sector.
- Able to work on own initiative and cope with fast moving environment
- A forward thinker with the ability to monitor change in a financial environment
- Good influencing, networking and cross functional working skills
- Fluent at building and sustaining strong team relationship internally and externally

This is a high value programme delivering a service with high visibility to the public that generates significant revenue for TfL. The finance project manager will be required to ensure that supplier quality is not compromised while at the same time supporting pragmatic decisions to ensure the final go-live delivers to the programme timescales.

6.1.3. Programme Assurance Manager

The programme assurance manager will be responsible for supporting the TfL programme manager in the overall assurance and delivery of the LRUC programme.

The programme assurance manager will:

- Independently review Capita's delivery progress and identify any critical programme delivery issues and strategies to overcome these issues;
- Support the TfL programme manager in addressing any critical programme delivery issues in order to minimise any financial, quality or time impacts on TfL;
- Support the TfL programme manager in addressing any critical programme delivery risks in order to minimise any financial, quality or time impacts on TfL;
- Work with the TfL System, Service and Transition leads to ensure that all critical interdependencies between Capita and TfL are delivered within the required timescales;
- Support the TfL programme manager in managing the relationship with the supplier programme manager and wider Capita senior management team;
- Undertake all other programme assurance activities as directed by the TfL programme manager; and
- As and when required deputise for the TfL programme manager.

Main Working Relationships

- Supplier programme team
- TfL Programme team
- TfL Commercial team

Knowledge, Skill & Experience

- Project management qualification (APM, PRINCE2)
- Demonstrable experience of working in a senior delivery role on other large complex system implementation outsourced projects
- Good ability to deliver to tight deadlines
- Very good interpersonal and presentational skills.
- Extensive experience of working with senior stakeholders across the public and private sector.
- Able to work on own initiative and cope with fast moving environment

- A forward thinker with the ability to monitor change in a programme environment
- Good influencing, networking and cross functional working skills
- Fluent at building and sustaining strong team relationship internally and externally

This is a high value programme delivering a service with high visibility to the public that generates significant revenue for TfL. The programme assurance manager will be required to ensure that supplier quality is not compromised while at the same time supporting pragmatic decisions to ensure the final go-live delivers to the programme timescales.

7. Performance Expectations/Acceptance Criteria

During the work assignment the TfL Contract Manager will monitor the consultants' individual contribution, progress, interaction and any other issues highlighted. TfL have an expectation of exceptional performance from all those supporting TfL and the consultancy businesses that employ them. Any individuals working on the commission who are failing to perform will be reported to the Consultancy in the first instance and if performance does not improve they must be removed from the team and a suitable substitute will be identified, for approval by TfL.

ATTACHMENT 2 - PRICE SCHEDULE

Proposal

[To be completed by the Service Provider]

A. Charges

The Service Provider should set out the charges for the Services required

Item	Description - Programme Assurance Manager	Rate	NOTE:
Staff Information			
1.1	Consultant Name		
1.2	Consultant Grade		
Staff Rates			
Staff Rates are per day			
2.1	Rate for Consultant per day	£0.00	
2.3	Discount % against Maximum Framework Rate	0.00%	

Item	Description - Testing Assurance Manager	Rate	NOTE:
Staff Information			
1.1	Consultant Name		
1.2	Consultant Grade		
Staff Rates			
Staff Rates are per day			
2.1	Rate for Consultant per day	£0.00	
2.3	Discount % against Maximum Framework Rate	0.00%	

Item	Description - Project Manager (Finance)	Rate	NOTE:
Staff Information			
1.1	Consultant Name		
1.2	Consultant Grade		
Staff Rates			
Staff Rates are per day			
2.1	Rate for Consultant per day	£0.00	
2.3	Discount % against Maximum Framework Rate	0.00%	

Signature.....

Name (block capitals).....

Name of Company.....

Position.....

Date.....

ANNEX 1 FORM OF TENDER

The Invitation to Tender (ITT) was issued by Transport for London (TfL), through its Surface Transport division relating to the procurement of The Provision of Organisational Change Consultancy Support Tender Process. The ITT has been prepared for the purpose of providing and seeking Tenders for the above Contract. The ITT comprises this suite of documents and any information which is subsequently made available to potential Tenderers or their advisers by TfL or any of its subsidiaries.

Neither TfL, its agents, or its servants or advisors warrant the accuracy of this ITT, or its completeness or relevance. Any asset lists, current costs, staff numbers and other related information provided as part of the ITT may not be totally representative of the current environment because of the complex and dynamic nature of the operational environment and ongoing information collection process. Any resulting assumptions should be clearly stated by the Tenderer in its Submissions.

Nothing in the ITT is, or should be relied upon as, a promise or representation as to TfL or any of its subsidiaries' ultimate decision in relation to the contract which shall depend in part on the outcome of the Tender Process. TfL also reserves the right to terminate all or any part of the Tender Process at any time without awarding any Contract or to reject any or all Tenders for any reason without prior notice to Tenderers, and under no circumstances shall TfL incur any liability (including, without limitation, any liability in respect of any costs or expenses of the Tenderer) in respect thereof. The Tenderer will be solely responsible for their costs incurred in relation to the Tender Process and in developing, preparing and submitting any response to the ITT.

TfL is not bound to accept any offer made and reserves the right to accept all or part of an offer.

I/We having read the Terms & Conditions, Specification and Pricing Schedule, "The Contract Documents" and having inspected and made all necessary enquiries regarding the Services or any Site or Sites of the Services do hereby offer to execute and complete the whole of the Services described by or referred to in the foregoing documentation and drawings referred to for the prices stated in accordance with the Conditions of Contract (excluding Value Added Tax).

I/We declare that the Tender price/rates or any other figures or other information in connection with the Tender have not been disclosed by me/us to any other party (including any other company or part of a company forming part of a group of companies of which I/we are a part) nor to any sub-contractor (whether nominated or domestic) nor supplier (whether nominated or domestic) or any other person to whom such disclosure could have the effect of preventing or restricting full competition in this tendering exercise and that I/we have not otherwise colluded with any person with such intent nor have I/we any knowledge either of the sum quoted or of any other particulars of any other tender for this Contract by any other party.

I/We further acknowledge that any breach of the foregoing provisions shall lead automatically to this Tender being disqualified and may lead to criminal or civil proceedings.

TfL shall treat any Tender received in confidence but reserves the right to make the same available to Trading Standards Departments, the Office of Fair Trading, the Greater London Authority Assembly, and/or any other statutory regulatory authority either having jurisdiction over the Services or who may now or at any future time have statutory power to require disclosure of this Tender.

I/We agree that should obvious errors in pricing or errors in arithmetic be discovered before the acceptance of this offer in the Contract Documents submitted by me/us, these errors shall be dealt with in accordance with TfL's prescribed procedures.

I/We further acknowledge that this Tender is submitted at my/our own expense and that neither the lowest nor any Tender will necessarily be accepted.

I/We undertake that in the event of acceptance by TfL of this Tender I/we will execute a Contract embodying or incorporating all the conditions and terms referred to in the Contract Documents above referred to and forming part of the Invitation to Tender.

I/We further acknowledge and confirm that this Tender will remain open for acceptance without variation in either terms or price for 90 days from the date upon which this Tender was due.

Signed:

Name:

For and on behalf of:

Position or status within Company:

Address:

.....

Phone:

Email:

Dated:

ANNEX 2 - FRAMEWORK AGREEMENT & ORDER FORM AND CALL-OFF TERMS

Please refer to document called “ConsultancyONE Call off terms and conditions RM1502” and the order form [Revised Version 5 - August 2014](#)
FRAMEWORK SCHEDULE 4 – Part 1 - Pro Forma Letter of Appointment
(2C.10 NOT USED)