



Contract Reference Number: tfl_scp_001305

Date: 06/05/2016

**Contract for Services
between**

London Bus Service Limited

and

Drivetech UK Ltd

Version: 24 July 2015

Contents

CLAUSE	HEADING	PAGE
1.	DEFINITIONS AND INTERPRETATION	3
2.	COMMENCEMENT AND DURATION	9
3.	THE SERVICES	10
4.	CHARGES	11
5.	PAYMENT PROCEDURES AND APPROVALS	11
6.	WARRANTIES AND OBLIGATIONS	13
7.	OPERATIONAL MANAGEMENT	14
8.	SERVICE PROVIDER'S PERSONNEL	14
9.	SUB-CONTRACTING AND CHANGE OF OWNERSHIP	15
10.	CONFLICT OF INTEREST	17
11.	ACCESS TO PREMISES AND ASSETS	18
12.	COMPLIANCE WITH POLICIES AND LAW	18
13.	CORRUPT GIFTS AND PAYMENT OF COMMISSION	26
14.	EQUIPMENT	26
15.	QUALITY AND BEST VALUE	27
16.	RECORDS, AUDIT AND INSPECTION	27
17.	SET-OFF	28
18.	INDEMNITY	28
19.	INSURANCE	28
20.	THE AUTHORITY'S DATA	29
21.	INTELLECTUAL PROPERTY RIGHTS	29
22.	PRIVACY AND DATA PROTECTION	30
23.	CONFIDENTIALITY AND ANNOUNCEMENTS	30
24.	FREEDOM OF INFORMATION AND TRANSPARENCY	31
25.	DISPUTE RESOLUTION	32
26.	BREACH AND TERMINATION OF CONTRACT	33
27.	CONSEQUENCES OF TERMINATION OR EXPIRY	35
28.	DECLARATION OF INEFFECTIVENESS AND PUBLIC PROCUREMENT TERMINATION EVENT	36
29.	SURVIVAL	38
30.	RIGHTS OF THIRD PARTIES	38
31.	CONTRACT VARIATION	38
32.	NOVATION	38
33.	NON-WAIVER OF RIGHTS	39
34.	ILLEGALITY AND SEVERABILITY	39
35.	NOTICES	39
36.	ENTIRE AGREEMENT	40

37.	COUNTERPARTS	40
38.	RELATIONSHIP OF THE PARTIES	40
39.	FURTHER ASSURANCE	40
40.	GOVERNING LAW	41
	SCHEDULE 1 - KEY CONTRACT INFORMATION.....	43
	SCHEDULE 2 - SPECIAL CONDITIONS OF CONTRACT	46
A8	FURTHER INTELLECTUAL PROPERTY REQUIREMENTS.....	46
A9	INFRINGEMENT OF INTELLECTUAL PROPERTY RIGHTS	46
A12	OPTION TO EXTEND DURATION.....	47
A14	CRIME AND DISORDER ACT 1998.....	47
A17	ADJUSTMENT TO CHARGES (INDEXATION).....	48
A20	TRANSFER OF EMPLOYEES TO SERVICE PROVIDER.....	48
	APPENDIX 1 TO CLAUSE A20.....	52
A21	TRANSFER OF EMPLOYEES ON EXPIRY OR TERMINATION.....	52
	APPENDIX 1 TO CLAUSE A21.....	58
A30	LONDON LIVING WAGE.....	59
A33	SUPPLIER DIVERSITY	60
A100	LIABILITY CAP	75
	TFL SUPPLIER DIVERSITY DEFINITIONS.....	68
	SCHEDULE 3 – SPECIFICATION	76
	SCHEDULE 4 – CHARGES	126
	SCHEDULE 5 - PROJECT PLAN.....	127
	SCHEDULE 6 - FORM FOR VARIATION	128
	SCHEDULE 7 - CONTRACT QUALITY, ENVIRONMENTAL & SAFETY CONSIDERATIONS	130
	SCHEDULE 8 – EQUALITY & DIVERSITY, HEALTH & SAFETY.....	131
	SCHEDULE 9 – RE-TENDER COOPERATION.....	142

time together and reference to any **“member of the Authority Group”** shall refer to TfL or any such subsidiary; and

- (b) the Greater London Authority (GLA), the GLA, TfL, the Mayor’s Office for Policing and Crime and the London Fire and Emergency Planning Authority, London Legacy Development Corporation, and the Old Oak and Park Royal Development Corporation (**“Functional Bodies”**) each in their own right and as holding companies of all of their subsidiaries (as defined in section 1159 of the Companies Act 2006) from time to time together and reference to any **“member of the Authority Group”** shall refer to the GLA, any Functional Body or any such subsidiary;

“Authority Premises” any land or premises (including temporary buildings) owned or occupied by or on behalf of any member of the Authority Group;

“Business Day” any day excluding Saturdays, Sundays or public or bank holidays in England;

“Cessation Plan” a plan agreed between the Parties or determined by the Authority pursuant to Clauses 28.1 to 28.5 (inclusive) to give effect to a Declaration of Ineffectiveness or Clauses 28.6 to 28.10 (inclusive) to give effect to a Public Procurement Termination Event;

“Charges” the charges payable by the Authority, in consideration of the due and proper performance of the Services in accordance with the Contract, as specified in or calculated in accordance with Schedule 4 as the same may be varied from time to time in accordance with Clause 26.6 or Clause 31;

“Confidential Information” all information (whether written or verbal) that by its nature may reasonably be regarded as confidential to the Authority (or any member of the Authority Group) whether commercial, financial, technical or otherwise, and including information which relates to

	the business affairs, customers, suppliers, products, software, telecommunications, networks, trade secrets, know-how or personnel of the Authority Group);
“Contract”	this contract, including the Schedules and all other documents referred to in this contract;
“Contract Information”	(i) the Contract in its entirety (including from time to time agreed changes to the Contract) and (ii) data extracted from the invoices submitted pursuant to Clause 5 which shall consist of the Service Provider’s name, the expenditure account code, the expenditure account code description, the document number, the clearing date and the invoice amount;
“Contract Manager”	the person named as such in Schedule 1 or such other person as notified to the Service Provider by the Authority;
“Contract Commencement Date”	the date for commencement of the Contract specified in Schedule 1;
“Declaration of Ineffectiveness”	a declaration of ineffectiveness in relation to this Contract made by a Court of competent jurisdiction pursuant to Regulation 98 of the Public Contracts Regulations 2015 or Regulation 45J the Utilities Contracts Regulations 2006;
“Force Majeure Event”	any of the following: riot, civil unrest, war, act of terrorism, threat or perceived threat of act of terrorism, fire, earthquake, extraordinary storm, flood, abnormal weather conditions or other natural catastrophe or strikes, lock-outs or other industrial disputes to the extent that such event has materially affected the ability of the Party relying on the Force Majeure Event (“ Affected Party ”) to perform its obligations in accordance with the terms of the Contract but excluding any such event insofar as it arises from or is attributable to the wilful act, omission or negligence of the Affected Party or the failure on the part of the Affected Party to take reasonable precautions to prevent such Force Majeure Event or its impact;

“Holding Company”

any company which from time to time directly or indirectly controls the Service Provider as set out by section 1159 of the Companies Act 2006;

“Insolvency Event”

any of the following:

- (a) either or both of the Service Provider or the Holding Company making any voluntary arrangement with its creditors or becoming subject to an administration order;
- (b) a receiver, administrative receiver, manager, or administrator being appointed over all or part of the business of either or both of the Service Provider or the Holding Company;
- (c) being a company, either or both of the Service Provider or the Holding Company having passed a resolution for its winding-up or being subject to a petition for its winding-up (except for the purposes of a voluntary amalgamation, reconstruction or other re-organisation without insolvency);
- (d) either or both of the Service Provider or the Holding Company ceasing or threatening to cease to carry on its business for any reason or being unable to pay its debts within the meaning of the Insolvency Act 1986;
- (e) being an individual or firm, the Service Provider becoming bankrupt or dying;
- (f) any similar event to those in (a) to (e) above occurring in relation to either or both of the Service Provider or the Holding Company under the law of any applicable jurisdiction for those purposes;

“Intellectual Property Rights”

any patent, know-how, trade mark or name, service mark, design right, copyright, rights in passing off, database right, rights in

	commercial or technical information, any other rights in any invention, discovery or process and any other intellectual property rights, in each case whether registered or unregistered and including applications for the grant of any such rights and all rights or forms of protection having equivalent or similar effect in each case in the United Kingdom and anywhere else in the world;
“Key Personnel”	the Service Provider’s key personnel named in Schedule 1;
“Losses”	all costs (including legal costs and costs of enforcement), expenses, liabilities (including any tax liability), injuries, direct, indirect or consequential loss (all three of which terms include pure economic loss, loss of profits, loss of business, depletion of goodwill and like loss), damages, claims, demands, proceedings and judgments;
“Milestone”	an event which is the completion of one or more of the specified activities as may be set out in the Project Plan;
“Parties”	the Authority and the Service Provider (including their successors and permitted assignees) and “Party” shall mean either of them as the case may be;
“Procurement Manager”	the person named as such in Schedule 1 and referred to in Clause 7 or such other person as notified to the Service Provider by the Authority;
“Project Plan”	the plan (if any) for implementation including (without limitation) project delivery set out in Schedule 5, developed and agreed by the Parties in relation to the performance and timing of the Services under the Contract which may include Milestones;
“Public Procurement Termination Event”	if a court determines that one or more of the circumstances described in regulation 73(1) of the Public Contracts Regulations 2015 or any equivalent provisions in regulations implementing the EU Utilities Directive 2014/25 has occurred;
“Service Commencement	the date for commencement of the Services

Date”	set out in Schedule 1;
“Service Provider Equipment”	the equipment and materials of whatsoever nature used by the Service Provider in providing the Services which do not themselves form part of the Services and in which title is not intended to pass to the Authority under the Contract;
“Service Provider’s Personnel”	all such persons, including (without limitation) employees, officers, suppliers, sub-contractors and agents of the Service Provider, as are engaged in the performance of any of the Services and including the Key Personnel;
“Services”	<p>(a) subject to Clause 26.6 all or any part of the services to be provided to, or activities to be undertaken and completed for, the Authority by the Service Provider under the Contract as detailed in the Specification including any variations to such services or activities pursuant to Clause 31; and</p> <p>(b) any services, functions or responsibilities which may be reasonably regarded as incidental to the foregoing services or activities and which may be reasonably inferred from the Contract;</p>
“Specification”	the specification and other requirements set out in Schedule 3;
“Term”	the period during which the Contract continues in force as provided in Clause 2 and Schedule 1;
“TfL”	Transport for London, a statutory corporation established under the Greater London Authority Act 1999;
“Transparency Commitment”	means the Authority’s commitment to publish its contracts, tender documents and data from invoices received in accordance with the Local Government Transparency Code 2015 and the Authority’s own published transparency commitments;

“VAT” means value added tax as provided for in the Value Added Tax Act 1994 and any tax replacing the same or of a similar nature.

1.2 a reference to the singular includes the plural and vice versa, and a reference to any gender includes all genders;

1.3 a reference to any statute, enactment, order, regulation or other similar instrument shall be construed as a reference to the statute, enactment, order, regulation or instrument as amended or re-enacted by any subsequent statute, enactment, order, regulation or instrument and shall include all statutory instruments or orders made pursuant to it whether replaced before or after the date of execution of the Contract;

1.4 a reference to any document other than as specified in Clause 1.3 and save as expressed otherwise shall be construed as a reference to the document as at the date of execution of the Contract;

1.5 headings are included in the Contract for ease of reference only and do not affect the interpretation or construction of the Contract;

1.6 references to Clauses and Schedules are, unless otherwise provided, references to clauses of, and schedules to, the Contract and any reference to a paragraph in any Schedule shall, in the absence of provision to the contrary, relate to the paragraph in that Schedule;

1.7 in the event, and only to the extent, of any conflict between the Clauses and the Schedules, the Clauses prevail, except where:

1.7.1 the conflicting part of the Schedule is explicitly expressed to take precedence; or

1.7.2 the conflict is with a provision in Schedule 2 (Special Conditions of Contract), in which case the provisions in Schedule 2 shall prevail;

1.8 the Schedules form part of the Contract and will have the same force and effect as if expressly set out in the body of the Contract;

1.9 the expression “person” means any individual, firm, body corporate, unincorporated association, partnership, government, state or agency of a state or joint venture; and

1.10 the words “including”, “includes” and “included” will be construed without limitation unless inconsistent with the context.

2. Commencement and Duration

The Contract commences on the Contract Commencement Date and continues in force for the duration stated in Schedule 1 unless terminated earlier in accordance with Clause 26.

3. **The Services**

3.1 The Service Provider:

3.1.1 shall provide the Services to the Authority from the Service Commencement Date in accordance with the Contract;

3.1.2 acknowledges that it has sufficient information about the Authority and the Specification and that it has made all appropriate and necessary enquiries to enable it to perform the Services in accordance with the Contract;

3.1.3 shall neither be entitled to any additional payment nor excused from any obligation or liability under the Contract due to any misinterpretation or misunderstanding by the Service Provider of any fact relating to the Specification or otherwise to the Contract; and

3.1.4 shall comply with all lawful and reasonable directions of the Authority relating to its performance of the Services.

3.2 Notwithstanding anything to the contrary in the Contract, the Authority's discretion in carrying out its statutory duties shall not be fettered or otherwise constrained or affected by any provision of the Contract;

3.3 The Service Provider shall provide the Services:

3.3.1 with the high degree of skill, care and diligence normally exercised by recognised professional firms or by highly skilled and experienced service providers providing services of a similar scope, type and complexity to the Services and with sufficient resources including project management resources;

3.3.2 in conformance in all respects with the Specification and so that they fulfil the purpose indicated by or to be reasonably inferred from the Specification;

3.3.3 in a safe manner and free from any unreasonable or avoidable risk to any person's health and well-being and in an economic and efficient manner; and

3.3.4 so that they are properly managed and monitored and shall immediately inform the Authority if any aspect of the Contract is not being or is unable to be performed.

3.4 Where reasonably requested to do so by the Authority and provided the Service Provider is willing to so contract, the Service Provider shall contract with such other member(s) of the Authority Group as on the terms of this Contract with only the necessary changes of Parties' details being made.

3.5 Throughout the term of the Contract the Service Provider shall when required give to the Authority such written or oral advice or information regarding any of the Services as the Authority may reasonably require.

3.6 Where a format for electronic receipt of orders by the Service Provider is set out in Schedule 1, the Service Provider shall, unless the Authority requires otherwise, receive orders in such format and shall maintain its systems to ensure that it is able to do so throughout the Term.

4. **Charges**

4.1 The Service Provider shall invoice the Authority in accordance with the procedures set out in Clause 5 and in consideration of, and subject to the due and proper performance of the Services by the Service Provider in accordance with the Contract, the Authority shall pay the Service Provider the Charges in accordance with those procedures and with the other terms and conditions of the Contract.

4.2 The Service Provider is not entitled to reimbursement for expenses unless such expenses are specified in Schedule 4 or have been incurred with the prior written consent of the Authority, in which case the Service Provider shall supply appropriate evidence of expenditure in a form acceptable to the Authority.

4.3 All Charges exclude any VAT which may be chargeable, which will be payable in addition to the sum in question at the rate and in the manner for the time being prescribed by law on delivery of a valid VAT invoice.

5. **Payment Procedures and Approvals**

5.1 The Service Provider shall invoice the Authority in respect of the Charges:

5.1.1 where no Milestones are specified in Schedule 4, at such dates or at the end of such periods as may be specified in Schedule 1; or

5.1.2 if specified in Schedule 4, on completion of each Milestone provided that any preceding Milestones have been completed in accordance with the Contract,

and shall not make any separate charge for submitting any invoice.

5.2 The Service Provider shall submit invoices to the postal address set out in Schedule 1 or, where an electronic format for submission of invoices is set out in Schedule 1, such electronic format shall, unless the Authority requires otherwise, be used. Each such invoice shall contain all information required by the Authority including the Contract Reference Number, SAP order number, Service Provider's name, address and bank account details to which payment should be made, a

separate calculation of VAT and a brief description of the Services provided. Invoices shall be clear, concise, accurate, and adequately descriptive to avoid delays in processing subsequent payment.

5.3 In the event of a variation to the Services in accordance with the Contract that involves the payment of additional charges to the Service Provider, the Service Provider shall identify these separately on the relevant invoices.

5.4 The Authority shall consider and verify each invoice, which is submitted by the Service Provider in accordance with this Clause 5, in a timely manner. If the Authority considers that the Charges claimed by the Service Provider in any invoice have:

5.4.1 been correctly calculated and that such invoice is otherwise correct, the invoice shall be approved and payment shall be made by bank transfer (Bank Automated Clearance System (BACS)) or such other method as the Authority may choose from time to time within 30 days of receipt of such invoice or such other time period as may be specified in Schedule 1;

5.4.2 not been calculated correctly or if the invoice contains any other error or inadequacy, the Authority shall notify the Service Provider and the Parties shall work together to resolve the error or inadequacy. Upon resolution, the Service Provider shall submit a revised invoice to the Authority.

The Authority shall not be entitled to treat any properly submitted invoice as disputed or incorrect solely due to its own undue delay in considering and verifying it.

5.5 No payment made by the Authority (including any final payment) or act or omission or approval by the Authority or Contract Manager or Procurement Manager (whether related to payment or otherwise) shall:

5.5.1 indicate or be taken to indicate the Authority's acceptance or approval of the Services or any part of them or any act or omission of the Service Provider, or otherwise prejudice any rights, powers or remedies which the Authority may have against the Service Provider, or absolve the Service Provider from any obligation or liability imposed on the Service Provider under or by virtue of the Contract; or

5.5.2 prevent the Authority from recovering any amount overpaid or wrongfully paid including payments made to the Service Provider by mistake of law or fact. Without prejudice to Clause 17, the Authority shall be entitled to withhold such amount from any sums due or which may become due to the Service Provider or the Authority may recover such amount as a debt.

- 5.6 Except where otherwise provided in the Contract, the Charges shall be inclusive of all costs of staff, facilities, equipment, materials and other expenses whatsoever incurred by the Service Provider in discharging its obligations under the Contract.
- 5.7 Interest shall accrue at the rate of two percent (2%) above the base rate of the Bank of England from time to time on all sums due and payable under this Contract from the due date until the date of actual payment (both before and after judgement). All such interest shall be calculated on the basis of the actual number of days elapsed, over a three hundred and sixty five (365) day year and compounded at monthly intervals. The parties agree that this provision constitutes a substantial remedy for late payment of any sum payable under the Contract in accordance with s8(2) of the Late Payment of Commercial Debts (Interest) Act 1998.

6. **Warranties and Obligations**

- 6.1 Without prejudice to any other warranties expressed elsewhere in the Contract or implied by law, the Service Provider warrants, represents and undertakes to the Authority that:

6.1.1 the Service Provider:

6.1.1.1 has full capacity and authority and all necessary licences, permits, permissions, powers and consents (including, where its procedures so require, the consent of its Holding Company) to enter into and to perform the Contract; and

6.1.1.2 is aware of the purposes for which the Services are required and acknowledges that the Authority is reliant upon the Service Provider's expertise and knowledge in the provision of the Services; and

6.1.1.3 is entering into this Contract as principal and not as agent for any person and that it will act as an independent contractor in carrying out its obligations under this Contract;

6.1.2 the Contract is executed by a duly authorised representative of the Service Provider;

6.1.3 all materials, equipment and goods used or supplied by the Service Provider in connection with the Contract shall be of satisfactory quality within the meaning of the Sale of Goods Act 1979 (as amended), sound in design and in conformance in all respects with the Specification; and

6.1.4 all documents, drawings, computer software and any other work prepared or developed by the Service Provider or

supplied to the Authority under the Contract shall not infringe any Intellectual Property Rights or any other legal or equitable right of any person.

- 6.2 Each warranty and obligation in this Clause 6 shall be construed as a separate warranty or obligation (as the case may be) and shall not be limited or restricted by reference to, or reference from, the terms of any other such warranty or obligation or any other term of the Contract.

7. Operational Management

- 7.1 The Authority authorises the Contract Manager to act as the Authority's representative for the Contract.

- 7.2 The Service Provider shall deal with the Contract Manager (or his or her nominated representative) in respect of all matters arising under the Contract, except as set out below or unless otherwise notified by the Authority:

7.2.1 variations to the Contract;

7.2.2 any matter concerning the terms of the Contract; and

7.2.3 any financial matter (including any issues in Schedule 4),

which shall be referred to the Procurement Manager.

- 7.3 The Service Provider shall, at the Authority's request, provide promptly to the Authority at no additional cost such reports on the provision of the Services as the Authority may reasonably request.

8. Service Provider's Personnel

- 8.1 The Parties confirm that the Transfer of Undertakings (Protection of Employment) Regulations 2006 as amended do not apply on the Contract Commencement Date or the expiry or termination of this Contract.

- 8.2 Nothing in this Contract will render the Service Provider's Personnel, an employee, agent or partner of the Authority or Authority Group by virtue of the provision of the Services by the Service Provider under the Contract, and the Service Provider shall be responsible for making appropriate deductions for tax and national insurance contributions from the remuneration paid to the Service Provider's Personnel.

- 8.3 The Service Provider shall provide the Service Provider's Personnel as necessary for the proper and timely performance and management of the Services in accordance with the Contract. All personnel deployed on work relating to the Contract shall have the appropriate qualifications and competence, be properly managed and supervised and in these and any other respects be acceptable to the Authority.

- 8.4 Without prejudice to any of the Authority's other rights, powers or remedies, the Authority may (without liability to the Service Provider) deny access to any Service Provider's Personnel to any Authority Premises and/or require that any Service Provider's Personnel be immediately removed from performing the Services if such Service Provider's Personnel in the Authority's view have not been properly trained in any way required by this Contract, are otherwise incompetent, negligent, guilty of misconduct or could be a danger to any person. The Authority shall notify the Service Provider of such denial and/or requirement in writing and the Service Provider shall comply with such notice and provide a suitable replacement (with the Contract Manager's prior consent in the case of Key Personnel).
- 8.5 The Service Provider shall give the Authority, if so requested, full particulars of all persons who are or may be at any time employed on the Contract and shall take all reasonable steps to avoid changes to any of its staff designated in the Contract as Key Personnel. The Service Provider shall give the Authority reasonable notice of any proposals to change Key Personnel and Clause 8.3 shall apply to the proposed replacement personnel.
- 8.6 Notwithstanding Clause 8.1, the Service Provider shall indemnify, keep indemnified and hold harmless the Authority from and against all Losses which the Authority or other member of the Authority Group incur or suffer in relation to the Service Provider's Personnel or any person who may allege to be the same (whenever such Losses may arise) or any failure by the Service Provider to comply with Clause 8.4.
- 8.7 The Service Provider shall pay to the Service Provider's Personnel not less than the amounts declared to the Authority (if any) as part of the tender process for the Contract and not less than the amounts to which the Service Provider's Personnel are contractually entitled.
- 8.8 The Service Provider shall provide training to the Authority's personnel (including its employees, officers, suppliers, sub-contractors and agents) as specified in Schedule 1.

9. **Sub-Contracting and Change of Ownership**

- 9.1 The Service Provider shall not assign or sub-contract all or any part of the Services without the prior written consent of the Authority, which may be refused or grant consent subject to such conditions as the Authority sees fit.
- 9.2 Where the Service Provider sub-contracts all or any part of the Services to any person, the Service Provider shall:
- 9.2.1 ensure that such person is obliged to comply with all of the obligations and duties of the Service Provider under the Contract insofar as they relate to the Services or part of them

(as the case may be) which that sub-contractor is required to provide;

- 9.2.2 be responsible for payments to that person;
- 9.2.3 remain solely responsible and liable to the Authority for any breach of the Contract or any performance, non-performance, part-performance or delay in performance of any of the Services by any sub-contractor to the same extent as if such breach, performance, non-performance, part-performance or delay in performance had been carried out by the Service Provider;
- 9.2.4 on or before the Contract Commencement Date or the Service Commencement Date (whichever is the earlier), notify the Authority in writing of the name, contact details and details of the legal representatives of any such sub-contractor (of any tier), to the extent that such information has not already been provided by the Service Provider to the Authority under the Contract;
- 9.2.5 promptly notify the Authority in writing of any change to the information notified under Clause 9.2.4 and provide in writing the name, contact details and details of the legal representatives of each such sub-contractor (of any tier) who is engaged after the Contract Commencement Date or the Service Commencement Date (whichever is the earlier);
- 9.2.6 without prejudice to the provisions of Clause 12, ensure compliance with the Bribery Act 2010 and any guidance issued by the Secretary of State under it when appointing any such sub-contractor;
- 9.2.7 include a term in each sub-contract (of any tier):
 - 9.2.7.1 requiring payment to be made by the Service Provider or (in respect of a sub-contract below the first tier) the payer under the relevant subcontract, to the sub-contractor within a specified period not exceeding 30 days from receipt of a valid and undisputed invoice as defined by the sub-contract requirements; and
 - 9.2.7.2 a requirement that any invoices for payment submitted by the sub-contractor are considered and verified by the Service Provider, or (in respect of a sub-contract below the first tier) the payer under the relevant sub-contract, in a timely manner and that any undue delay in doing so shall not in itself be sufficient justification for failing to treat an invoice as

being valid and undisputed under the sub-contract requirements.

9.3 The Service Provider shall give notice to the Authority within 10 Business Days where:

9.3.1 there is any change in the ownership of the Service Provider where such change relates to 50% or more of the issued share capital of the Service Provider; and

9.3.2 there is any change in the ownership of the Holding Company where such change relates to 50% or more of the issued share capital of the Holding Company; and

9.3.3 (in the case of an unincorporated Service Provider) give notice to the Authority if there is any change in the management personnel of the Service Provider, which alone or taken with any other change in management personnel not previously notified to the Authority, equates to a change in the identity of 50% or more of the management personnel of the Service Provider.

Upon the occurrence of any of the events referred to at Clauses 9.3.1 – 9.3.3 above, the Authority shall have the right to terminate the Contract.

10. **Conflict of Interest**

10.1 The Service Provider warrants that it does not and will not have at the Contract Commencement Date or Service Commencement Date any interest in any matter where there is or is reasonably likely to be a conflict of interest with the Services or any member of the Authority Group (including, but not limited to, provision of bus driver training or any contracts which relate to bus operating companies who manage routes on behalf of the Authority), save to the extent fully disclosed to and approved by the Authority.

10.2 The Service Provider shall check for any conflict of interest at regular intervals throughout the Term and in any event not less than once in every six months and shall notify the Authority in writing immediately upon becoming aware of any actual or potential conflict of interest with the Services or any member of the Authority Group and shall work with the Authority to do whatever is necessary (including the separation of staff working on, and data relating to, the Services from the matter in question) to manage such conflict to the Authority's satisfaction, provided that, where the Authority is not so satisfied, it may terminate the Contract in accordance with Clause 26.1.4.

11. Access to Premises and Assets

11.1 Subject to Clause 8.4 any access to either or both of any Authority Premises or Authority Assets made available to the Service Provider in connection with the proper performance of the Contract shall be free of charge and shall be used by the Service Provider solely for the purpose of performing the Services during the Term in accordance with the Contract provided, for the avoidance of doubt, the Service Provider shall be responsible for its own costs or travel including either or both of any congestion charging or low emission zone charging. The Service Provider shall:

11.1.1 have the use of such Authority Premises as licensee and shall not have or purport to claim any sole or exclusive right to possession or to possession of any particular part of such Authority Premises;

11.1.2 vacate such Authority Premises upon the termination or expiry of the Contract or at such earlier date as the Authority may determine;

11.1.3 not exercise or purport to exercise any rights in respect of any Authority Premises in excess of those granted under this Clause 11.1;

11.1.4 ensure that the Service Provider's Personnel carry any identity passes issued to them by the Authority at all relevant times and comply with the Authority's security procedures as may be notified by the Authority from time to time;

11.1.5 not damage the Authority Premises or any assets on Authority Premises; and

11.1.6 return immediately to the Authority in good working order and satisfactory condition (in the reasonable opinion of the Authority) all Authority Assets used by the Service Provider or the Service Provider Personnel in the performance of the Services.

11.2 Nothing in this Clause 11 shall create or be deemed to create the relationship of landlord and tenant in respect of any Authority Premises between the Service Provider and any member of the Authority Group.

11.3 The Authority shall be under no obligation to provide office or other accommodation or facilities or services (including telephony and IT services) to the Service Provider except as may be specified in Schedule 1.

12. Compliance with Policies and Law

12.1 The Service Provider, at no additional cost to the Authority:

- 12.1.1 undertakes to procure that all the Service Provider's Personnel comply with all of the Authority's policies and standards that are relevant to the performance of the Services, (including where the GLA is the Authority the Authority's Dignity at Work policy as updated from time to time and with the GLA's Code of Ethics as updated from time to time, and where TfL is the Authority, TfL's workplace harassment policy as updated from time to time (copies of which are available on request from TfL) and with TfL's Code of Conduct (which is available on TfL's website, www.tfl.gov.uk)) including the provisions set out in Schedule 7 and those relating to safety, security, business ethics, drugs and alcohol and any other on site regulations specified by the Authority for personnel working at Authority Premises or accessing the Authority's computer systems. The Authority shall provide the Service Provider with copies of such policies and standards on request. In the event that the Services are being provided to both the GLA and TfL, then the policies and standards of each of the GLA and TfL shall apply as appropriate;
- 12.1.2 shall provide the Services in compliance and ensure that the Service Provider's Personnel comply with all requirements of all Acts of Parliament, statutory instruments, court orders, regulations, directives, European Community decisions (insofar as legally binding), bye-laws, treaties and other regulatory requirements relevant to either of both of the Service Provider's or the Authority's business, from time to time in force which are or may become applicable to the Services. The Service Provider shall promptly notify the Authority if the Service Provider is required to make any change to the Services for the purposes of complying with its obligations under this Clause 12.1.2;
- 12.1.3 without limiting the generality of Clause 12.1.2, shall comply with all relevant enactments in force from time to time relating to discrimination in employment and the promotion of equal opportunities;
- 12.1.4 acknowledges that the Authority is under a duty under section 149 of the Equality Act 2010 to have due regard to the need to eliminate unlawful discrimination on the grounds of sex, marital or civil partnership status, race, sexual orientation, religion or belief, age, pregnancy or maternity, gender reassignment or disability (a "**Relevant Protected Characteristic**") (as the case may be) and to promote equality of opportunity between persons who share a Relevant Protected Characteristic and persons who do not share it. In providing the Services, the Service Provider shall assist and cooperate with Authority where possible in satisfying this duty;

12.1.5 acknowledges that where the Authority is the GLA, the GLA is under a duty under section 404(2) of the Greater London Authority Act 1999 and where the Authority is TfL, TfL is under a duty by virtue of a direction under section 155 of the Greater London Authority Act 1999 in respect of section 404(2) of that Act to have due regard to the need to:

12.1.5.1 promote equality of opportunity for all persons irrespective of their race, sex, disability, age, sexual orientation or religion;

12.1.5.2 eliminate unlawful discrimination; and

12.1.5.3 promote good relations between persons of different racial groups, religious beliefs and sexual orientation,

and in providing the Services, the Service Provider shall assist and co-operate with the Authority where possible to enable the Authority to satisfy its duty;

12.1.6 Where the GLA is the Authority the Service Provider shall:

12.1.6.1 comply with policies developed by the Authority with regard to compliance with the Authority's duties referred to in Clauses 12.1.4. - 12.1.5 as are relevant to the Contract and the Service Provider's activities;

12.1.6.2 obey directions from the Authority with regard to the conduct of the Contract in accordance with the duties referred to in Clauses 12.1.4. - 12.1.5;

12.1.6.3 assist, and consult and liaise with, the Authority with regard to any assessment of the impact on and relevance to the Contract of the duties referred to in Clauses 12.1.4. - 12.1.5;

12.1.6.4 on entering into any contract with a sub-contractor in relation to this Contract, impose obligations upon the sub-contractor to comply with this Condition 12.1.6 as if the sub-contractor were in the position of the Service Provider;

12.1.6.5 provide to the Authority, upon request, such evidence as the Authority may require for the purposes of determining whether the Service Provider has complied with this Clause 12.1.6. In particular, the Service Provider shall provide any evidence requested within such timescale as the Authority may require, and co-operate fully with the

Authority during the course of the Authority's investigation of the Service Provider's compliance with its duties under this Clause 12.1.6; and

12.1.6.6 inform the Authority forthwith in writing should it become aware of any proceedings brought against it in connection with this Contract by any person for breach of the Equality Act 2010.

12.1.7 without prejudice to any other provision of this Clause 12.1 or the Schedules, shall where TfL is the Authority comply with any provisions set out in the Schedules that relate to traffic management and shall comply with the reasonable instructions of TfL's Traffic Manager as may be made available to the Service Provider from time to time. For the purposes of this Clause 12.1.7, "Traffic Manager" means TfL's traffic manager appointed in accordance with section 17 of the Traffic Management Act 2004;

12.1.8 shall promptly notify the Service Provider's Personnel and the Authority of any health and safety hazards that exist or may arise in connection with the performance of the Services;

12.1.9 without limiting the generality of Clause 12.1.2, shall comply with the Bribery Act 2010 and any guidance issued by the Secretary of State under it.

In all cases, the costs of compliance with this Clause 12.1 shall be borne by the Service Provider.

12.2 In providing the Services, the Service Provider shall (taking into account best available techniques not entailing excessive cost and the best practicable means of preventing, or counteracting the effects of any noise or vibration) have appropriate regard (insofar as the Service Provider's activities may impact on the environment) to the need to:

12.2.1 preserve and protect the environment and to the need to avoid, remedy and mitigate any adverse effects on the environment;

12.2.2 enhance the environment and have regard to the desirability of achieving sustainable development;

12.2.3 conserve and safeguard flora, fauna and geological or physiological features of special interest; and

12.2.4 sustain the potential of natural and physical resources and the need to safeguard the life-supporting capacity of air, water, soil and ecosystems.

Work Related Road Risk

12.3 For the purposes of Clauses 12.3 to 12.11 (inclusive) of this Contract, the following expressions shall have the following meanings:

“Bronze Accreditation”	the minimum level of accreditation within the FORS Standard, the requirements of which are more particularly described at: www.fors-online.org.uk ;
“Car-derived Vans”	a vehicle based on a car, but with an interior that has been altered for the purpose of carrying larger amounts of goods and/or equipment;
“Collision Report”	a report detailing all collisions during the previous 12 months involving injuries to persons or fatalities;
“Delivery and Servicing Vehicle”	a Lorry, a Van or a Car-derived Van;
“Driver”	any employee of the Service Provider (including an agency driver), who operates Delivery and Servicing Vehicles on behalf of the Service Provider while delivering the Services;
“DVLA”	Driver and Vehicle Licensing Agency;
“FORS”	the Fleet Operator Recognition Scheme, which is an accreditation scheme for businesses operating van and lorry fleets. It offers impartial, independent advice and guidance to motivate companies to improve their compliance with relevant laws and their environmental, social and economic performance;
“FORS Standard”	the standard setting out the accreditation requirements for the Fleet Operator Recognition Scheme, a copy of which can be found at: www.fors-online.org.uk ;

“Gold Accreditation”	the highest level of accreditation within the FORS Standard, the requirements of which are more particularly described at: www.fors-online.org.uk ;
“Lorry”	a vehicle with an MAM exceeding 3,500 kilograms;
“MAM”	the maximum authorised mass of a vehicle or trailer including the maximum load that can be carried safely while used on the road;
“Side Guards”	guards that are fitted between the front and rear axles of a Lorry and that comply with EC Directive 89/297/EEC and the Road Vehicles (Construction and Use) Regulations 1986;
“Silver Accreditation”	the intermediate level of accreditation within the FORS Standard, the requirements of which are more particularly described at: www.fors-online.org.uk ; and
“Van”	a vehicle with a MAM not exceeding 3,500 kilograms.

Fleet Operator Recognition Scheme Accreditation

- 12.4 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services, it shall within 90 days of the Contract Commencement Date:
- 12.4.1 (unless already registered) register for FORS or a scheme, which in the reasonable opinion of TfL, is an acceptable substitute to FORS (the **“Alternative Scheme”**); and
 - 12.4.2 (unless already accredited) have attained the standard of Bronze Accreditation (or higher) or the equivalent within the Alternative Scheme and shall maintain the standard of Bronze Accreditation (or equivalent standard within the Alternative Scheme) by way of an annual independent assessment in accordance with the FORS Standard or take such steps as may be required to maintain the equivalent standard within the Alternative Scheme. Alternatively, where the Service Provider has attained Silver or Gold Accreditation, the maintenance requirements shall be undertaken in accordance with the periods set out in the FORS Standard.

Safety Equipment on Vehicles

- 12.5 The Service Provider shall ensure that every Lorry, which it uses to provide the Services, shall:
- 12.5.1 have Side Guards, unless the Service Provider can demonstrate to the reasonable satisfaction of TfL that the Lorry will not perform the function for which it was built if Side Guards are fitted;
 - 12.5.2 have front, side and rear blind spots completely eliminated or minimised as far as practical and possible, through the use of fully operational direct and indirect vision aids and driver audible alerts;
 - 12.5.3 have equipment fitted with an audible means of warning other road users of the Lorry's left manoeuvre; and
 - 12.5.4 have prominent signage on the Lorry to warn cyclists and other road users of the dangers of passing the Lorry on the inside and of getting too close to the Lorry.

Driver Licence Checks

- 12.6 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services the Service Provider shall ensure that:
- 12.6.1 it has a system in place to ensure all its Drivers hold a valid driving licence for the category of vehicle that they are tasked to drive, along with recording any endorsements, or restrictions on the Drivers licence; and
 - 12.6.2 each of its Drivers engaged in the provision of the Services has a driving licence check with the DVLA or such equivalent before that Driver commences delivery of the Services and that the driving licence check with the DVLA or equivalent authority is repeated in accordance with either the following risk scale (in the case of the DVLA issued licences only), or the Service Provider's risk scale, provided that the Service Provider's risk scale has been approved in writing by TfL within the last 12 months:
 - 12.6.2.1 0 – 3 points on the driving licence – annual checks;
 - 12.6.2.2 4 – 8 points on the driving licence – six monthly checks;
 - 12.6.2.3 9 – 11 points on the driving licence – quarterly checks; or

- 12.6.2.4 12 or more points on the driving licence – monthly checks.

Driver Training

- 12.7 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services the Service Provider shall ensure that each of its Drivers undergo approved progressive training (to include a mix of theoretical, e-learning, practical and on the job training) and continued professional development to include training covering the safety of vulnerable road users and on-cycle hazard awareness, throughout the Term of the Contract.

Collision Reporting

- 12.8 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services, the Service Provider shall:
 - 12.8.1 ensure that it has a system in place to capture, investigate and analyse road traffic collisions that results in fatalities, injury or damage to vehicles, persons or property and for generating Collision Reports; and
 - 12.8.2 within 15 days of the Commencement Date, provide to TfL a Collision Report. The Service Provider shall provide to TfL an updated Collision Report within five (5) working days of a written request from TfL.

Self Certification of Compliance

- 12.9 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services, within 90 days of the Commencement Date, the Service Provider shall make a written report to TfL detailing its compliance with Clauses 12.5, 12.6 and 12.7 of this Contract (the “**WRRR Self-certification Report**”). The Service Provider shall provide updates of the WRRR Self-certification Report to TfL on each three month anniversary of its submission of the initial WRRR Self-certification Report.

Obligations of the Service Provider Regarding Subcontractors

- 12.10 The Service Provider shall ensure that those of its sub-contractors who operate Delivery and Servicing Vehicles to provide the Services shall:
 - 12.10.1 comply with Clause 12.4; and
 - 12.10.2 where its subcontractors operates the following vehicles to provide the Services shall comply with the corresponding provisions of this Contract:
 - 12.10.2.1 For Lorries – Clauses 12.5, 12.6, 12.7 and 12.8; and

12.10.2.2 For Vans – Clauses 12.6, 12.7 and 12.8,

as if those sub-contractors were a party to this Contract.

Failure to Comply with Work Related Road Risk Obligations

12.11 Without limiting the effect of any other clause of this Contract relating to termination, if the Service Provider fails to comply with Clauses 12.4, 12.5, 12.6, 12.7, 12.8, 12.9 and 12.10:

12.11.1 the Service Provider has committed a material breach of this Contract; and

12.11.2 TfL may refuse the Service Provider, its employees, agents and Delivery and Servicing Vehicles entry onto any property that is owned, occupied or managed by TfL for any purpose (including but not limited to deliveries).

13. Corrupt Gifts and Payment of Commission

The Service Provider shall not, and shall ensure that its employees, agents and sub-contractors do not, pay any commission, fees or grant any rebates to any employee, officer or agent of any member of the Authority Group nor favour any employee, officer or agent of any member of the Authority Group with gifts or entertainment of significant cost or value nor enter into any business arrangement with employees, officers or agents of any member of the Authority Group other than as a representative of the Authority, without the Authority's prior written approval.

14. Equipment

14.1 Risk in:

14.1.1 all Service Provider Equipment shall be with the Service Provider at all times; and

14.1.2 all other equipment and materials forming part of the Services (title to which will pass to the Authority) ("**Materials**") shall be with the Service Provider at all times until completion of the Services in accordance with the Contract,

regardless of whether or not the Service Provider Equipment and Materials are located at Authority Premises.

14.2 The Service Provider shall ensure that all Service Provider Equipment and all Materials meet all minimum safety standards required from time to time by law.

15. **Quality and Best Value**

15.1 The Service Provider acknowledges that the Authority is a best value authority for the purposes of the Local Government Act 1999 and as such the Authority is required to make arrangements to secure continuous improvement in the way it exercises its functions (having regard to a combination of economy, efficiency and effectiveness) and, as such, the Service Provider shall, where reasonably requested by the Authority, participate in any relevant best value review.

15.2 Where the GLA is the Authority then in accordance with the statutory requirement set out in section 61(3) of the Greater London Authority Act 1999, the Service Provider shall send such representatives as may be requested to attend the Greater London Assembly for questioning in relation to the Contract. The Service Provider acknowledges that it may be liable to a fine or imprisonment if it fails to comply with a summons to attend.

16. **Records, Audit and Inspection**

16.1 The Service Provider shall, and shall procure that its sub-contractors shall:

16.1.1 maintain a complete and correct set of records pertaining to all activities relating to the performance of the Services and the Service Provider's obligations under the Contract and all transactions entered into by the Service Provider for the purposes of the Contract (including time-sheets for the Service Provider's Personnel where such records are material to the calculation of the Charges) ("**Records**"); and

16.1.2 retain all Records during the Term and for a period of not less than 6 years (or such longer period as may be required by law), except Records containing Personal Data (as defined in section 1(1) of the Data Protection Act 1998) which shall only be retained for as long as necessary, following termination or expiry of the Contract ("**Retention Period**").

16.2 The Authority and any person nominated by the Authority has the right to audit any and all Records at any time during the Retention Period on giving to the Service Provider what the Authority considers to be reasonable notice (whether in writing or verbally) and at any reasonable time to inspect any aspect of the Service Provider's performance of the Services (including compliance with Clause 12.1) and the Service Provider shall give all reasonable assistance to the Authority or its nominee in conducting such inspection, including making available documents and staff for interview.

17. **Set-Off**

All damages, costs, charges, expenses, debts, sums or other amounts owing (contingently or otherwise) to or incurred by the Authority arising out of or attributable to this Contract or any other contract between the Authority and the Service Provider may be deducted by the Authority from monies due or which may become due to the Service Provider under this Contract or under any other contract with any member of the Authority Group may recover such amount as a debt.

18. **Indemnity**

18.1 Subject to Clause 18.2, the Service Provider is responsible for and shall indemnify, keep indemnified and hold harmless each of the Authority and all other members of the Authority Group (including their respective employees, sub-contractors and agents) (“**the Indemnified Party**”) against all Losses which the Indemnified Party incurs or suffers as a consequence of any breach or negligent performance of the Contract by the Service Provider (or any of the Service Provider’s Personnel) (including in each case any non-performance or delay in performance of the Contract) or of any breach of statutory duty, misrepresentation or misstatement by the Service Provider (or any of its employees, agents or sub-contractors).

18.2 The Service Provider is not responsible for and shall not indemnify the Authority for any Losses to the extent that such Losses are caused by any breach or negligent performance of any of its obligations under the Contract by the Authority or any other member of the Authority Group including by any of their respective employees, agents or sub-contractors.

19. **Insurance**

19.1 The Service Provider will at its sole cost maintain employer’s liability and motor insurance cover as required by law and insurance cover in the sum of not less than £5 million per claim (in terms approved by the Authority) in respect of the following to cover the Services (“**the Insurances**”) and will ensure that the Authority’s interest is noted on each and every policy or that any public liability, product liability or employer’s liability insurance includes an Indemnity to Principal clause:

19.1.1 public liability of not less than £5 million per incident, to cover injury and loss to third parties;

19.1.2 insurance to cover the loss or damage to any item related to the Services;

19.1.3 product liability; and

19.1.4 professional indemnity or, where professional indemnity insurance is not available, a “financial loss” extension to the

public liability insurance referred to in Clause 19.1.1 or, if applicable, the product liability insurance referred to in Clause 19.1.3. Any professional indemnity insurance or “financial loss” extension shall be renewed for a period of 6 years (or such other period as the Authority may stipulate) following the expiry or termination of the Contract.

- 19.2 The insurance cover will be maintained with a reputable insurer.
- 19.3 The Service Provider will produce evidence to the Authority on reasonable request of the insurance policies set out in Clause 19.1 and payment of all premiums due on each policy.
- 19.4 The Service Provider warrants that nothing has or will be done or be omitted to be done which may result in any of the insurance policies set out in Clause 19.1 being or becoming void, voidable or unenforceable.
- 19.5 In the event that any of the Insurances are cancelled or not renewed, the Service Provider shall immediately notify the Authority and shall at its own cost arrange alternative Insurances with an insurer or insurers acceptable to the Authority.

20. **The Authority’s Data**

- 20.1 The Service Provider acknowledges the Authority’s ownership of Intellectual Property Rights which may subsist in the Authority’s data. The Service Provider shall not delete or remove any copyright notices contained within or relating to the Authority’s data.
- 20.2 The Service Provider and the Authority shall each take reasonable precautions (having regard to the nature of their other respective obligations under the Contract) to preserve the integrity of the Authority’s data and to prevent any corruption or loss of the Authority’s data.

21. **Intellectual Property Rights**

- 21.1 The Service Provider hereby assigns with full title guarantee to the Authority all Intellectual Property Rights in all documents, drawings, computer software and any other work prepared or developed by or on behalf of the Service Provider in the provision of the Services (“**the Products**”) provided that such assignment shall not include items not prepared or developed for the purposes of this Contract.
- 21.2 The Service Provider shall provide the Authority with copies of all materials relied upon or referred to in the creation of the Products together with a perpetual, irrevocable, royalty-free and transferable licence free of charge to use such materials in connection with the use of the Products.

21.3 The Service Provider shall have no right (save where expressly permitted under the Contract or with the Authority's prior written consent) to use any trade marks, trade names, logos or other Intellectual Property Rights of the Authority.

21.4 The Service Provider shall ensure that all royalties, licence fees or similar expenses in respect of all Intellectual Property Rights used in connection with the Contract have been paid and are included within the Charges.

22. **Privacy and Data Protection**

22.1 The Service Provider shall comply with all of its obligations under the Data Protection Act 1998 and, if Processing Personal Data (as such terms are defined in section 1(1) of that Act) on behalf of the Authority, shall only carry out such Processing for the purposes of providing the Services in accordance with Schedule 2 of this Contract.

23. **Confidentiality and Announcements**

23.1 Subject to Clause 24, the Service Provider will keep confidential:

23.1.1 the terms of this contract; and

23.1.2 any and all Confidential Information that it may acquire in relation to the Authority.

23.2 The Service Provider will not use the Authority's Confidential Information for any purpose other than to perform its obligations under this Contract. The Service Provider will ensure that its officers and employees comply with the provisions of Clause 23.1.

23.3 The obligations on the Service Provider set out in Clause 23.1 will not apply to any Confidential Information:

23.3.1 which either of the Parties can demonstrate is in the public domain (other than as a result of a breach of this Clause 23);

23.3.2 which a Party is required to disclose by order of a court of competent jurisdiction but then only to the extent of such required disclosure; or

23.3.3 to the extent that such disclosure is to the Secretary for Transport (or the government department responsible for public transport in London for the time being) the Office of Rail Regulation, or any person or body who has statutory responsibilities in relation to transport in London and their employees, agents and sub-contractors.

23.4 The Service Provider shall keep secure all materials containing any information in relation to the Contract and its performance.

23.5 The Service Provider shall not communicate with representatives of the general or technical press, radio, television or other communications media in relation to the existence of the Contract or that it is providing the Services to the Authority or in relation to any matter under or arising from the Contract unless specifically granted permission to do so in writing by the Authority. The Authority shall have the right to approve any announcement before it is made.

23.6 The provisions of this Clause 23 will survive any termination of this Contract for a period of 6 years from termination.

24. **Freedom of Information and Transparency**

24.1 For the purposes of this Clause 24:

24.1.1 **“FOI Legislation”** means the Freedom of Information Act 2000, all regulations made under it and the Environmental Information Regulations 2004 and any amendment or re-enactment of any of them; and any guidance or statutory codes of practice issued by the Information Commissioner, the Ministry of Justice or the Department for Environment Food and Rural Affairs (including in each case its successors or assigns) in relation to such legislation;

24.1.2 **“Information”** means information recorded in any form held by the Authority or by the Service Provider on behalf of the Authority; and

24.1.3 **“Information Access Request”** means a request for any Information under the FOI Legislation.

24.2 The Service Provider acknowledges that the Authority:

24.2.1 is subject to the FOI Legislation and agrees to assist and co-operate with the Authority to enable the Authority to comply with its obligations under the FOI Legislation; and

24.2.2 may be obliged under the FOI Legislation to disclose Information without consulting or obtaining consent from the Service Provider.

24.3 Without prejudice to the generality of Clause 24.2, the Service Provider shall and shall procure that its sub-contractors (if any) shall:

24.3.1 transfer to the Contract Manager (or such other person as may be notified by the Authority to the Service Provider) each Information Access Request relevant to the Contract, the Services or any member of the Authority Group that it or they (as the case may be) receive as soon as practicable and in any event within two (2) Business Days of receiving such Information Access Request; and

- 24.3.2 in relation to Information held by the Service Provider on behalf of the Authority, provide the Authority with details about and copies of all such Information that the Authority requests and such details and copies shall be provided within five (5) Business Days of a request from the Authority (or such other period as the Authority may reasonably specify), and in such forms as the Authority may reasonably specify.
- 24.4 The Authority shall be responsible for determining whether Information is exempt from disclosure under the FOI Legislation and for determining what Information will be disclosed in response to an Information Access Request in accordance with the FOI Legislation.
- 24.5 The Service Provider shall not itself respond to any person making an Information Access Request, save to acknowledge receipt, unless expressly authorised to do so by the Authority.
- 24.6 The Service Provider acknowledges that the Authority is subject to the Transparency Commitment. Accordingly, notwithstanding Clause 23.1 and Clause 24, the Service Provider hereby gives its consent for the Authority to publish the Contract Information to the general public.
- 24.7 The Authority may in its absolute discretion redact all or part of the Contract Information prior to its publication. In so doing and in its absolute discretion the Authority may take account of the exemptions/exceptions that would be available in relation to information requested under the FOI Legislation.
- 24.8 The Authority may in its absolute discretion consult with the Service Provider regarding any redactions to the Contract Information to be published pursuant to Clause 24.6. The Authority shall make the final decision regarding both publication and redaction of the Contract Information.
25. **Dispute Resolution**
- 25.1 The Authority and the Service Provider shall use all reasonable endeavours to negotiate in good faith and settle any dispute or difference that may arise out of or relate to the Contract (“**Dispute**”) before resorting to litigation.
- 25.2 If the Dispute is not settled through discussion between the Contract Manager and a representative of the Service Provider within a period of seven (7) Business Days of the date on which the Dispute arose, the Parties may refer the Dispute in writing to a director or chief executive (or equivalent) (“**Senior Personnel**”) of each of the Parties for resolution.
- 25.3 If the Dispute is not resolved within 14 Business Days of referral to the Senior Personnel, the Parties shall attempt in good faith to resolve the Dispute through entry into a structured mediation or negotiation with

the assistance of a mediator. Either Party may give notice to the other Party (“**Notice**”) to commence such process and the Notice shall identify one or more proposed mediators.

- 25.4 If the Parties are unable to agree on a mediator, or if the agreed mediator is unable or unwilling to act within 28 Business Days of the service of the Notice, either Party may apply to the Centre for Effective Dispute Resolution (“**CEDR**”) in London to appoint a mediator. The costs of that mediator shall be divided equally between the Parties or as the Parties may otherwise agree in writing.
- 25.5 Where a dispute is referred to mediation under Clause 25.3, the Parties will attempt to settle such Dispute by mediation in accordance with the model mediation procedures published by CEDR or such other procedures as the mediator may recommend.
- 25.6 If the Parties reach agreement on the resolution of the Dispute, such agreement shall be recorded in writing and once signed by the Parties’ authorised representatives, shall be final and binding on the Parties.
- 25.7 If either Party refuses at any time to participate in the mediation procedure and in any event if the Parties fail to reach agreement on the Dispute within 40 Business Days of the service of the Notice either Party may commence proceedings in accordance with Clause 40.
- 25.8 For the avoidance of doubt, the Service Provider shall continue to provide the Services in accordance with the Contract and without delay or disruption while the Dispute is being resolved pursuant to this Clause 25.
- 25.9 Neither Party shall be prevented from, or delayed in, seeking any order for specific performance or for interim or final injunctive relief as a result of the provisions of this Clause 25 and Clause 25 shall not apply in respect of any circumstances where such remedies are sought.

26. **Breach and Termination of Contract**

26.1 Without prejudice to the Authority’s right to terminate at common law, the Authority may terminate the Contract immediately upon giving notice to the Service Provider if:

26.1.1 In addition and without prejudice to Clauses 26.1.2 to 26.1.6 (inclusive), the Service Provider has committed any material or persistent breach of the Contract and in the case of such a breach that is capable of remedy fails to remedy that breach within 10 Business Days (or such other timeframe as specified in writing by the Authority) from the date of written notice to the Service Provider giving details of the breach and requiring it to be remedied;

26.1.2 the Service Provider is subject to an Insolvency Event;

- 26.1.3 in the event that there is a change of ownership referred to in clause 9.3 or the Service Provider is in breach of Clause 9.3;
- 26.1.4 the Authority is not satisfied on the issue of any conflict of interest in accordance with Clause 10;
- 26.1.5 the Service Provider or any of its officers, employees or agents commits any act of bribery described in the Bribery Act 2010; or
- 26.1.6 the Service Provider commits any of the money laundering related offences listed in the Public Contracts Regulations 2015.
- 26.2 Without prejudice to any of the Authority's other rights, powers or remedies (whether under the Contract or otherwise) if the Service Provider is in breach of any of its warranties, or obligations either under Clause 6 or any other provision of this Contract, the Service Provider shall, if required to do so by the Authority, promptly remedy and/or re-perform the Services or part of them at its own expense to ensure compliance with such warranties and obligations. Nothing in this Clause 26.2 shall prevent the Authority from procuring the provision of any Services or any remedial action in respect of any Services from an alternative contractor and, where the Authority so procures any Services or any remedial action, the Authority shall be entitled to recover from the Service Provider all additional cost, loss and expense incurred by the Authority and attributable to the Authority procuring such Services or remedial action from such alternative contractor.
- 26.3 Neither Party shall be deemed to be in breach of the Contract, or otherwise liable to the other Party in any manner whatsoever, for any failure or delay in performing its obligations under the Contract to the extent that such failure or delay is due to a Force Majeure Event. If a Force Majeure Event has continued for more than 8 weeks from the date on which that Force Majeure Event first arose and is having a material adverse effect on either Party's performance of its obligations under the Contract ("**the Affected Party**"), then for as long as such Force Majeure Event continues and has that effect, the Party not affected by such Force Majeure Event ("**Innocent Party**") may terminate the Contract immediately upon giving notice to the Affected Party. If the Contract is terminated in accordance with this Clause 26.3 then without prejudice to any rights and liabilities which accrued prior to termination the Affected Party shall not be liable to the Innocent Party by reason of such termination.
- 26.4 Without prejudice to the Authority's right to terminate the Contract under Clause 26.1 or to terminate at common law, the Authority may terminate the Contract at any time without cause subject to giving the Service Provider written notice of the period specified in Schedule 1,

provided that this Clause 26.4 may be disapplied by notice to that effect in Schedule 1.

- 26.5 Without prejudice to the Authority's right to terminate the Contract under Clauses 26.1, 26.4 or at common law, the Authority may terminate the Contract at any time following a Declaration of Ineffectiveness in accordance with the provisions of Clause 28.
- 26.6 To the extent that the Authority has a right to terminate the Contract under this Clause 26 then, as an alternative to termination, the Authority may by giving notice to the Service Provider require the Service Provider to provide part only of the Services with effect from the date specified in the Authority's notice ("**Change Date**") whereupon the provision of the remainder of the Services will cease and the definition of "the Services" shall be construed accordingly. The Charges applicable with effect from the Change Date will be adjusted proportionately or if in the Authority's opinion a proportionate adjustment would not be reasonable in such manner as the Authority may determine.

27. Consequences of Termination or Expiry

- 27.1 Notwithstanding the provisions of Clause 23, wherever the Authority chooses to put out to tender for a replacement service provider some or all of the Services, the Service Provider shall disclose to tenderers such information concerning the Services as the Authority may require for the purposes of such tender and shall also comply with all requirements as are set out at Schedule 8. The Service Provider may impose upon any recipient of such information such obligations of confidentiality as it may require.
- 27.2 The termination or expiry of the Contract shall not prejudice or affect any right, power or remedy which has accrued or shall accrue to either Party prior to or after such termination or expiry.
- 27.3 Upon expiry or termination of the Contract (howsoever caused):
- 27.3.1 the Service Provider shall, at no further cost to the Authority:
- 27.3.1.1 take all such steps as shall be necessary to agree with the Authority a plan for the orderly handover of Services to the Authority (or its nominee), such that the Services can be carried on with the minimum of interruption and inconvenience to the Authority and to effect such handover; and
- 27.3.1.2 on receipt of the Authority's written instructions to do so (but not otherwise), arrange to remove all electronically held information by a mutually agreed date, including the purging of all disk-based information and the reformatting of all disks.

- 27.3.2 the Authority shall (subject to Clauses 17, 27.1 and 27.4 and the provisions of any security for due performance supplied by the Service Provider) pay the Service Provider any Charges remaining due in relation to any Services properly performed in accordance with the Contract up to the date of termination or expiry calculated so far as is possible in accordance with Schedule 4 or otherwise reasonably determined by the Authority.
- 27.4 On termination of all or any part of the Contract, the Authority may enter into any agreement with any third party or parties as the Authority thinks fit to provide any or all of the Services and (save where terminated under Clause 26.4) the Service Provider shall be liable for all additional expenditure reasonably incurred by the Authority in having such services carried out and all other costs and damages reasonably incurred by the Authority in consequence of such termination. The Authority may deduct such costs from the Charges or otherwise recover such costs from the Service Provider as a debt.
- 28. Declaration of Ineffectiveness and Public Procurement Termination Event**
- 28.1 In the event that a court makes a Declaration of Ineffectiveness, the Authority shall promptly notify the Service Provider. The Parties agree that the provisions of Clause 27 and Clauses 28.1 to 28.5 (inclusive) shall apply as from the date of receipt by the Service Provider of the notification of the Declaration of Ineffectiveness. Where there is any conflict or discrepancy between the provisions of Clause 27 and this Clauses 28.1 to 28.5 (inclusive) or the Cessation Plan, the provisions of this Clauses 28.1 to 28.5 (inclusive) and the Cessation Plan shall prevail.
- 28.2 The Declaration of Ineffectiveness shall not prejudice or affect any right, liability or remedy which has accrued or shall accrue to either Party prior to or after such Declaration of Ineffectiveness.
- 28.3 As from the date of receipt by the Service Provider of the notification of the Declaration of Ineffectiveness, the Parties (acting reasonably and in good faith) shall agree or, in the absence of such agreement, the Authority shall reasonably determine an appropriate Cessation Plan with the object of achieving:
- 28.3.1 an orderly and efficient cessation of the Services or (at the Authority's request) a transition of the Services to the Authority or such other entity as the Authority may specify; and
- 28.3.2 minimal disruption or inconvenience to the Authority or to public passenger transport services or facilities,

in accordance with the provisions of Clauses 28.1 to 28.5 (inclusive) and to give effect to the terms of the Declaration of Ineffectiveness.

28.4 Upon agreement, or determination by the Authority, of the Cessation Plan the Parties will comply with their respective obligations under the Cessation Plan.

28.5 The Authority shall pay the Services Provider's reasonable costs in assisting the Authority in preparing, agreeing and complying with the Cessation Plan. Such costs shall be based on any comparable costs or Charges agreed as part of this Contract or as otherwise reasonably determined by the Authority. Provided that the Authority shall not be liable to the Service Provider for any loss of profit, revenue, goodwill or loss of opportunity as a result of the early termination of this Contract pursuant to Clauses 28.1 to 28.5 (inclusive).

28.6 Without prejudice to the Authority's rights of termination implied into the Contract by regulation 73(3) of the Public Contracts Regulations 2015 or any equivalent provisions in regulations implementing the EU Utilities Directive 2014/25, in the event of a Public Procurement Termination Event, TfL shall promptly notify the Service Provider and the Parties agree that the provisions of Clause 27 and these Clauses 28.6 to 28.10 (inclusive) shall apply as from the date of receipt by the Service Provider of the notification of the Public Procurement Termination Event. If there is any conflict or discrepancy between the provisions of Clause 27 and these Clauses 28.6 to 28.10 or the Cessation Plan, the provisions of these Clauses 28.6 to 28.10 and the Cessation Plan shall prevail.

28.7 The Public Procurement Termination Event shall not prejudice or affect any right, liability or remedy which has accrued or shall accrue to either Party prior to or after such Public Procurement Termination Event.

28.8 As from the date of receipt by the Service Provider of the notification of the Public Procurement Termination Event, the Parties (acting reasonably and in good faith) shall agree or, in the absence of such agreement, TfL shall reasonably determine an appropriate Cessation Plan with the object of achieving:
28.8.1 an orderly and efficient cessation or (at the Authority's election) a transition to the Authority or such other entity as the Authority may specify of: (i) the Services; or (at Authority's election), (ii) the part of the Services which are affected by the Public Procurement Termination Event;
and
28.8.2 minimal disruption or inconvenience to the Authority or to public passenger transport services or facilities, in accordance with the provisions of these Clauses 28.6 to 28.10 (inclusive) and to give effect to the terms of the Public Procurement Termination Event.

28.9 Upon agreement, or determination by the Authority, of the Cessation Plan the Parties will comply with their respective obligations under the Cessation Plan.

28.10 The Authority shall pay the Service Provider's reasonable costs in assisting the Authority in preparing, agreeing and complying with the Cessation Plan. Such costs shall be based on any comparable costs or Charges agreed as part of this Agreement or as otherwise reasonably determined by the Authority, provided that the Authority shall not be liable to the Service Provider for any loss of profit, revenue, goodwill or loss of opportunity as a result of the early termination of this Contract pursuant to these Clauses 28.6 to 28.10 (inclusive)

29. **Survival**

The provisions of Clauses 1, 3.1.3, 4, 5, 6.1.4, 8.1, 9.2.2, 9.2.3, 11.1.1, 11.1.2, 11.1.5, 11.2, 14, 16-20 (inclusive), 21.2, 22-25 (inclusive), 27, 29-31 (inclusive), 33-40 (inclusive) and any other Clauses or Schedules that are necessary to give effect to those Clauses shall survive termination or expiry of the Contract. In addition, any other provision of the Contract which by its nature or implication is required to survive the termination or expiry of the Contract shall do so.

30. **Rights of Third Parties**

30.1 Save that any member of the Authority Group has the right to enforce the terms of the Contract in accordance with the Contracts (Rights of Third Parties) Act 1999 ("Third Party Act"), the Parties do not intend that any of the terms of the Contract will be enforceable by virtue of the Third Party Act by any person not a party to it.

30.2 Notwithstanding Clause 30.1, the Parties are entitled to vary or rescind the Contract without the consent of any other person including any member of the Authority Group.

31. **Contract Variation**

Save where the Authority may require an amendment to the Services, the Contract may only be varied or amended with the written agreement of both Parties. The details of any variations or amendments shall be set out in such form as the Authority may dictate and which may be substantially in the form set out in Schedule 6 and shall not be binding upon the Parties unless completed in accordance with such form of variation.

32. **Novation**

32.1 The Authority may novate or otherwise transfer the Contract (in whole or in part).

32.2 Within 10 Business Days of a written request from the Authority, the Service Provider shall at its expense execute such agreement as the Authority may reasonably require to give effect to any such transfer all or part of its rights and obligations under the Contract to one or more persons nominated by the Authority.

32.3 Subject to Clause 9, the Contract is personal to the Service Provider who shall not assign the benefit or delegate the burden of the Contract or otherwise transfer any right or obligation under the Contract without the prior written consent of the Authority.

33. Non-Waiver of Rights

No waiver of any of the provisions of the Contract is effective unless it is expressly stated to be a waiver and communicated to the other Party in writing in accordance with the provisions of Clause 35. The single or partial exercise of any right, power or remedy under the Contract shall not in any circumstances preclude any other or further exercise of it or the exercise of any other such right, power or remedy.

34. Illegality and Severability

If any provision of the Contract (in whole or in part) is held invalid, illegal or unenforceable for any reason by any court of competent jurisdiction, such provision shall be severed from the Contract and the remaining provisions shall continue in full force and effect as if the Contract had been executed without the invalid, illegal, or unenforceable provision. In the event that in the Authority's reasonable opinion such a provision is so fundamental as to prevent the accomplishment of the purpose of the Contract, the Authority and the Service Provider shall immediately commence good faith negotiations to remedy such invalidity.

35. Notices

Any notice, demand or communication in connection with this Contract will be in writing and may be delivered by hand, prepaid recorded delivery first class post or facsimile addressed to the recipient at its registered office, the address stated in Schedule 1 or any other address (including a facsimile number) notified to the other Party in writing in accordance with this Clause as an address to which notices, invoices and other documents may be sent. The notice, demand or communication will be deemed to have been duly served:

if delivered by hand, at the time of delivery;

if delivered by post, two (2) Business Days after being posted or in the case of Airmail 14 Business Days after being posted; or

if delivered by facsimile, at the time of transmission, provided that a confirming copy is sent by first class post to the other Party within 24 hours after transmission.

36. Entire Agreement

36.1 Subject to Clause 36.2:

36.1.1 the Contract and all documents referred to in the Contract, contains all of the terms which the Parties have agreed relating to the subject matter of the Contract and such documents and supersedes and extinguishes any prior drafts, agreements, undertakings, representations, warranties and arrangements of any nature whatsoever, whether or not in writing relating to the provision of the Services. Neither Party has been induced to enter into the Contract by a statement which the Contract does not contain; and

36.1.2 without prejudice to the Service Provider's obligations under the Contract, the Service Provider is responsible for and shall make no claim against the Authority in respect of any misunderstanding affecting the basis of the Service Provider's tender in respect of the Contract or any incorrect or incomplete information howsoever obtained.

36.2 Nothing in this Clause 36 excludes any liability which one Party would otherwise have in respect of any statement it has made fraudulently to the other Party.

37. Counterparts

This Contract may be executed in any number of counterparts or duplicates, each of which shall be an original, and such counterparts or duplicates shall together constitute one and the same agreement.

38. Relationship of the Parties

Nothing in the Contract constitutes, or shall be deemed to constitute, a partnership between the Parties. Except as expressly provided in the Contract, neither Party shall be deemed to be the agent of the other, nor shall either Party hold itself out as the agent of the other.

39. Further Assurance

Each Party will do or procure the doing of all acts and things and execute or procure the execution of all such documents as the other Party reasonably considers necessary to give full effect to the provisions of the Contract.

40. **Governing Law**

The Contract shall be governed by and construed in accordance with the law of England and Wales. Without prejudice to Clause 25, the courts of England will have exclusive jurisdiction to settle any dispute which may arise out of or in connection with the Contract provided that the Authority has the right in its absolute discretion to enforce a judgment and take proceedings in any other jurisdiction in which the Service Provider is incorporated or in which any assets of the Service Provider may be situated. The Parties agree irrevocably to submit to that jurisdiction.

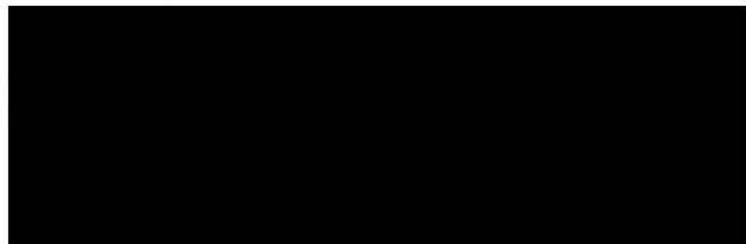
THE CONTRACT has been signed for and on behalf of the Parties the day and year written above.

Signed by
for and on behalf of
The Authority



Date: 20/5/16

Signed by
for and on behalf of
the **Service Provider**



Date: 9/5/16



SCHEDULE 1 - KEY CONTRACT INFORMATION

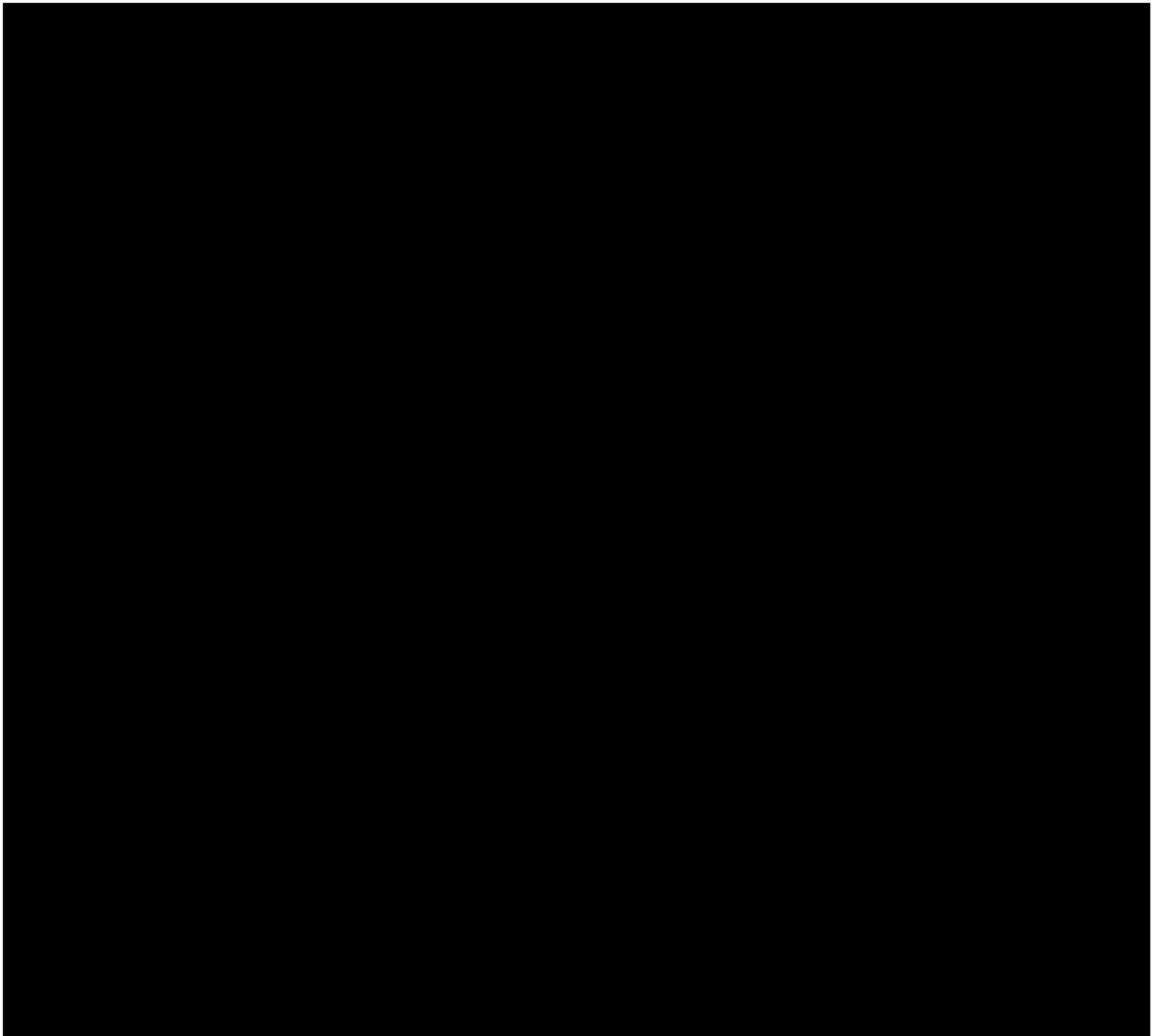
1. **Contract Reference Number:** tfl_scp_001305
2. **Name of Service Provider:** Driveteck UK Ltd
3. **Commencement:**
 - (a) **Contract Commencement Date:** 1 June 2016
 - (b) **Service Commencement Date:** 1 July 2016
4. **Duration/Expiry Date:** 30 June 2019, including an option to extend for an additional period of up to 2 years at TfL's discretion.
5. **Address where invoices should be sent:**

Transport for London
Account Payable
Pier Walk
London
SE10 0ES
6. **Details of the Authority's Contract Manager**

Name: Martyn Chaffer
Address: *Palestra, 197 Blackfriars Road, London, SE1 8NJ*
Tel: 020 3054 0569
Email: Martyn.Chaffer@tfl-buses.co.uk
7. **Details of the Authority's Procurement Manager**

Name: Robert Candy
Address: *Palestra, 197 Blackfriars Road, London, SE1 8NJ*
Tel: 020 3054 7521
Email: RobertCandy@tfl.gov.uk

8. Service Provider's Key Personnel:



9. Notice period in accordance with Clause 26.4 (termination without cause): 90 days

10. Address for service of notices and other documents in accordance with Clause 35:

For the Authority: Palestra
197 Blackfriars Road
London
SE1 8NJ

For the attention of: Robert Candy

For the Service Provider: Fanum House
Basing View
Basingstoke
Hampshire
RG21 4EA

For the attention of: Dominic Pargeter

SCHEDULE 2 - SPECIAL CONDITIONS OF CONTRACT

A8 FURTHER INTELLECTUAL PROPERTY REQUIREMENTS

- A8.1 The Service Provider shall procure that all the Service Provider's Personnel performing the Services (or part of them) contract with the Service Provider that any Intellectual Property Rights arising out of or relating to work done by those persons pursuant to the Contract shall be assigned with full title guarantee to the Authority and that those persons shall have no title, rights or interests whether legal or beneficial in any of such Intellectual Property Rights and, in relation to any copyright work created, that all moral rights shall be waived by the creator.
- A8.2 If, and to the extent that, the Products consist of or include copyright work authored by the Service Provider or any other person, being work not prepared or developed for the purposes of the Contract, then, notwithstanding Clause 21.1, title to the copyright in such work shall not vest in the Authority.
- A8.3 The Service Provider grants or undertakes to procure the grant to the Authority free of charge of a perpetual, irrevocable, transferable, world-wide and royalty-free licence to reproduce and to use any work of the type referred to in Clause A8.2 and every part of it in any manner.
- A8.4 As between the Authority and the Service Provider, Intellectual Property Rights in all documentation and other items supplied by the Authority to the Service Provider in connection with the Contract shall remain the property of the Authority.
- A8.5 The Authority grants to the Service Provider a non-exclusive, non-transferable licence to use all the Intellectual Property Rights owned (or capable of being so licensed) by the Authority required by the Service Provider or any of the Service Provider's Personnel to provide the Services. Any such licence is granted for the Term solely to enable the Service Provider to comply with its obligations under the Contract.

A9 INFRINGEMENT OF INTELLECTUAL PROPERTY RIGHTS

- A9.1 The Service Provider shall:
- A9.1.1 promptly notify the Authority upon becoming aware of an infringement or alleged infringement or potential infringement of any Intellectual Property Right which affects or may affect the provision or receipt of the Services or if any claim or demand is made or action brought for infringement or alleged infringement of any Intellectual Property Right; and

- A9.1.2 indemnify, keep indemnified and hold harmless the Authority from and against all actions, claims, demands, costs, charges or expenses (including legal costs on a full indemnity basis) that arise from or are incurred by the Authority by reason of any infringement or alleged infringement of any Intellectual Property Rights of any person arising out of the use by the Authority of the Products (or any of them) or anything arising from the provision of the Services and from and against all costs and damages of any kind which the Authority may incur in or in connection with any actual or threatened proceedings before any court or arbitrator.
- A9.2 The Authority shall, at the request of the Service Provider, give the Service Provider all reasonable assistance for the purpose of the Service Provider contesting any such claim, demand, or action referred to in Clause A9.1.1 and the Service Provider shall:
- A9.2.1 reimburse the Authority for all costs and expenses (including legal costs) incurred in doing so;
- A9.2.2 conduct at its own expense all litigation and/or negotiations (if any) arising from such claim, demand or action; and
- A9.2.3 consult with the Authority in respect of the conduct of any claim, demand or action and keep the Authority regularly and fully informed as to the progress of such claim, demand or action.
- A9.3 If a claim or demand is made or action brought to which Clause A9.1 applies or in the reasonable opinion of the Service Provider is likely to be made or brought, the Service Provider may, after consultation with the Authority, at its own expense and within a reasonable time, modify or substitute any or all of the Products (as defined in Clause 21.1) so as to avoid the infringement or the alleged infringement, provided that the terms of the Contract shall apply mutatis mutandis to such modified or substituted Products and such Products are accepted by the Authority.

A12 OPTION TO EXTEND DURATION

- A12.1 The Authority has an option, exercisable at its sole discretion, to extend the duration of the Contract for a further period or periods up to a total of **two** years by notice in writing to the Service Provider provided that such notice is served at least **one month** prior to the expiry of the initial duration of the Contract or the expiry of any previous extension, if later.

A14 Crime and Disorder Act 1998

- A14.1 The Service Provider acknowledges that the Authority is under a duty in accordance with Section 17 of the Crime and Disorder Act 1998:
- A14.1.1 to have due regard to the impact of crime, disorder and

community safety in the exercise of the Authority's duties;

A14.1.2 where appropriate, to identify actions to reduce levels of crime and disorder; and

A14.1.3 without prejudice to any other obligation imposed the Authority, to exercise its functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area,

and in the performance of the Contract, the Service Provider will assist and co-operate with the Authority, and will use reasonable endeavours to procure that its sub-contractors observe these duties and assists and co-operates with the Authority where possible to enable the Authority to satisfy its duty.

A17 ADJUSTMENT TO CHARGES (INDEXATION)

A17.1 In this Clause A17, "AWE" shall mean the Average Weekly Earnings Index (Whole Economy, Total Pay) as published by the Office for National Statistics from time to time, or failing such publication, such other index as the Parties may agree.

A17.2 On and with effect from each anniversary of the Service Commencement Date, the Charges shall be adjusted upwards or downwards (as the case may be) by the amount of the change (if any) in WEI between its rate last published (as final) immediately before such anniversary and its rate published (as final) twelve months before that.

A20 TRANSFER OF EMPLOYEES TO SERVICE PROVIDER

A20.1 Clause 8.1 shall be deleted and replaced with the following.

A20.2 For the purposes of this Clause A20 and Clause A21, unless the context indicates otherwise, the following expressions shall have the following meanings:

A20.2.1 **"Current Service Provider(s)"** means the provider or providers of services substantially similar to the Services immediately before the Service Commencement Date;

A20.2.2 **"Employment Costs"** means all salaries, wages, commissions, bonuses, holiday pay (including payment for accrued but untaken holiday), sick pay, national insurance contributions, pension contributions made to or on behalf of an employee, taxation (including all income tax deductible under PAYE) and all other emoluments);

- A20.2.3 **“Employment Liabilities”** means all costs (including the costs of enforcement), expenses, liabilities (including any tax liability), injuries, damages, awards, compensation, claims, demands, proceedings and legal costs (on a full indemnity basis);
- A20.2.4 **“Final Staff List”** has the meaning set out in **Clause A21.4**;
- A20.2.5 **“Further Transfer Date”** means the date on which the Services (or any part of them) cease to be provided by the Service Provider and start to be performed by the Authority or any Replacement Service Provider when the transfer of employment of the Re-Transferring Personnel from the Service Provider to the Authority or any Replacement Service Provider occurs;
- A20.2.6 **“Relevant Period”** means the period starting on the earlier of:
- (a) the date falling 6 calendar months before the date of expiry of the Contract; or
 - (b) if the Contract is terminated by either Party in accordance with Clause **26.3** or by the Authority in accordance with Clause **26.1, 26.2, 26.4** or **26.5**, the date of the relevant termination notice;
- and ending on the Further Transfer Date;
- A20.2.7 **“Replacement Service Provider”** means any replacement supplier or provider to the Authority of the Services (or any part of the Services) and any Sub-Contractor to such replacement supplier or provider;
- A20.2.8 **“Re-Transferring Personnel”** means any Service Provider’s Personnel who are assigned (for the purposes of TUPE) to the relevant Services immediately before the Further Transfer Date and whose employment contract will transfer to the Authority or the Replacement Service Provider pursuant to TUPE with effect from the Further Transfer Date;
- A20.2.9 **“Staff List”** has the meaning set out in **Clause A21.1**;
- A20.2.10 **“Staffing Information”** has the meaning set out in **Clause A21.1**;
- A20.2.11 **“Sub-Contractor”** means any subcontractor to the Current Service Provider(s), the Service Provider or the Replacement Service Provider as the context dictates which is engaged in the provision of the Services or any part of them (or services substantially similar to the Services or any part of them);

- A20.2.12 **“Transfer of Services”**; means the transfer of the provision of the Services from the Current Service Provider and any Sub-Contractor to the Service Provider and any Sub-Contractor;
- A20.2.13 **“Transferring Staff”** means such employees of the Current Service Provider(s) (and any Sub-Contractors) as are assigned (for the purposes of TUPE) to the Services the names of whom as at the date of this Contract are listed in Appendix 1 to this Clause A20; and
- A20.2.14 **“TUPE”** means the Transfer of Undertakings (Protection of Employment) Regulations 2006.
- A20.3 It is understood and acknowledged by the Parties that TUPE applies to the Transfer of Service and accordingly, pursuant to TUPE, the contracts of employment between the Current Service Provider and any Sub-Contractor and the Transferring Staff will have effect from the Contract Commencement Date as if originally made between the Service Provider and the Transferring Staff (except in relation to occupational pension scheme benefits excluded under Regulation 10 of TUPE which will be subject to the provisions of **Clause A20.4**).
- A20.4 The Service Provider will provide the Transferring Staff with access to a pension scheme in accordance with the Pensions Act 2004 and the Transfer of Employment (Pension Protection) Regulations 2005 and TUPE with effect from the Contract Commencement Date.
- A20.5 The Parties agree that all Employment Costs in respect of the Transferring Staff will be allocated as follows:
- A20.5.1 the Current Service Provider(s) will be responsible for any Employment Costs relating to the period up to Contract Commencement Date; and
- A20.5.2 the Service Provider will be responsible for any Employment Costs relation to the period on and after the Contract Commencement Date,
- and Employment Costs will if necessary be apportioned on a time basis between the Current Service Provider(s) and the Service Provider.
- A20.6 The Authority warrants to the Service Provider that none of the Authority’s employees will transfer to the Service Provider under TUPE as a result of the Transfer of Service.
- A20.7 The Service Provider will indemnify and keep indemnified the Authority and the Current Service Provider(s) (and its Sub-Contractors) from and against all Employment Liabilities which the Authority or the Current Service Provider(s) (or its Sub-Contractors) incur or suffer arising out of or in connection with:

- A20.7.1 any act or omission by or on behalf of the Service Provider (or its Sub-Contractors) in respect of any person employed or engaged by it (or its Sub-Contractors) (including the Transferring Staff) on or after the Contract Commencement Date;
- A20.7.2 any failure by the Service Provider (or its Sub-Contractors) to comply with Regulation 13 of TUPE;
- A20.7.3 any claim brought or other action taken by or on behalf of any of the Transferring Staff which arises from or in connection with (directly or indirectly) any act or omission or communication made to the Transferring Staff by the Service Provider (or its Sub-Contractors) before the Contract Commencement Date;
- A20.7.4 the employment or termination of employment by the Service Provider (or its Sub-Contractors) of any Transferring Staff on or after the Contract Commencement Date;
- A20.7.5 any actual or proposed changes by the Service Provider (or its Sub-Contractors) to the terms and conditions of employment or working conditions of any of the Transferring Staff which are or are alleged to be to the detriment of any of the Transferring Staff.
- A20.8 The Service Provider will provide the Current Service Provider(s) (or its Sub-Contractors), as soon as practicable, but in any event in good time before the Contract Commencement Date with all information which the Current Service Provider (or its Sub-Contractors) may reasonably require to enable it to comply with its information and consultation obligations under TUPE and, if requested, will confirm to the Authority when it has done so and provide a copy to the Authority.
- A20.9 The Service Provider warrants and undertakes to the Authority that all information given to the Current Service Provider(s) (or its Sub-Contractors) regarding the Transferring Staff and any measures it proposes to take in relation to them is and will be full and accurate in all respects.
- A20.10 **Clause 30.1** shall be amended so that benefits conferred on the Current Service Provider or its Sub-Contractors under this **Clause A20** shall be enforceable by them.

APPENDIX 1 TO CLAUSE A20

List of Transferring Staff

A21 TRANSFER OF EMPLOYEES ON EXPIRY OR TERMINATION

A21.1 The Service Provider will promptly provide (and procure that its Sub-Contractors provide) when requested by the Authority (but not more than **twice** in any 12 month period) and not more than 7 days after the date of any notice to terminate this Contract given by either Party, the following information to the Authority:

A21.1.1 an anonymised list of current Service Provider's Personnel and employees and workers of its Sub-Contractors engaged in the provision of the Services (each identified as such in the list) (the "**Staff List**");

A21.1.2 such of the information specified in Appendix 1 to this **Clause A21** as is requested by the Authority in respect of each individual included on the Staff List;

A21.1.3 in the situation where notice to terminate this Contract has been given, a list of all persons who are engaged or have been engaged during the preceding six months in the provision of the Services, whom the Service Provider considers will not transfer under TUPE for any reason whatsoever together with details of their role and a full explanation of why the Service Provider thinks such persons will not transfer,

such information together being the "**Staffing Information**".

A21.2 The Service Provider will notify the Authority as soon as practicable and in any event within 5 days of the Service Provider becoming aware of any additional or new Staffing Information and/or any changes to any Staffing Information already provided.

A21.3 The Service Provider warrants to the Authority that any Staffing Information which it supplies (including any copies of it) is complete and accurate in all respects and will be kept complete and accurate.

A21.4 Subject to **Clause A21.5**, the Service Provider will provide the Authority with a final Staff List (the "**Final Staff List**") and Staffing Information relating to persons on that list not less than 28 days before the Further Transfer Date.

A21.5 If the Contract is terminated by either Party in accordance with **Clause 26.1** or by the Authority in accordance with **Clause 26.1, 26.2** or **26.5** then the Final Staff List will be provided by the Service Provider to the Authority as soon as practicable and no later than 14 days after the date of termination of the Contract.

- A21.6 The Service Provider warrants that as at the Further Transfer Date:
- A21.6.1 the Final Staff List and the Staffing Information relating to persons on that list will be complete and accurate;
 - A21.6.2 the Final Staff List will identify all actual and potential Re-Transferring Personnel; and
 - A21.6.3 it will have disclosed all terms and conditions of employment or engagement and other Staffing Information relating to the Re-Transferring Personnel to the Authority.
- A21.7 During the Relevant Period the Service Provider will not and will procure that its Sub-contractors do not without the prior written consent of the Authority (such consent not to be unreasonably withheld or delayed):
- A21.7.3 terminate or give notice to terminate the employment or engagement or replace the persons listed on the most recent Staff List or any Re-Transferring Personnel (save for any termination for gross misconduct, provided that the Authority is informed promptly of such termination);
 - A21.7.4 deploy or assign any other person to perform the Services who is not included on the most recent Staff List;
 - A21.7.5 make, propose or permit any changes to the terms and conditions of employment or engagement of any persons listed on the most recent Staff List or any Re-Transferring Personnel;
 - A21.7.6 increase to any significant degree the proportion of working time spent on the Services by any of the Service Provider's Personnel; or
 - A21.7.7 introduce any new contractual or customary practice (including for the avoidance of doubt any payments on termination of employment) applicable to any person listed on the most recent Staff List or any Re-Transferring Personnel.
- A21.8 The Service Provider will promptly notify the Authority of any notice of resignation received from any person listed on the most recent Staff List or the Final Staff List (if any) during the period referred to in **Clause A21.7** regardless of when such notice takes effect.
- A21.9 The Service Provider agrees that the Authority will be permitted to disclose any information provided to it under this **Clause A21** in anonymised form to any person who has been invited to tender for the provision of the Services (or similar services) and to any third party engaged by the Authority to review the delivery of the Services and to any Replacement Service Provider.

A21.10 If TUPE applies on the expiry or termination of the Contract or the appointment of a Replacement Service Provider, the following will apply:

A21.10.1 The contracts of employment of each member of the Re-Transferring Personnel will have effect from the Further Transfer Date as if originally made between the Re-Transferring Personnel and the Authority or Replacement Service Provider (as appropriate) (except in relation to occupational pension scheme benefits excluded under Regulation 10 of TUPE which will be treated in accordance with the provisions of the Pensions Act 2004 and the Transfer of Employment (Pensions Protection) Regulations 2005).

A21.10.2 During the Relevant Period the Service Provider will:

A21.10.2.1 provide the Authority or Replacement Service Provider (as appropriate) with access to such employment and payroll records as the Authority or Replacement Service Provider (as appropriate) may require to put in place the administrative arrangements for the transfer of the contracts of employment of the Re-Transferring Personnel to the Authority or Replacement Service Provider (as appropriate);

A21.10.2.2 allow the Authority or Replacement Service Provider (as appropriate) to have copies of any of those employment and payroll records;

A21.10.2.3 provide all original employment records relating to the Re-Transferring Personnel to the Authority or Replacement Service Provider (as appropriate); and

A21.10.2.4 co-operate with the Authority and any Replacement Service Provider in the orderly management of the transfer of employment of the Re-Transferring Personnel.

If the Re-Transferring Personnel are employed or engaged by Sub-Contractors, the Service Provider will procure such Sub-Contractors provide the Authority or Replacement Service Provider (as appropriate) with the same level of access, information and cooperation.

A21.10.3 The Service Provider warrants to each of the Authority and the Replacement Service Provider that as at the Further Transfer Date no Re-Transferring Personnel (except where the Service Provider has notified the Authority and the Replacement Service

Provider (if appointed) in writing to the contrary) to the Service Provider's knowledge:

A21.10.3.1 is under notice of termination;

A21.10.3.2 is on long-term sick leave;

A21.10.3.3 is on maternity, parental or adoption leave;

A21.10.3.4 has committed any serious security breach or engaged in any serious fraudulent activity or misconduct amounting to a breach of any regulations;

A21.10.3.5 is entitled or subject to any additional terms and conditions of employment other than those disclosed to the Authority or Replacement Service Provider (as appropriate);

A21.10.3.6 is or has been within the previous two years the subject of formal disciplinary proceedings;

A21.10.3.7 has received a written warning (other than a warning that has lapsed);

A21.10.3.8 has taken or been the subject of a grievance procedure within the previous two years; or

A21.10.3.9 has objected, or has indicated an intention to object, in accordance with TUPE to his or her employment transferring to the Authority or Replacement Service Provider (as appropriate) under TUPE.

A21.10.4 The Service Provider undertakes to each of the Authority and any Replacement Service Provider that it will (and will procure that its Sub-Contractors will):

A21.10.4.1 continue to perform and observe all of its obligations under or in connection with the contracts of employment of the Re-Transferring Personnel and any collective agreements relating to the Re-Transferring Personnel up to the Further Transfer Date;

A21.10.4.2 pay to the Re-Transferring Personnel all Employment Costs to which they are entitled from the Service Provider or any Sub-Contractor which fall due in the period up to the Further Transfer Date;

A21.10.4.3 to pay to the Authority or the Replacement Service Provider (as appropriate) within 7 days of the Further Transfer Date an apportioned sum in respect of Employment Costs as set out in **Clause A21.10.5**; and

A21.10.4.4 to comply in all respects with its information and consultation obligations under TUPE and to provide to the Authority or Replacement Service Provider (as appropriate) such information as the Authority or Replacement Service Provider may request in order to verify such compliance.

A21.10.5 The Parties agree that all Employment Costs in respect of the Re-Transferring Personnel will be allocated as follows:

A21.10.5.1 the Service Provider will be responsible for any Employment Costs relating to the period up to and including the Further Transfer Date;

A21.10.5.2 the Authority or (where appointed) any Replacement Service Provider will be responsible for the Employment Costs relating to the period after the Further Transfer Date

and will if necessary be apportioned on a time basis (regardless of when such sums fall to be paid) except that there will be no apportionment in respect of the Re-Transferring Personnel's holiday entitlements.

A21.10.6 The Service Provider will indemnify and keep indemnified each of the Authority and any Replacement Service Provider from and against all Employment Liabilities which the Authority and/or the Replacement Service Provider incurs or suffers arising directly or indirectly out of or in connection with:

A21.10.6.1 any failure by the Service Provider to comply with its obligations under this **Clause A21.10**;

A21.10.6.2 any act or omission by or on behalf of the Service Provider (or its Sub-Contractors) in respect of the Re-Transferring Personnel whether occurring before on or after the Further Transfer Date;

A21.10.6.3 any failure by the Service Provider (or its Sub-Contractors) to comply with Regulation 13 of TUPE (except to the extent that such failure arises from a failure by the Authority or the Replacement Service Provider to comply with Regulation 13 of TUPE);

A21.10.6.4 any claim or demand by HMRC or any other statutory authority in respect of any financial obligation including but not limited to PAYE and national insurance contributions in relation to any Re-Transferring Personnel to the extent that such claim or demand relates to the period from the Contract Commencement Date to the Further Transfer Date;

A21.10.6.5 any claim or demand or other action taken against the Authority or any Replacement Service Provider by any person employed or engaged by the Service Provider (or its Sub-Contractors) (other than Re-Transferring Personnel included on the Final Staff List) who claims (whether correctly or not) that the Authority or Replacement Service Provider has inherited any liability from the Service Provider (or its Sub-Contractors) in respect of them by virtue of TUPE.

A21.11 If TUPE does not apply on the expiry or termination of the Contract, the Service Provider will remain responsible for the Service Provider Personnel and will indemnify and keep indemnified the Authority against all Employment Liabilities which the Authority incurs or suffers arising directly or indirectly out of or in connection with the employment or termination of employment of any of the Service Provider Personnel or former Service Provider Personnel.

A21.12 The Service Provider will procure that whenever the Authority so requires on reasonable notice at any time during the continuance in force of this Contract and for 2 years following the date of expiry or earlier termination of the Contract the Authority will be given reasonable access to and be allowed to consult with any person, consultant or employee who, at that time:

A21.2.1 is still an employee or sub-contractor of the Service Provider or any of the Service Provider's associated companies; and

A21.2.2 was at any time employed or engaged by the Service Provider in order to provide the Services to the Authority under this Contract,

and such access and consultation will be provided on the first occasion free of charge and thereafter be charged at reasonable rates for the time spent by the Service Provider and/or its employees or Sub-Contractors on such consultation. The Service Provider will use all reasonable endeavours to procure that such persons co-operate with the Authority's requests.

A21.13 Clause 30.1 shall be amended so that benefits conferred on the Replacement Service Provider under this Clause A21 shall be enforceable by them.

APPENDIX 1 TO CLAUSE A21

Information to be provided in respect of those on the Staff List

- Amount of time spent on the Services (or any part of the Services specified by the Authority)
- Date of birth
- Role Title/Designation and Role Profile
- Annual Salary £
- Bonus and Commission Amount and Frequency
- Pay Frequency and Date
- Overtime - Contractual or Non Contractual and Rates
- Contractual Working Hours
- Contract Type - Perm/Temp
- Geographical Area Of Work / Location
- Commencement of Employment Date
- Continuous Service Date
- Car Allowance
- Pension Contributions
 - 1) Employer
 - 2) Employee
 - Including additional info on:
 - who were originally employees of the Authority,
 - who were members of (or eligible to become members of) the TfL Pension Fund / The Local Government Pension Scheme for England and Wales/The Principal Civil Service Pension Scheme,
 - whose employment transferred from the Authority to the Service Provider under TUPE; and
 - who were entitled to broadly comparable benefits under the Current Contractor's Scheme
- Details of any Contracting Out Certificate
- Details of the relevant employee representative body or bodies and relevant collective agreements
- Date of Annual Pay Award
- Annual Leave Entitlement
- Contractual Notice Period
- Public Holiday /Concessionary Days Entitlement
- Sickness Entitlement (in 12 month rolling period)
- Salary/wage increases pending
- Eligibility for enhanced redundancy pay and any other contractual or non-contractual termination of severance arrangements (including methods of calculation)
- Details of any other benefits provided, whether contractual or non-contractual

- Copy of employment contract or applicable standard terms and employee handbook
- Any loans or educational grants
- For those employees who are foreign nationals the country of citizenship, immigrant status and all documentation required by law to demonstrate a right to work in the United Kingdom
- Information on any disciplinary or grievance procedure taken against or by an employee in the two years immediately preceding the information being provided
- Information about any tribunal claims in the immediately preceding two years or whether there are reasonable grounds to believe a claim may be brought
- Department and place on organisation chart
- Average absence due to sickness
- Training and competency records

A30 LONDON LIVING WAGE

For the purposes of this Clause A30, unless the context indicates otherwise, the expression “**London Living Wage**” means a basic hourly wage (as at the date of this Contract) of £9.40 before tax, other deductions and any increase for overtime) but as is updated from time to time and notified to the Service Provider.

A30.1 The Service Provider acknowledges and agrees that the Mayor of London pursuant to section 155 of the GLA Act has directed that members of the Authority Group ensure that the London Living Wage is paid to anyone engaged by any member of the Authority Group who is required to discharge contractual obligations in Greater London or on the Authority’s estate.

A30.2 Without prejudice to any other provision of this Contract, the Service Provider shall:

A30.2.1 ensure that none of its employees engaged in the provision of the Services (in Greater London or on the Authority’s estate but not otherwise) is paid an hourly wage (or equivalent of an hourly wage) less than the London Living Wage;

A30.2.3 ensure that none of its employees engaged in the provision of the Services is paid less than the amount to which they are entitled in their respective contracts of employment;

A30.2.4 provide to the Authority such information concerning the London Living Wage and as the Authority or its nominees may reasonably require from time to time;

A30.2.5 disseminate on behalf of the Authority to its employees engaged in the provision of the Services such perception questionnaires as the Authority may reasonably require from time to time and promptly collate and return to the Authority responses to such questionnaires; and

A30.2.5 co-operate and provide all reasonable assistance in monitoring the effect of the London Living Wage.

A30.3 For the avoidance of doubt the Service Provider shall implement any updated London Living Wage on or before 1 April in the year following notification of such updated London Living Wage.

A.30.4 The Authority reserves the right to audit (acting by itself or its nominee(s)) the provision of the London Living Wage to the Service Provider's staff and the staff of its sub-contractors.

A30.5 Any breach by the Service Provider of the provisions of this Clause A30 shall be treated as a material breach capable of remedy in accordance with Clause 26.1.1.

A33 SUPPLIER DIVERSITY

A33.1 Compliance

A33.1.1 Without limiting the generality of any other provision of this Contract, the Service Provider:

- (a) shall not unlawfully discriminate,
- (b) shall procure that its personnel do not unlawfully discriminate, and
- (c) shall use reasonable endeavours to procure that its direct and indirect subcontractors do not unlawfully discriminate in relation to the Services,

within the meaning and scope of the Equality Act 2010 and any other relevant enactments in force from time to time relating to discrimination in employment.

A 33.1.2 The Service Provider acknowledges that the Authority as a public authority is subject to a statutory duty under section 149 of the Equality Act 2010 to have due regard to the need to eliminate unlawful discrimination on the grounds of sex, marital or civil partnership status, race, sexual orientation, religion or belief, age, pregnancy or maternity, gender reassignment or disability (a "Relevant Protected Characteristic") (as the case may be) and to promote equality of opportunity between persons who share a Relevant Protected Characteristic and persons who do not share it. In providing the Services, the Service Provider shall assist and cooperate with Authority where possible in satisfying this duty.

A.33.1.3 The Service Provider acknowledges where the Authority is the GLA, the GLA is under a duty under section 404(2) of the Greater London Authority Act 1999 and where the Authority is TfL, TfL is under a duty by virtue of a

direction under section 155 of the Greater London Authority Act 1999 in respect of section 404(2) of that Act to have due regard to the need to:

- (a) promote equality of opportunity for all persons irrespective of their race, sex, disability, age, sexual orientation or religion;
- (b) eliminate unlawful discrimination;
- (c) promote good relations between persons of different racial groups, religious beliefs and sexual orientation; and
- (d) in providing the Services, the Service Provider shall assist and co-operate with the Authority where possible to enable the Authority to satisfy its duty.

A33.1.4 TfL's Harassment, Bullying and Discrimination Policy ("Policy") as updated from time to time (copies of which are available on request from TfL) requires TfL's own staff and those of its direct and indirect subcontractors to comply fully with the Policy to eradicate harassment in the workplace. The Service Provider shall:

- (a) ensure that its staff, and those of its direct and indirect subcontractors who are engaged in the performance of the Contract are fully conversant with the requirements of the Policy;
- (b) fully investigate allegations of workplace harassment in accordance with the Policy; and
- (c) ensure that appropriate, effective action is taken where harassment is found to have occurred.

A33.2 Strategic Equality & Diversity Plan

A33.2.1 For the duration of this Contract, the Service Provider shall comply with the Agreed Strategic Equality & Diversity Plan and shall procure that each of its direct subcontractors:

- (a) adopts and implements; and
- (b) in respect of other tiers of subcontractors beneath the Service Provider's direct subcontractors uses reasonable endeavours to procure that those indirect subcontractors adopt and implement,

a strategic equality and diversity plan in respect of their respective employees engaged in the performance of the Contract which is at least as extensive in scope as that agreed with TfL and set out in the Agreed Strategic Equality & Diversity Plan.

For the purposes of this Agreement the expression "Agreed Strategic Equality & Diversity Plan " means the Strategic Equality & Diversity Plan

as negotiated and agreed and attached to the Contract as a Schedule headed "Agreed Strategic Equality & Diversity Plan".

A33.2.2 Where a subcontractor has, pursuant to Clause A33.2 or otherwise, adopted a Strategic Equality & Diversity Plan, the Service Provider shall procure that each of its direct subcontractors:

- (a) provides; and
- (b) in respect of other tiers of subcontractors beneath the Service Provider's direct subcontractors, use reasonable endeavours to procure that those indirect subcontractors provide,

a copy of its Strategic Equality & Diversity Plan (and any amendments thereto) to TfL or its nominee as soon as reasonably practicable.

A33.3 Diversity Training

A33.3.1 *For the duration of this Contract, the Service Provider shall comply with the "Agreed Training Plan" in relation to all of its employees engaged in the performance of the Contract. For the purposes of this Contract the expression "Agreed Training Plan" means the diversity training plan set out as agreed and attached to the Contract as a Schedule headed "Agreed Training Plan". The Service Provider shall procure that each of its direct subcontractors:*

- (a) adopts and implements; and
- (b) in respect of other tiers of subcontractors beneath the Service Provider's direct subcontractors uses reasonable endeavours to procure that those indirect subcontractors adopt and implement,

a diversity training plan in respect of their respective employees engaged in the performance of the Contract which is at least as extensive in scope as the Agreed Training Plan.

A33.3.2 Where a subcontractor has, pursuant to Clause A33.1 or otherwise, adopted a diversity training plan, the Service Provider shall procure that each of its direct subcontractors:

- (a) provides; and
- (b) in respect of other tiers of subcontractors beneath the Service Provider's direct subcontractors, use reasonable endeavours to procure that those indirect subcontractors provide

a copy of its diversity training plan (and any amendments thereto) to TfL or its nominee as soon as reasonably practicable.

A33.4 Supplier Diversity

A33.4.1 For the duration of this Contract the Service Provider shall at all times comply with the "Agreed Supplier Diversity Plan". For the purposes of this Contract the expression "Agreed Supplier Diversity Plan" means the supplier diversity plan set out as agreed and attached to the Contract as a Schedule headed "Supplier Diversity Plan". The Service Provider shall procure that each of its direct subcontractors:

- (a) adopts and implements; and
- (b) in respect of other tiers of subcontractors beneath the Service Provider's direct subcontractors uses reasonable endeavours to procure that those indirect subcontractors adopt and implement

a supplier diversity plan in relation to the performance of this Contract which is as least as extensive as the Agreed Supplier Diversity Plan.

A33.4.2 Where a subcontractor has, pursuant to Clause [33.4.1] or otherwise, adopted a supplier diversity plan, the Service Provider shall procure that each of its direct subcontractors:

- (a) provides; and
- (b) in respect of other tiers of subcontractors beneath the Service Provider's direct subcontractors, use reasonable endeavours to procure that those indirect subcontractors provide;

a copy of its supplier diversity plan (and any amendments thereto) to TfL or its nominee as soon as reasonably practicable.

A 33.5 Communications Plan

A33.5.1 For the duration of this Contract and in all dealings with the Local Community, the Service Provider shall comply with the Agreed Communications Plan. For the purposes of this Contract the expression "Agreed Communications Plan" means the communications plan agreed and attached to the Contract as a Schedule headed "Agreed

Communication Plan” and the expression "Local Community" means those areas of London affected by the Works from time to time.

A33.6 Monitoring and Reporting

A33.6.1 Subject to Clause [A33.6.2], the Service Provider shall use reasonable endeavours to provide TfL on the date of this Contract and subsequently every 12 months from the date or such other frequency as TfL may reasonably request of this Contract with the following information:

An annual report on performance and compliance with the equality and diversity provisions as set out in clauses A33.2 to A33.5. The annual report should set out:

- (a) the performance of the Service Provider over the past 12 months in relation to the Agreed Strategic Equality and Diversity Plan, the Agreed Training Plan, the Agreed Supplier Diversity Plan and the Agreed Communications Plan and/or the action plan submitted for the previous 12 months in accordance with clause A33.6.1 (d)
- (b) the proportion of its employees engaged in the performance of the Contract and, to the extent reasonably possible, the employees of its direct or indirect subcontractors engaged pursuant to the terms of the relevant subcontracts in the performance of the Contract who are:
 - (i) female;
 - (ii) of non-white British origin or who classify themselves as being non-white British;
 - (iii) from the Local Community;
 - (iv) disabled
- (c) the proportion of its direct or indirect subcontractors that are SMEs and/or BAMEs and/or other suppliers from other under-represented or protected groups.
- (d) a plan of action for the forthcoming 12 months showing what the Service Provider plans to do to continue delivery of the equality & supplier diversity objectives.

For the purposes of this clause, the meaning of SME and BAME is as set out in the attached document called TfL Supplier Diversity Definitions.

A33.6.2 The Service Provider shall ensure at all times that it complies with the requirements of the Data Protection Act 1998 (as may be amended) in the collection and reporting of the information to TfL pursuant to clause A33.6.1.

A33.7 Equality and Diversity Infractions

A33.7.1 If the Service Provider or any of its direct subcontractors commits a Equality & Diversity Infraction, TfL shall be entitled (but not obliged) to act as follows:

- (a) if a Equality & Diversity Infraction is committed by the Service Provider then TfL may serve written notice upon the Contractor identifying in reasonable detail the nature of the Equality & Diversity Infraction, and the Service Provider shall cease committing and remedy, at its own cost, the Equality & Diversity Infraction, within 30 days of receipt of such notice (or such longer period as may be specified in the notice); or
- (b) if the Equality & Diversity Infraction is committed by a direct subcontractor of the Service Provider, TfL may serve written notice upon the Service Provider identifying in reasonable detail the nature of the Equality & Diversity Infraction, and the Service Provider shall procure that the direct subcontractor ceases committing and remedies, at its own cost, the Equality & Diversity Infraction within 30 days of receipt by the Service Provider of such notice (or such longer period as may be specified in the notice). If the Service Provider fails to procure the remedy of the Diversity Infraction, TfL may serve a further written notice upon the Service Provider and within 30 days of receipt of such further notice (or such longer period as may be specified in the notice), the Service Provider shall terminate, at its own cost, the relevant contract with its direct subcontractor and procure performance of the affected works or services by another person which also complies with the obligations specified in clauses A33.2 to A33.5 of this Contract.

A33.7.2 It shall be a fundamental term and condition of the Contract that the Service Provider complies with its obligations under clauses A33.7.1 (a) to A33.7.1(b). Where, following receipt of a notice given pursuant to clause A33.7.1(a) or A33.7.1(b) the Service Provider fails to remedy a Diversity Infraction to the satisfaction of TfL or in the case of clause A33.7.1(b) fails to terminate the contract with a defaulting subcontractor and procure performance by another person on the terms specified in clause A33.7.1(b) the Service Provider will be in breach of the Contract and TfL shall be entitled (but not obliged) to terminate the Contract, without further notice to the Service Provider, in accordance with the [termination clause] in the Contract Conditions.

A.33.7.3 For the purposes of this clause A33.7 "Equality & Diversity Infraction" means any breach by the Service Provider of its obligations specified in

clauses A33.2 to A33.5 of this Contract and/or any failure by a direct subcontractor to adopt and implement a strategic equality and diversity plan, a diversity training plan and/or a supplier diversity plan as described in clauses A33.2 to A33.5 of this Contract.

A.33.8 Equality and Diversity Audit

- A33.8.1 TfL or its nominee may from time to time undertake any audit or check of any and all information regarding the Service Provider's compliance with clauses A33.2 to A 33.5
- A33.8.2 TfL's rights pursuant to this clause shall include any and all documents and records of the Service Provider and its direct contractors and, where applicable, subject to the provisions of clauses A33.2 to A33.4 indirect subcontractors and shall include the Minimum Records.
- A33.8.2 The Service Provider shall, maintain and retain the Minimum Records for a minimum of six years from the termination or expiry of the Contract with respect to all matters in respect of the performance of and compliance with clauses A33.2 to A33.5. The Service Provider shall procure that each of its direct and, where applicable subject to the provisions of clauses A33.2 to A33.4, indirect subcontractors shall, maintain and retain the Minimum Records for a minimum of six years from the termination or expiry of the Contract with respect to all matters in respect of the performance of and compliance with clauses A33.2 to A33.4. The Service Provider shall procure that each subcontract between it and its direct subcontractors and, where applicable, subject to the provisions of clauses A37.2 to A33.4 each subcontract between its direct subcontractor and any indirect subcontractor of the Service Provider shall contain rights of audit in favour of and enforceable by TfL substantially equivalent to those granted by the Service Provider pursuant to clause A33.8.
- A33.8.3 TfL shall use reasonable endeavours to co-ordinate its audits and to manage the number, scope, timing and method of undertaking audits so as to ensure that the Service Provider and each direct subcontractor is not, without due cause, disrupted or delayed in the performance of its obligations under the Contract and/or relevant subcontract (as the case may be).
- A33.8.4 The Service Provider shall promptly provide, and procure that its direct subcontractors and, where applicable subject to the provisions of clauses A33.2 to A33.4 indirect subcontractors promptly provide all reasonable co-operation in relation to any audit or check including, to the extent reasonably possible in each particular circumstance:

- (a) granting or procuring the grant of access to any premises used in the Service Provider's performance of the Contract or in the relevant subcontractor's performance of its subcontract, whether the Service Provider's own premises or otherwise;
- (b) granting or procuring the grant of access to any equipment (including all computer hardware and software and databases) used (whether exclusively or non-exclusively) in the performance of the Service Provider's or the relevant subcontractor's obligations specified in clauses A33.2 to A33.4 wherever situated and whether the Service Provider's own equipment or otherwise; and
- (c) complying with TfL's reasonable requests for access to senior personnel engaged in the Service Provider's performance of the Contract or the relevant subcontractor's performance of its subcontract.

A33.8.5 For the purposes of this clause A33.8 the expression Minimum Records means all information relating to the Service Provider's performance of and compliance with clauses A33.2 to A33.5 and the adoption and implementation of a strategic equality and diversity plan, an equality & diversity training plan and a supplier diversity plan by each direct and, where applicable, subject to the provisions of clauses A33.2 to A33.4 indirect subcontractor of the Service Provider.



TFL SUPPLIER DIVERSITY DEFINITIONS

Issue Date: February 2010

Effective: February 2010

Index

1.	DOCUMENT OUTLINE	69
2.	DIVERSE SUPPLIERS.....	69
3.	SMALL AND MEDIUM ENTERPRISES (SMES).....	70
4.	BLACK, ASIAN AND MINORITY ETHNIC (BAME) OWNED BUSINESSES.....	72
5.	SUPPLIERS FROM OTHER UNDER-REPRESENTED GROUPS OR PROTECTED GROUPS.....	73
6.	SUPPLIERS DEMONSTRATING A DIVERSE WORKFORCE COMPOSITION	73
7.	OTHER DEFINITIONS & INFORMATION	73
8.	DOCUMENT OWNER & CONTACT DETAILS.....	77

1. **Document Outline**

1.1 **Background**

Encouraging a diverse base of supplier forms a part of the GLA Group Responsible Procurement Policy. The TfL Supplier Diversity Definitions ensure consistency across Supplier Diversity activities across TfL. These definitions form a basis for the TfL Supplier Diversity Policy and act as a basis for alignment in the measurement of diverse suppliers.

1.2 **Version Control**

Version Date	Author	Notes
26 February 2010	C Cottam	Turnover/Balance Sheet Amendment
02 February 2009	C Cottam	SME definition update
31 January 2008	J Gall	Ownership categorisation
8 th May 2006	J Gall	EU definitions
19 th October 2005	J Gall	Updates/clarifications

2. **Diverse Suppliers**

For the purposes of TfL's Procurement Supplier Diversity Programme, "**Diverse Suppliers**" comprise the following four subsets:

- 2.1 Small and Medium Enterprises (SMEs)
- 2.2 Black, Asian and Minority Ethnic (BAME) businesses
- 2.3 Suppliers from other under-represented or protected groups
- 2.4 Suppliers demonstrating a diverse workforce composition

The more detailed explanations of the four above subsets are given in the sections below.

3. **Small and Medium Enterprises (SMEs)**

3.1 A Small Enterprise⁵ is a business which has both the following:

- i) 0-49 Full Time Equivalent employees¹;
- AND EITHER
- ii) Turnover² per annum of no more than £5.6 million net (or £6.72 million gross); in the last financial year;
OR
 - iii) Balance sheet total⁴ of no more than £2.8 million net (£3.36 million gross).

3.2 A Medium Enterprise⁵ is a business which has both the following:

- i) 50-249 Full Time Equivalent employees¹;
- AND EITHER
- ii) Turnover² per annum of no more than £22.8 million net (or £27.36 million gross) in the last financial year;
OR
 - iii) Balance sheet total⁴ of no more than £11.4 million net (or £13.68 million gross).

3.3 A Large Enterprise⁵ is a business which has both the following:

- i) 250 and over Full Time Equivalent employees¹;
- AND EITHER
- ii) Turnover² per annum over £22.8 million net (or £27.36 million gross) in the last financial year;
OR
 - iii) Balance sheet total⁴ of over £11.4 million net (or £13.68 million gross).

¹ Full Time equivalent employees is defined in Section 7.1

² Turnover is defined in Section 7.3

⁴ Balance Sheet Total is defined in Section 7.5

⁵ Further explanation is outlined in Section 7.7 (Definition of Size) & 7.8 (Ownership Categorisation)

4. **Black, Asian and Minority Ethnic (BAME) owned businesses**

A Black, Asian and Minority Ethnic (BAME) owned business is a business which is 51% or more owned by members of one or more Black, Asian or Minority ethnic groups.

Minority ethnic groups are all people including those who have classified themselves as members of ethnic groups other than 'White British'.

The minority ethnic classification groups used by TfL for monitoring purposes are:

<u>Ethnic group</u>	<u>Racial origin</u>
White	Irish Any other White background
Mixed	White & Black Caribbean White & Black African White & Asian Any other Mixed background
Asian or Asian British	Indian Pakistani Bangladeshi Any other Asian background
Black or Black British	Caribbean African Any other Black background
Chinese or other Ethnic Group	Chinese Any other Ethnic Group

5. *Suppliers from other under-represented groups or protected groups*

5.1 A Supplier from an under-represented group is one which is 51% or more owned by members of one or more of the following groups (where not covered by previous definitions):

5.1.1 Women (gender)

5.1.2 Disabled people with physical and sensory impairments, learning difficulties and mental health requirements;

5.1.3 Lesbians, Gay men, Bisexual and Transgender people (sexual orientation); and

5.1.4 Older people (aged 60 or over), young people (aged 24 or under) (age)

5.2 A Supplier from a protected group is one which is 51% or more owned by members of a group for which protection is provided by anti-discriminatory legislation and which is not already covered by the above (such as religious, faith or belief groups, or alternatively, ownership by a social enterprise or a voluntary/community organisation).

6. *Suppliers demonstrating a diverse workforce composition*

This relates to Full Time Equivalent employees in the supplier's workforce who may be from one or more minority ethnic groups, and/or under-represented groups and/or protected groups as listed in II and III above.

7. *Other Definitions & Information*

7.1 Full-Time Equivalent Employees

Where employee numbers are used, these refer to Full-Time Equivalents (FTEs) expressed in **Annual Work Units** (see below). Staff headcount should include full-time, part-time and seasonal staff and includes the following:

- Employees
- Persons working for the enterprise being subordinated to it and considered to be employees under national law
- Owner managers

- Partners engaged in regular activity in the enterprise and benefiting from financial advantages from the enterprise.

Full-time workers are expressed as hours worked per week. TfL refer to standard UK hours of work as full time workers – i.e. those who work 35 hours a week and 52 weeks a year (including annual leave).

7.2 Annual Work Units

Refer to anyone who worked, over the past year, full-time within your enterprise, or on its behalf, during the entire reference year counts as one unit. You treat part-time staff, seasonal workers and those who did not work the full year as fractions of one unit.

7.3 Turnover

Turnover is in line with that defined in the Companies Act 1985:

The amounts derived from the provision of goods and services falling within the company's ordinary activities, after deduction of:

- i) trade discounts
- ii) value added tax

Please refer to Section 7.8 regarding ownership categorisation to understand how to interpret ownership, where an enterprise is part of a parent organisation.

7.4 Financial Year

Financial Year relates to 1st April – 31st March or any other 12 month period as defined by the company.

All data must be relating to the last approved accounting period and calculated on an annual basis. In the case of newly-established enterprises whose accounts have not yet been approved, the data to apply shall be derived from a reliable estimate made in the course of the financial year.

7.5 Balance Sheet Total

The annual balance sheet total refers to the value of your company's main assets.

7.6 Ownership

Individual or those in named control holding capital or voting rights - either through private or shared ownership - of any given business entity.

7.7 Definition of Size

Where headcount and turnover and/or balance sheet conditions apply to different size definitions, headcount acts as the more predominant aspect, in defining size.

An organisation does not need to satisfy both turnover and balance sheet total, only one of the conditions and may exceed one of them without losing its status. This is illustrated by an organisation which has 30 employees, a turnover of £12 million and a balance sheet total of £10 million. The number of employees figure would class the organisation as a small organisation, however the turnover and balance sheet total define the organisation as medium. In this case, the headcount would be used to define the classification of the organisation. This organisation would be classed as a small organisation.

To illustrate this, the following scenarios have been mapped for the different characteristics of supplier diversity definitions (based on information from the Department for Trade & Industry (*now Department for Business Enterprise & Regulatory Reform*)):

		Turnover/Balance Sheet Total		
		£5.6m net(up to)/ £2.8m net (up to)	£22.8m net(up to/incl.)/ £11.4m net (up to/incl.)	£22.8m net(over)/ £11.4m net (over)
Employees	0-49	✓	<i>Employees more predominant</i>	<i>Employees more predominant</i>
	50-249	<i>Employees more predominant</i>	✓	<i>Employees more predominant</i>
	250+	<i>Employees more predominant</i>	<i>Employees more predominant</i>	✓

7.8 Ownership Categorisation

EU Commission Definition on Enterprise Ownership Categorisation

The European Commission's Guidance published in 2005 "The New SME Definition: User Guide and Model Declaration"⁶, outlines parameters for defining an organisation's ownership categorisation and whether an organisation is autonomous, partner or linked.

7.8.1 Autonomous

This is the most common category of ownership.

An organisation is autonomous if:

- It is totally independent, i.e. there is no participation in other enterprises and no enterprise has a participation.
- It has a holding of less than 25% of the capital or voting rights (whichever is the higher) in one or more other enterprises and/or outsiders do not have a stake of 25% or more of the capital or voting rights (whichever is the higher) in your enterprise.

If an organisation is autonomous, it means that it is not a partner or linked to another enterprise

7.8.2 Partner

An enterprise is a partner enterprise if:

- It has a holding equal to or greater than 25%, of the capital or voting rights in another enterprise and/or another enterprise has a holding equal to or greater than 25% in the other.

It is not linked to another enterprise. This means, among other things, that voting rights in the other enterprise (or vice versa) do not exceed 50%.

7.8.3 Linked

Enterprises formed as a **group** through the direct or indirect control of the majority of voting rights. An enterprise owned by another or through the ability to exercise a **dominant influence** on another enterprise.

Two or more enterprises are linked when they have any of the following relationships:

- One enterprise holds a majority of the shareholders' or members' voting rights in another.
- One enterprise is entitled to appoint or remove a majority of the administrative, management or supervisory body of another.
- A contract between the enterprises, or a provision in the memorandum or articles of association of one of the enterprises, enables one to exercise a dominant influence over the other.

-One enterprise is able, by agreement, to exercise sole control over a majority of shareholders' or members' voting rights in another.

⁶Refer directly to the EU Commission Definitions for more guidance:

http://ec.europa.eu/enterprise/enterprise_policy/sme_definition/sme_user_guide.pdf

8. Document Owner & Contact Details

For further information, please contact Carina Cottam, Programme Team, Group Procurement, Finance, Transport for London via email: carinacottam@tfl.gov.uk

A100 LIABILITY CAP

A100.1 The Service Provider's total liability to the authority in respect of all Losses arising under or in connection with the Contract, whether in contract, tort (including negligence), breach of statutory duty, or otherwise, shall in no circumstances exceed £10 million.

SCHEDULE 3 – SPECIFICATION

Transport for London

Volume 2

The Specification

Driver Quality Monitoring (DQM)

OJEU Ref: 2015/S 211-383019

TfL Reference Number: tfl_scp_001305

Transport for London
197 Blackfriars Road
London,
SE1 8NJ

Copyright on the whole and every part of this document is owned by Transport for London. No reproduction of the whole or any part of this document is to be made without the authority of Transport for London. This document is confidential to Transport for London. No part of this document or information contained in this document may be disclosed to any party without the prior consent of Transport for London.

0. DOCUMENT CONTROL

0.1 Document History

Version	Date	Changes since previous issue
V0.1	29 Oct 2015	First draft
V0.2	26 Nov 2015	Route PVRs added
V0.3	18 Dec 2015	Further revisions following RC feedback
V1.0	15 Jan 2016	Minor corrections

0.2 Final Version Approval

Authors

Name	Title
Martyn Chaffer	Performance Analysis Manager

Reviewed by

Name	Title
Alex Moffat	Performance Development Manager

Approved by

Name	Title
Alex Moffat	Performance Development Manager

1. ORGANISATIONAL OVERVIEW

1.1 Transport for London (TfL)

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 modes. The modes 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, Santander Cycle Hire, electronic vehicles and policing. TfL also runs Victoria Coach Station and the London Transport Museum.

TfL is responsible for 360 miles (580km) of main roads (known as the TLRN), and all of London's 4,600 traffic lights. In addition, it manages a cycle hire scheme, the London Congestion Charging scheme and regulates the city's taxi and private hire trade. TfL also promotes a range of walking initiatives across the Capital.

1.2 Business Unit

The Driver Quality Monitoring (DQM) contract is managed by the Buses Directorate, which is part of TfL Surface Transport. DQM is an essential part of the monitoring of the private bus companies who operate bus services on behalf of TfL.

The Directorate aims to constantly improve all aspects of the customer experience. The Directorate awards bus operator contracts, monitors operator performance and provides logistical services and support functions, such as:

- Planning bus routes and specifying service levels
- Monitoring and managing service performance
- Management of bus stations and bus stops
- Assistance in 'on ground' set up of diversions, bus driver assistance in situations over and above job requirements, for example road accidents
- Providing information for passengers in the form of timetables and maps at bus stops and online, and an online route planning service
- Revenue Protection and Enforcement

The Directorate works closely with the bus operating companies to ensure customer needs are met. This includes providing communications and training aligned to internal and external research and priorities.

2. INTRODUCTION

2.1 Background

The bus network in London is operated by private bus companies under contract to Transport for London (TfL).

TfL funds Driver Quality Monitoring (DQM) to provide a comprehensive and objective evaluation of bus driving in London. A DQM assessment indicates any aspect of drivers' behaviour that falls short of the requirements and expectations of passengers. DQM therefore provides a vital input into the analysis of the training needs of drivers. TfL and bus companies also use DQM to monitor trends by route, garage, operator, and across the network.

DQM is currently carried out by an independent organisation under contract to TfL. The contract is due for renewal in July 2016. TfL plans to re-let this contract with a planned duration of three years with an option to extend for an additional two.

DQM is conducted through the covert assessment of bus drivers while in service. A report is produced for each assessment which is sent to the driver's employer for their action as appropriate. This forms the main part of the contract. In addition, an integral part of the contract is to provide an accreditation process for bus operators' staff to undertake driver checks as part of the City & Guilds qualification process. Where it is necessary to differentiate between the two requirements of the contract, reference is made to the main DQM requirement and the City & Guilds Assessor Accreditation.

2.2 Objectives

The objectives of DQM are:

- To improve the safety and comfort of bus services for passengers.
- To provide objective professional appraisals that enable bus operators to target the training needs of individual drivers, or, if no fault is found, to recognise the driver's care to their passengers and attention to their driving.
- To stimulate bus operators to improve driving standards by highlighting the areas in need of improvement at garage and company level.
- To demonstrate TfL's clear commitment to improving driving standards
- To ensure buses are driven with due regard for the safety of cyclists and other road users.

3. SCOPE OF THE MAIN DQM REQUIREMENT

3.1 General Requirement

DQM Assessors will be required to travel on board buses while they are in service for sufficient time to appraise and score all the categories shown in Appendix 2. Each assessment will last around twenty minutes. The scoring system for assessing driver behaviour is included in Appendix 3. Each Assessment will also be given an overall grade, which will be equivalent to the worst score achieved in the individual categories.

The Assessor will then be required to write a short commentary of the assessment, explaining any individual categories where the score is Boxes 2, 3 or 4. The length of the commentary will vary according to the number of categories with faults, but on average around 60-70 words per commentary is sufficient. Examples of suitable commentaries can be discussed with the successful tenderer. If all the individual categories score Box 1, a shorter commentary is still required highlighting the particular strengths of that assessment.

The Assessor shall not make themselves known to the driver. The successful tenderer will be required to ensure their assessors can pay for their journey with an Oyster card. Assessors must not use passes that identify themselves as working for or on behalf of TfL. The Assessor will not be empowered to suspend or instruct drivers they regard as having serious faults.

The DQM Assessment shall also record other factors such as vehicle type and weather conditions, as shown in the sample form in Appendix 1. TfL shall have final approval of the forms used to record the Assessment. However, form design and production shall be the responsibility of the tenderer. Costs either for electronic recording (using a PDA) or by paper must be identified in the costings supplied by the tenderer.

The design of the assessment form is shown in Appendix 1 and is provided as a guide. Tenderers should ensure any forms that they design ensure continuity with the current assessment and scoring procedure.

The 23 categories in a DQM assessment have been defined and refined over a number of years. However, tenderers are asked to note that categories may be added or amended to reflect the changing requirements of TfL and the changing needs of customers. If the changes to DQM are minor, the service provider will be expected to absorb any costs which affect training and reporting. A minor change will include the addition of one or two new categories and the re-definition of existing categories.

3.2 Where The Assessments Will Be Carried Out

DQM assessors should be allocated to the prescribed TfL routes shown in Appendix 3. Such routes are generally within Greater London, although some routes operate beyond the London Boroughs. There are currently 541 routes

in the scope of DQM, operated by 23 contractors (more commonly referred to as operators).

The successful tenderer will be required to devise a rota for Assessors which ensures the following:

The operators are not able to anticipate when routes will be assessed. The geographical spread across the four geographical areas (NE, NW, SE, SW) of London bus network is proportionate for each calendar quarter. The assessments for different routes at one garage are spread throughout the year. Refer to 3.4 for further information regarding the distribution of assessments.

3.3 When The Assessments Will Be Carried Out

- The majority (around 90%) of DQM Assessments shall be undertaken between 08.00 and 18.00, Monday to Friday. There must be a spread of assessments throughout the day.
- Around 4% of assessments shall be carried out on Night services (between midnight and 05.00).
- Around 4% of assessments shall be carried out in the early morning (05.00 - 08.00) and late evening (18.00 - 24.00)
- Around 2% of assessments shall be carried out on Saturday or Saturday and Sunday.

Tenderers are asked to provide costs per assessment for the above four shifts.

The assessments on night services should be included as part of the quota for their day counterparts (see Appendix 4 for the number of assessments per route). Assessments at night count towards the requirement for the day service (in the cases of 24-hour routes) or the closest day route (route 159 for route N159, for example), when the day and night routes are not identical.

3.4 How Many Assessments Will Be Carried Out

The number of assessments per year will be equal to the number of buses on that route at peak times (the Peak Vehicle Requirement, or PVR). For example, on a route which requires 20 buses there will be 20 DQM assessments in one calendar year. This currently results in 7,700 assessments per year, with a minimum of 500 assessments per four-weekly period. TfL estimates that during the term of the contract, there may be incremental rises in the total PVR. The decision on the data sample will be reviewed on an annual basis.

A list of all bus routes currently within the scope of DQM is included in Appendix 4, stating the number of vehicles on the route (the Peak Vehicle Requirement, or PVR), the garage from which the route currently operates, the operator who currently runs the route and the geographical area (NE, NW, SE or SW) in which the garage is based.

During the course of the contract, TfL will regularly send by email a list of the forthcoming changes to the bus network that affect either the number of assessments required or the reporting of those assessments. Such changes include the introduction or withdrawal of routes, changes to the PVR, or a change of garage or operator. From these updates, the successful tenderer will be expected to maintain the list supplied by TfL.

School routes (typically 600-series, with the exception of Express route 607) are excluded from the scope of DQM. These are listed in Appendix 1 for reference.

For the 177 routes with a PVR of 17 or more, assessments must be carried out in each quarter.

For the 320 routes with a PVR of 5 to 16, assessments must be carried out in each half of the year.

For the 44 routes with a PVR of 1 to 4, there is no prescribed pattern to the assessments.

For those routes whose assessments are carried out in two or four batches, these batches must not be back-to-back (for example at the end of June and beginning of July). There must be at least four weeks between batches. The batches should be of approximately equal size.

Tenderers should explain how the distribution of assessments will be met and monitored.

The service provider will be required to submit a monthly record to TfL to demonstrate that they are meeting the requirements for the number of assessments per route.

To help demonstrate the objectivity of DQM to stakeholders, no more than 50% of the assessments from one assessor in one year will be on routes from garages based in one area (NE, NW, SE, SW). Tenderers must explain how this requirement will be monitored. Please note that the list of routes in Appendix 4 states the garage from which the route is currently operated and the approximate area of London where it operates.

Tenderers should also provide a breakdown of the number of DQM Assessors required and to indicate what measures they shall put in place to ensure that required number of DQM Assessments are completed each month.

3.5 Assessments Specifically Requested By TfL

TfL may request additional assessments on a particular service or services (for example, rail replacement work). The cost per assessment for these

additional assessments is expected to be the same as the regular assessments

3.6 Pricing Structure

Tenderers should provide their pricing (commercial) submission on the template provided in Volume 4 of this invitation. Prices should be quoted for the cost per assessment (based on the assessment times outlined in 3.3) along with the cost of developing and hosting the web based, data management system outlined in 5.1. Details of how the City & Guild training element of this contract should be priced are provided in 4.5.

4. CITY & GUILDS ASSESSOR ACCREDITATION

4.1 Introduction

All new bus drivers in London are required to achieve a nationally recognised vocational City & Guilds (C&G) qualification, called the Certificate in Professional Bus Driving for London, within their first year of service. This is a contractual requirement between the bus operators and TfL. A key part of this qualification is that no later than 6 months after they have passed their Passenger Carrying Vehicle (PCV) test, drivers must have their driving skills assessed in service by a qualified assessor and to the same standards as DQM.

This role is undertaken by bus operators' own staff or those of a number of independent training providers operating under contract to some bus operators. This aspect of this contract seeks to implement arrangements to assess, accredit and quality assure bus operator staff undertaking C&G driver checks.

4.2 Scope

The scope and nature of this element of the proposed contract is as follows:

- To maintain/develop a process for ensuring that those put forward as C&G Assessors already have a high standard of driving and are capable of assessing others.
- To provide the instruction/training required to enable student C&G Assessors to assess PCV drivers to a consistent standard and to be able to submit reports of a high quality on the assessments conducted.
- To provide all successful candidates with a certificate and to keep a central record of approved assessors. From time to time, to be able to supply TfL with simple management reports and statistical analyses of the work undertaken.
- To undertake quality checks of approved assessors to ensure the required assessment standards are being maintained, including suggestions for any remedial action to be taken (which may include withdrawal of the C&G assessor's certificate).

Tenderers are asked to state the qualifications of the staff who will carry out this part of the contract: for example, a qualification in course delivery and assessing.

Tenderers are invited to submit their own proposals for the style and format of report required and the detail of the technical content of the driving assessments. However, these should broadly be in line with DQM.

4.3 Deliverables

The current process has been established and is hereby suggested:

Staff put forward by bus operators and/or training providers to become approved C&G assessors undergo a driving appraisal to ensure their own driving is of a sufficiently high standard.

Staff who successfully pass their own assessment are then trained to undertake driving skills assessments.

Once the contractor's assessor is satisfied that candidates can perform assessments to a consistent standard and complete the necessary reports in the appropriate format, they are then accredited as C&G Assessors.

To ensure staff continue to undertake driving skills assessments to a consistent standard, the successful tenderer will need to perform quality assurance checks 2 - 3 times per year. This normally involves a C&G Assessor being observed conducting a driving skills assessment. Usually any minor issues requiring attention will be discussed with the candidate at the time. More serious issues could require remedial training and a subsequent quality assurance check.

The overall aim is to engage a number of driving skills assessors (estimated to be between 80 and 100 across the network), capable of assessing PCV drivers to a standard matching that set out under the DQM process. The contract must also allow for the ongoing requirement to perform quality checks on the C&G Assessors and to provide TfL with any relevant management reports and statistical analysis of the work carried out. Administration of the assessments (including certification) must also be carried out by the successful tenderer.

On average, the C&G assessor accreditation requires 70 days of training per year.

4.4 Reporting

For any new operator staff members undertaking their accreditation, authority must first be obtained by e-mail from TfL. The successful tenderer is expected to manage the booking of bus operator staff to undertake the necessary stages of the process. All subsequent bookings shall be included as a schedule to the normal monthly invoice for this aspect of the contract.

Tenderers should indicate the impact of these requirements in their response to the Financial envelope

4.5 Pricing Structure

Tenderers should, as a minimum, submit prices based on day and half day rates per assessor including all costs, travel, expenses and subsistence. For purposes of evaluation, the full day rate will be assessed.

5. DELIVERABLES / MILESTONES

5.1 Reporting

5.1.1 DQM website / data management system - functions

TfL requires the service provider to produce and host a data management system with a website to provide an interface for bus operators and TfL. As part of their implementation plan, bidders must allow time for TfL to test and approve the design and functionality of the website before the commencement of live DQM assessments and the incumbent service provider exits.

The website shall only reveal the results of individual Assessments, or data compiled from a group of Assessments, to TfL and the relevant operator. The website / data management system must enable the bus operators to:

- Receive automatic notification by email of new assessments for the drivers for the relevant operator (see 5.1.3).
- View a list of DQM assessments carried out on the routes specific to that operator within a specified period of time. This should allow assessments to be sorted by date, garage, mark and score. This should also allow the operator to easily view, download and print the details of each individual assessment on a single side of A4.
- Export a list of DQM assessments within any given date range to an MS Excel spreadsheet, with one row per assessment
- View and download network-wide reports including garage and operator “league tables” for the most recent full quarter, and view a graph of the network performance for the most recent month.
- Contact the service provider by web form.

For TfL, as well as the above, the website must provide the capability to:

- Alert TfL within 24 hours to an assessment which has been given a Box 4 (see 5.1.4)
- Export the list of DQM assessments to an MS Excel spreadsheet, which will include all information available to the Tenderer, including the name of the assessor, and the time when the assessment started and ended.
- Once the contract ends, TfL will retain the licence to use and operator the system and hand it over to a new service provider.

To ensure the data management system is accurate, the operator will be required to maintain up-to-date DQM reference information, including route / garage / operator information.

5.1.2 DQM Website - updates

The website will be updated daily, to include the previous day's assessments. Tenderers should explain the quality control processes they will put in place to allow assessments to be made available to TfL and the relevant operators within 24 hours.

5.1.3 Automated Alerts to the Bus Operators

The successful tenderer will email directly the bus operator to let them know an assessment has taken place. The email will state the route, the garage, the date, the overall grade and the score¹. TfL will supply a list of email addresses for this purpose.

5.1.4 Responding to Box 4s

For assessments with an overall grade of Box 4, the tenderer will be required to alert the operator or garage directly by phone as promptly as practicable (instantly, if possible) to allow the operator to take appropriate action. In 2014 there were 72 Assessments with an overall grade of Box 4, around 1% of the total number of Assessments.

TfL maintains 24-hour operational support for the bus network via its central command centre, CentreComm. If an Assessor witnesses driving which demonstrates an immediate and significant safety concern, the Assessor should phone CentreComm after phoning the bus operator. Such cases will result in an overall grade of Box 4, but not all Box 4s will necessarily warrant a call to CentreComm.

However, for all Assessments with an overall grade of Box 4, the tenderer must alert TfL by email within twenty-four hours of the Assessment being carried out. Full contact details will be given to the successful tenderer.

¹ In addition to the overall *grade*, which is equal to the worst of the 23 DQM categories, the Assessment is given an overall *score*. For each of the individual scores, a Box 1=0, a Box 2=2, a Box 3=20 and a Box 4=50. The overall score is the sum of these 23 individual scores. For example, an Assessment with 22 individual Box 1s and 1 Box 3 would score $(22 \times 0) + (1 \times 20) = 20$.

6. PERSONNEL REQUIREMENTS

6.1 The Qualifications and Training of the DQM Team

Tenderers should state the experience and qualifications required for all groups of staff (the management team, the admin team, the trainers, the supervisors and the Assessors). Tenderers should also state the assessment and training that these groups will receive.

6.2 The Qualifications and Training of the DQM Assessors

All Assessors must possess a valid PCV licence and (for the avoidance of doubt) Driver Certificate of Professional Competence (CPC) Card, as appropriate.

To ensure the continuity of the data, assessments carried out under the new contract must be carried out to the same standard as those carried out under the current contract.

TfL welcomes the opportunity to participate in training sessions with assessors. Tenderers should consider the input they would require from TfL on any of the training that they may provide, and should indicate this in their tender submission.

Tenderers must provide the following information:

- The number of Assessors they will require to carry out the contracted number of Assessments, and whether these Assessors are part time or full time
- How many existing qualified staff will be dedicated to DQM
- How many additional staff would need to be recruited to meet the contractual requirements.
- How they will recruit any shortfall in staff before the start of the contract in July 2016.
- How they shall continue to provide the contracted level of service, train new staff and update existing staff.

The DQM Assessors must be able to make a qualified, impartial and consistent judgement of the standard of driving. Consistency is a critical part of DQM Assessments. Tenderers must indicate how impartiality and consistency will be established and maintained throughout the duration of the contract.

DQM Assessors shall mark the standards of driving against criteria based on the standards required for the PCV test (see Appendices 2 and 3). It should be noted that the DQM Assessments are carried out under normal driving conditions and not test conditions.

6.3 Quality Control of the Assessors and Assessments

It is essential that all assessors assess to a similar standard. The tenderer must devise a quality-control procedure which monitors the following areas:

- Shifts booked and completed
- Assessors' grades by individual DQM category (eg Use of Mirrors) as well as overall grade.
- Duration of assessment by assessor
- Amount of text in the Comments section by assessor
- Ensuring that the text in the Comments section matches the scores for each category when the score is not Box 1. If any fault is shown in the scores, this must be reflected in the text.
- Checks for spelling and basic grammar errors.
- Any other relevant measurable standard of service.

A benchmark must be established against which these areas can be measured to ensure consistency when monitoring TfL' services. The tenderer should describe such procedures and benchmarking in their submission.

Any quality-control procedure must cover both DQM Assessments and project work. From time to time, TfL may carry-out checks on the work provided. The tenderer shall be required to provide all relevant data to TfL in order for such checks to be carried-out.

6.4 Monitoring the Network and Trend Analysis

Each assessment receives a mark and a score. Appendix 3 explains the difference between the two, and the way in which they are derived. The network score is the average of the scores for those assessments over a specified period of time. For internal monitoring purposes, the tenderer will check the network score on a weekly basis, and email the score to TfL. For reporting purposes, the network score is published per four-weekly periods. The tenderer is expected to analyse untypical changes to the network score and explain to TfL the cause for the change. With a network score of around 6 points, an untypical change is defined as more than one point better or worse from one period to the next.

6.5 Initial and On-Going Liaison with TfL

The successful tenderer will be required to attend regular meetings with TfL. A start-up meeting or meetings will be held following contract award, and then throughout the duration of the contract, TfL and the tenderer will hold quarterly review meetings.

The tenderer may also be required to attend ad hoc liaison meetings with TfL and bus operators. Normally these meetings would not exceed three or four per year.

The tenderer may also be required to participate in joint training sessions with bus operators. Normally, such sessions would not exceed two or three days per year.

If an operator queries an assessment, the tenderer is required to inform TfL and discuss the query before the tenderer responds to the operator.

Tenderers should indicate the impact of any additional meeting requirements (outside of those mentioned above) in their financial submission response.

6.6 If operators query an assessment

Tenderers are required to email the Account Manager at TfL as soon as a query is received, before the Tenderer responds to the bus operator.

6.7 Alternative Proposals

The design of the monitoring has been established through research and through several years' experience and alternative proposals will not be accepted.

However, suggested improvements to the current methodology will be welcomed and may strengthen a bidder's response. Suggested improvements must not have additional financial implications.

6.8 Invoicing TfL

The successful tenderer will invoice TfL each month. The tenderer will be required to email TfL the details of invoices before they are submitted to Accounts Payable.

7. SERVICE LEVEL AGREEMENTS (SLAs) / KEY PERFORMANCE INDICATORS (KPIs)

KPIs will be based on the following and can be clarified further on inception.

Outcome	Measure	How Measured / Reported	Reporting Frequency
Full quota of DQM assessments carried out in accordance with Appendix 3.	Assessments per route per quarter / half-year / year	A report from the service provider to TfL.	Per month
Fast delivery of DQM assessments to operators and TfL	Emails sent to a pre-determined group within each operator to alert them to new assessments	Self-reporting	Daily
	For a Box 4, TfL and the operator alerted (who and by what means will be discussed with the service provider)	Self-reporting	Daily
	The website updated with the previous day's assessments, to show assessments carried out within the last 24 hours	Self-reporting	Daily
Ensuring the integrity of DQM	Alert TfL within 24 hours of receipt of a challenge to a DQM assessment	Self-reporting	
	Alert TfL within 24 hours of any changes to assessment data already reported.	Self-reporting	
Ensuring the stability and consistency of DQM	Network average score	Emailed to TfL	Weekly
	Change in the network average score greater than 1 point identified and investigated	Discussed with TfL	Ad hoc
Quality Control (1 of 3) Assessments written in a consistent style	Assessments checked to ensure the text matches the Box scores and for spelling / grammar errors	Self-reporting	Daily
Quality Control (2 of 3) Assessors mark to the same standard as each other	The assessors monitored for deviation from the overall average score and the average score for each of the 23 DQM categories.	Self-reporting	Weekly
Quality Control (3 of 3) Assessments are of the correct duration and the assessments are written to the same, high standard	The assessors monitored for the duration of their assessments and the quality of their comments	Self-reporting	Weekly
Engagement with TfL	Review meetings	Discussed with TfL	Quarterly
Engagement with operators	Meetings with all operators together	Discussed with TfL	One or two per year
	Meetings with individual operators	Discussed with TfL	Three or four per year

8. IMPLEMENTATION AND TIMESCALES

Bidders are required to submit an implementation plan.

Any costs associated with the mobilisation should be listed against each item.

May 2016	Contract award
June 2016	Inception meeting
June 2016	Development of website / data management system, including user acceptance testing by TfL
May-June 2016	Contract mobilisation (recruitment and training of assessors etc)
1 July 2016	Commencement of Assessments

9. APPENDICES

9.1 Appendix 1 - Example DQM form

The tenderer shall submit the form they shall use for the purpose of the Contract. The form on the next page is included as a guide.



DQM Assessment number	<input type="text"/>	Assessor id	<input type="text"/>	score 1, 2, 3 or 4 Overall grade	<input type="text"/>
Date	<input type="text"/>	Time assessment started	<input type="text"/>	comment (around 70 words)	
Route number	<input type="text"/>	Time assessment ended	<input type="text"/>		
Operator	<input type="text"/>	Location assessment started	<input type="text"/>		
Garage	<input type="text"/>	Destination of bus	<input type="text"/>		
Registration number	<input type="text"/>	Origin of bus	<input type="text"/>		
Fleet number, eg PVL 24	<input type="text"/>	Weather	<input type="text"/>		
Running number, eg SW123	<input type="text"/>	Gender of driver? <i>M or F</i>	<input type="text"/>		
Vehicle type	<input type="text"/>	Company uniform worn? <i>Y or N</i>	<input type="text"/>		

Passenger Consideration

score 1, 2, 3 or 4

- Moving off - smoothly
- Door operation
- Moving off - timing
- Stopping - smoothly
- Stopping - position
- Comfort - cornering
- Comfort - acceleration
- Comfort - braking
- Customer service
- Other safety related issues
(based on Other Safety)

Other safety

Write yes or no ("yes" indicates a fault)

- Mobile phone used in motion
- Talking to person whilst driving
- Radio playing in cab
- Smoking whilst in motion
- Reading whilst in motion
- Handling cash in motion
- Eating / drinking
- Parking brake not applied at stop
- Headphones / earphones worn
- Driving one-handed
- Insufficient use of internal mirrors
- Not paying heed to Advanced Stop Lines.
- Not acting appropriately in response to on-board alerts and warnings

Driving ability

Score 1, 2, 3 or 4

- Move off - safely
- Move off - control
- Use of all mirrors
- Give signals
- Reaction to signals
- Stopping safely
- Lane discipline
- Road position
- Junctions/roundabouts
- Keep distance
- Adequate clearance
- Appropriate speed
- Anticipation

9.2 Appendix 2 - Aspects of Driving to be Assessed

Passenger Consideration

- 1 Moving off - smoothly
- 2 Door Operation
- 3 Moving off - timing
- 4 Stopping - smoothly
- 5 Stopping - position
- 6 Comfort - cornering
- 7 Comfort - acceleration
- 8 Comfort - braking
- 9 Customer service
- 10 Other safety related issues (see items I to XIII below)

Driving Ability

- 11 Move off - safely
- 12 Move off - control
- 13 Use of all mirrors
- 14 Give signals
- 15 Reaction to signal (inc. traffic signals)
- 16 Stopping safely
- 17 Lane discipline
- 18 Road positioning
- 19 Junctions/roundabouts
- 20 Keep distance
- 21 Adequate clearance
- 22 Use of speed
- 23 Anticipation

Other Safety

- I Mobile phone or any other electronic device used in motion
- II Talking to person whilst driving
- III Radio playing in cab
- IV Smoking (inc. electronic cigarettes) in vehicle
- V Reading whilst delivering the service
- VI Handling cash whilst in motion
- VII Eating / drinking in motion
- VIII Parking or halt brake not applied at bus stop
- IX Headphone/earphones worn
- X Driving one-handed
- XI Insufficient use of internal mirrors
- XII Not paying heed to Advanced Stop Lines.
- XIII Not acting appropriately in response to on-board alerts and warnings

- A Safety Other
- B Company Uniform Worn
- C Overall Grade
- D Comments

9.3 Appendix 3 - Definitions of the 23 categories assessed

Definitions of Box 1-4

The four-box marking system used for DQM is as follows:

Box 1	Fully acceptable
Box 2	Acceptable with minor faults
Box 3	Unacceptable with serious faults
Box 4	Unacceptable with dangerous faults

The assessor gives a mark of Box 1, 2, 3 or 4 for each of the 23 categories listed on the DQM form.

Each assessment has an Overall Mark and an Overall Score.

The **Overall Mark** is the worst Box mark from the 23 categories.

For example, if a report shows Box 4 for Use of Speed and Box 1 for all other categories, the Overall Mark is Box 4.

Note if the worst mark is Box 3, then the report will say either Box 3A or Box 3B. Box 3A is for a single, isolated serious fault. Box 3B is for a repeated serious fault in one category, or serious faults in two or more categories.

The **Overall Score** converts the Box marks for the 23 categories into points, as follows:

Box 1= 0 points Box 2= 2 points Box 3= 20 points Box 4= 50 points

The overall score is the sum of the points for the 23 categories. So if a report shows Box 4 for Use of Speed and Box 1 for all other categories, the Overall Score is 50 points. If a report shows Box 4 for Use of Speed, Box 3

for Anticipation and Box 1 for all other categories, the Overall Score is 70 points.

The 23 categories divide into **Passenger Consideration** and **Driving Ability**.

The definitions for each category are shown on the following pages:

Passenger Consideration	
Moving off – Smoothly	
Box 1	The driver moves off smoothly throughout the assessment.
Box 2	The driver occasionally moves off in a manner which causes minor discomfort to passengers.
Box 3	The driver habitually moves off in a manner which causes discomfort to passengers, or on any occasion moves off in a manner which causes serious discomfort to passengers.
Box 4	The driver moves off in a manner which causes harm to one or more passengers.
Door Operation	
Box 1	The driver operates the doors correctly throughout the assessment.
Box 2	The driver occasionally moves off with the doors closing, or stops with them beginning to open, but the passengers are well clear
Box 3	The driver habitually moves off with the doors closing or opens them before stopping, or on any occasion moves off with the doors open.
Box 4	The driver moves off with the doors open or stops with them open and passengers are close-by, in the bus or on the footpath.
Moving off – Timing	
Box 1	The driver allows time for the passengers to get to their seats, or secure themselves, throughout the assessment.
Box 2	The driver occasionally moves off too soon for the passengers to get to their seats or secure themselves.
Box 3	The driver habitually moves off too soon for the passengers to get to their seats or secure themselves or on any occasion moves off and causes serious discomfort to passengers.
Box 4	The driver moves off without due regard for safety and puts passengers in danger.
Stopping – Smoothly	
Box 1	The driver stops smoothly on approach to bus stops throughout the assessment.
Box 2	The driver occasionally stops harshly on the approach to bus stops in a manner which causes minor discomfort to passengers
Box 3	The driver habitually stops harshly on the approach to bus stops, or on any occasion stops in a manner which causes serious discomfort to passengers
Box 4	The driver stops harshly on the approach to bus stops and puts passengers in danger.
Stopping – Position	

Box 1	The driver stops in a manner which meets the needs of all boarding and alighting passengers, throughout the assessment. Where possible, the bus stops parallel to the kerb, close to the kerb, and near the stop. The driver kneels the bus when necessary, and ensures all intending passengers have boarded.
Box 2	The driver occasionally stops in a manner which fails to meet the criteria for a Box 1, and the fault is assessed as minor.
Box 3	The driver habitually stops in a manner which does not meet the needs of all boarding and alighting passengers, or on any occasion stops in a place which causes unacceptable and unnecessary inconvenience to passengers.
Box 4	The driver stops in a place which puts passengers in danger.
Comfort – Cornering	
Box 1	The driver corners smoothly throughout the assessment.
Box 2	The driver occasionally corners too fast, causing minor discomfort to passengers.
Box 3	The driver habitually corners too fast, or on any occasion corners so fast that it causes serious discomfort to passengers
Box 4	The driver corners in a manner which puts passengers in danger.
Comfort – Acceleration	
Box 1	The driver accelerates smoothly throughout the assessment.
Box 2	The driver occasionally accelerates inappropriately, causing minor discomfort to passengers.
Box 3	The driver habitually accelerates inappropriately, or on any occasion causing serious discomfort to passengers.
Box 4	The driver accelerates in a manner which puts passengers in danger.
Comfort – Braking	
Box 1	The driver brakes smoothly throughout the assessment.
Box 2	The driver occasionally brakes too harshly and causes minor discomfort to passengers
Box 3	The driver habitually brakes too harshly, or on any occasion brakes in a manner which causes serious discomfort to passengers.
Box 4	The driver brakes in a manner which puts passengers in danger.
Customer Service	
Box 1	The driver engages with boarding passengers and deals with enquiries in a polite and helpful manner. This includes use of the PA system and pre-recorded announcements when appropriate.
Box 2	The driver engages with boarding passengers and deals with enquiries in a basic but still acceptable manner.
Box 3	The driver is impolite or unhelpful, showing a serious disregard to passenger expectations or to the expectations of other road users.
Box 4	The driver is abusive to passengers or other road users.
Other Safety Issues	
	This box is to be used when safety is affected but none of the other categories is relevant, particularly the items listed below. The fault should be marked in accordance with Box 1 Fully acceptable, Box 2 Acceptable with minor faults, Box 3 Unacceptable with serious faults, Box 4 Unacceptable with dangerous faults. Use of a hand-held mobile phone

	<p>or other hand-held device when in motion should be recorded as a Box 4. However, unless the risk is urgent, the assessor should complete the assessment before contacting the DQM Office.</p> <p>Mobile phone or any other electronic device used in motion (including texting or accessing the internet). Talking to person whilst driving. Playing radio in cab. Smoking (including electronic cigarettes) in vehicle. Reading whilst delivering the service. Handling cash whilst in motion (pending the changeover to cashless buses) Eating or drinking whilst in motion. Parking or halt brake not applied at bus stop or other appropriate place. Headphones or earphones worn. Persistently driving one-handed. Insufficient use of Internal mirrors. Not paying heed to Advanced Stop Lines. Not acting appropriately in response to on-board alerts and warnings.</p>
Driving Ability	
Moving off – Safely	
Box 1	The driver moves off safely throughout the assessment by taking effective observation.
Box 2	The driver occasionally moves off without taking effective observations and does not affect other road users.
Box 3	The driver habitually moves off without taking effective observations or on any occasion moves off with serious disregard for other road users.
Box 4	The driver moves off and puts other road users in danger through a lack of observation.
Moving off – Control	
Box 1	The driver moves off under full control throughout the assessment.
Box 2	The driver occasionally moves off with excessive acceleration or fails to coordinate the controls.
Box 3	The driver habitually moves off with excessive acceleration or fails to coordinate the controls, or moves off with serious disregard to other road users.
Box 4	The driver moves off and puts other road users in danger through a lack of control.
Use of mirrors	
Box 1	The driver uses the Mirror, Signal, Manoeuvre (MSM) routine throughout the assessment.
Box 2	The driver occasionally omits to follow the MSM routine and other road users are not affected
Box 3	The driver habitually omits the MSM routine, or at anytime by its omission the driver shows serious disregard for other road users.
Box 4	The driver omits to follow the MSM routine and puts other road users in danger.
Giving Signals	
Box 1	The driver gives the appropriate signals at the right time throughout the assessment.

Box 2	The driver occasionally omits to give the appropriate signals and the fault is minor.
Box 3	The driver habitually omits to give the appropriate signals, or shows serious disregard for other road users by not giving the appropriate signals.
Box 4	The driver omits to give the appropriate signals and puts other road users in danger
Reaction To Signals (Including Traffic Signals)	
Box 1	The driver reacts to signals (including signals by authorised persons and traffic lights) correctly throughout the assessment.
Box 2	The driver occasionally does not react appropriately to signals and the fault is assessed as minor.
Box 3	The driver habitually does not react appropriately to signals, or on any occasion reacts in a manner which is assessed as serious. This includes driving through an amber signal.
Box 4	The driver does not react appropriately to signals and puts passengers or other road users in danger. This includes driving through a red signal.
Lane Discipline	
Box 1	The driver positions correctly in lanes throughout the assessment.
Box 2	The driver occasionally positions incorrectly in lanes and the fault is assessed as minor.
Box 3	The driver habitually positions incorrectly in lanes, or on any occasion positions incorrectly in lanes in a manner which is assessed as serious
Box 4	The driver positions incorrectly in lanes and puts passengers and other road users in danger.
Stopping Safely	
Box 1	The driver controls the braking and selects a safe position on the road when stopping throughout the assessment.
Box 2	The driver occasionally lacks braking control or does not select a safe position on the road when stopping, and the fault is assessed as minor
Box 3	The driver habitually lacks braking control, or on any occasion lacks braking control, or does not select an acceptable position, and the fault is assessed as serious.
Box 4	The driver lacks braking control or does not select a safe position and puts passengers or other road users in danger.
Road Positioning	
Box 1	The driver keeps to the left where possible and avoids weaving in and out throughout the assessment.
Box 2	The driver occasionally positions incorrectly and the fault is assessed as minor.
Box 3	The driver habitually positions incorrectly, or on any occasion positions in a manner which is assessed as serious.
Box 4	The driver puts others in danger by incorrect positioning.
Roundabouts / Junctions	
Box 1	The driver drives through junctions and roundabouts appropriately throughout the assessment.
Box 2	The driver occasionally fails to drive through junctions and roundabouts appropriately and the fault is assessed as minor.

Box 3	The driver habitually fails to drive through junctions and roundabouts appropriately, or on any occasion drivers through junctions or roundabouts with serious disregard for other road users.
Box 4	The driver puts others in danger at a junction or roundabout.
Keep Distance	
Box 1	The driver keeps a safe distance between their vehicle and the vehicle or cyclist in front throughout the assessment.
Box 2	The driver occasionally gets too close to the vehicle or cyclist in front and the fault is assessed as minor.
Box 3	The driver habitually gets too close to the vehicle or cyclist in front, or on any occasion gets unacceptably close to the vehicle or cyclist in front in a manner assessed as serious.
Box 4	The driver gets too close to the vehicle or cyclist in front, and puts passengers and other road users in danger.
Adequate Clearance	
Box 1	The driver keeps the appropriate gap between themselves, cyclists and stationary vehicles throughout the assessment.
Box 2	The driver occasionally drives close to cyclists or stationary vehicles and the fault is assessed as minor.
Box 3	The driver habitually drives too close to cyclists or stationary vehicles, or on any occasion gets unacceptably close to cyclists or stationary vehicles and the fault is assessed as serious.
Box 4	The driver does not keep the appropriate gap between themselves and cyclists or stationary vehicles and puts others in danger.
Use of speed	
Box 1	The driver drives at the appropriate speed for the road, traffic and weather conditions throughout the assessment.
Box 2	The driver occasionally drives at an inappropriate speed and the fault is assessed as minor
Box 3	The driver habitually drives at an inappropriate speed, or on any occasion drives at an unacceptable speed and the fault is assessed as serious
Box 4	The driver drives at an inappropriate speed and puts passengers and other road users in danger.
Anticipation	
Box 1	The driver anticipates cyclists and other road users throughout the assessment.
Box 2	The driver occasionally lacks anticipation of cyclists and other road users, and the fault is assessed as minor
Box 3	The driver habitually lacks anticipation of cyclists and other road users, or on any occasion acts with an unacceptable lack of anticipation and the fault is assessed as serious
Box 4	The driver lacks anticipation and puts passengers, cyclists or other road users in danger.

9.4 Appendix 3 - Routes Within The Scope Of DQM

To receive this list in MS Excel please email martyn.chaffer@tfl.gov.uk

Route	PVR July 2015	To Be Assessed (based on July 2015 PVR)	Area	Route description	Operator October 2015	Garage October 2015
1	16	In Four Quarters	SE	Tottenham Court Road Station, Eamshaw Street - Canada Water Station	London General	Mandela Way - MW
2	24	In Four Quarters	SE	Marylebone Station - Norwood Bus Garage	Arriva London South	Norwood - N
3	22	In Four Quarters	SE	Regent Street, Conduit Street - Crystal Palace Bus Station	Abellio London	Battersea - QB
4	19	In Four Quarters	NE	Archway Station - Waterloo Station	Metroline	Holloway - HT
5	31	In Four Quarters	NE	Romford Market - Canning Town Station	East London	Barking - BK
6	26	In Four Quarters	NW	Willesden Bus Garage - Aldwych	Metroline	Willesden - AC
7	22	In Four Quarters	NW	East Acton, Telford Way - Oxford Circus	Metroline	West Perivale - PA
8	30	In Four Quarters	NE	Bow - Tottenham Court Road	East London	Bow - BW
9	23	In Four Quarters	NW	Aldwych - Hammersmith Bus Station	London United	Stamford Brook - V
10	23	In Four Quarters	NW	Hammersmith Bus Station - King'S Cross Station	London United	Stamford Brook - V
11	25	In Four Quarters	NW	Fulham Broadway - Liverpool Street Station	London General	Stockwell - SW
12	35	In Four Quarters	SE	Oxford Circus - Dulwich, Library	London Central	Camberwell - Q
13	21	In Four Quarters	NW	Golders Green Station - Aldwych	London Sovereign	Edgware - BT
14	34	In Four Quarters	NW	Putney Heath, Green Man - University College Hospital	London General	Putney - AF
15	24	In Four Quarters	NE	Blackwall Station - Trafalgar Square, Northumberland Avenue South Side	East London	Bow - BW
16	22	In Four Quarters	NW	Cricklewood Bus Garage - Victoria Station	Metroline	Cricklewood - W
17	18	In Four Quarters	NE	Archway Station - London Bridge Station	Metroline	Holloway - HT
18	48	In Four Quarters	NW	Sudbury & Harrow Road Station - Euston Station	Metroline West	Willesden Junction - WJ
19	26	In Four Quarters	NE	Finsbury Park Station - Battersea Bridge	London General	Stockwell - SW
20	10	In Four Quarters	NE	Walthamstow Central Station - Debden Station	London General	Northumberland Park - NP
21	25	In Four Quarters	SE	Lewisham, Lewisham Centre - Newington Green	London Central	New Cross - NX
22	22	In Four Quarters	NW	Putney Common - Piccadilly Circus	London General	Putney - AF
23	31	In Four Quarters	NW	Westbourne Park Station - Liverpool Street Station	Tower Transit	Westbourne Park - X
24	27	In Four Quarters	NW	Pimlico, Grosvenor Road - Hampstead Heath, South End Green	Metroline	Holloway - HT
25	60	In Four Quarters	NE	Oxford Circus, Holles Street - Ilford High Road, Hainault Street	Tower Transit	Lea Interchange - HO

26	17	In Four Quarters	NE	Hackney Wick, Eastway - Waterloo Station	Tower Transit	Lea Interchange - HO
27	27	In Four Quarters	NW	Chiswick, Business Park - Chalk Farm, Morrisons	London United	Stamford Brook - V
28	23	In Four Quarters	NW	Kensal Rise, Station Terrace - Wandsworth, Southside Shopping Centre	Tower Transit	Atlas Road - AS
29	44	In Four Quarters	NE	Wood Green Station - Trafalgar Square	Arriva London North	Wood Green - WN
30	23	In Four Quarters	NE	Marble Arch - Hackney Wick, Chapman Road	Tower Transit	Lea Interchange - HO
31	25	In Four Quarters	NW	Camden Town, Bayham Street - White City Bus Station	Tower Transit	Atlas Road - AS
32	18	In Four Quarters	NW	Edgware Station - Kilburn Park Station	Metroline	Cricklewood - W
33	18	In Four Quarters	SW	Fulwell, Stanley Road - Hammersmith Bus Station	London United	Fulwell - FW
34	22	In Four Quarters	NE	Barnet High Street, Barnet Church - Walthamstow Central Station	Metroline	Potters Bar - PB
35	20	In Four Quarters	SE	Clapham Junction, Grant Road - Shoreditch High Street	Abellio London	Walworth - WL
36	36	In Four Quarters	SE	Queens Park Station - New Cross Bus Garage	London Central	New Cross - NX
37	19	In Four Quarters	SE	Putney Heath, Green Man - Peckham Bus Station	London Central	Peckham - PM
38	59	In Four Quarters	NE	Clapton, Kenninghall Road Roundabout - Victoria Bus Station	Arriva London North	Clapton - CT
39	15	In Four Quarters	SW	Putney Bridge Station - Clapham Junction, Grant Road	London General	Waterside Way - PL
40	16	In Four Quarters	SE	Dulwich, Library - Fenchurch Street	Abellio London	Walworth - WL
41	21	In Four Quarters	NE	Archway Station - Tottenham Hale Station	Arriva London North	Tottenham - AR
42	13	In Four Quarters	SE	Denmark Hill, Sunray Avenue - Liverpool Street Station, Worship Street	London Central	Camberwell - Q
43	33	In Four Quarters	NE	Friern Barnet, Library - London Bridge Station	Metroline	Holloway - HT
44	17	In Four Quarters	SW	Victoria Station - Tooting Station	London General	Merton - AL
45	22	In Four Quarters	SW	King'S Cross Station - Clapham Park	London Central	Camberwell - Q
46	18	In Four Quarters	NW	Lancaster Gate Station - St Bartholomew'S Hospital	Metroline	King's Cross - KC
47	20	In Four Quarters	SE	Catford Bus Garage - Shoreditch High Street	Selkent	Catford - TL
48	20	In Four Quarters	NE	Walthamstow Central Station - Borough Station, Nebraska Street	East London	Leyton - T
49	20	In Four Quarters	SW	Clapham Junction, Bolingbroke Grove - White City Bus Station	Abellio London	Battersea - QB
50	15	In Four Quarters	SE	Croydon, Katharine Street - Stockwell Station	Arriva London South	Brixton - BN
51	19	In Four Quarters	SE	Woolwich, Beresford Street - Orpington Station	Selkent	Plumstead - PD
52	24	In Four Quarters	NW	Victoria Station, Wilton Road - Willesden Bus Garage	Metroline	Willesden - AC
53	28	In Four Quarters	SE	Plumstead Station - Whitehall, Horseguards	Selkent	Plumstead - PD
54	16	In Four Quarters	SE	Elmers End Station - Woolwich, Plumstead Road	Selkent	Catford - TL
55	37	In Four	NE	Leyton Bus Garage - Oxford Circus	East London	Leyton - T

		Quarters				
56	22	In Four Quarters	NE	Whipps Cross Roundabout - St Bartholomew'S Hospital	East London	Leyton - T
57	27	In Four Quarters	SW	Kingston, Fairfield Bus Station - Streatham Hill, Atkins Road	London United	Tolworth - TV
58	16	In Four Quarters	NE	East Ham, White Horse - Walthamstow Central Station	Tower Transit	Lea Interchange - HO
59	26	In Four Quarters	SW	Streatham Hill, Telford Avenue - Kings Cross Station	Arriva London South	Brixton - BN
60	15	In Four Quarters	SE	Old Coulsdon, Tudor Rose - Streatham Station	Arriva London South	Croydon - TC
61	10	In Four Quarters	SE	Chislehurst, Gordon Arms - Bromley North Station	Selkent	Bromley - TB
62	15	In Four Quarters	NE	Marks Gate, Billet Road - Barking, Gascoigne Estate	East London	Barking - BK
63	30	In Four Quarters	SE	Honor Oak, Forest Hill Tavern - Kings Cross Station	London Central	Peckham - PM
64	14	In Four Quarters	SE	Thornton Heath Pond - New Addington, Salcot Crescent	Metrobus	Croydon - C
65	24	In Four Quarters	SW	Chessington, World Of Adventures - Ealing Broadway Station	London United	Fulwell - FW
66	14	In Four Quarters	NE	Romford Station - Leytonstone Bus Station	Arriva Kent Thameside	Grays - GY
67	16	In Four Quarters	NE	Wood Green Station - Aldgate Station	Arriva London North	Tottenham - AR
68	24	In Four Quarters	SE	West Norwood Station - Euston Station	London Central	Camberwell - Q
69	18	In Four Quarters	NE	Walthamstow Central Station - Canning Town Station	East London	West Ham - WH
70	17	In Four Quarters	NW	Acton, High Street - South Kensington Station	Tower Transit	Westbourne Park - X
71	13	In Four Quarters	SW	Chessington, World Of Adventures - Kingston, Cromwell Road Bus Station	London United	Fulwell - FW
72	17	In Four Quarters	SW	East Acton, Brunel Road - Roehampton, Bessborough Road	London United	Shepherds Bush - S
73	51	In Four Quarters	NE	Victoria Station - Stoke Newington	Arriva London North	Stamford Hill - SF
74	21	In Four Quarters	NW	Putney, High Street - Baker Street Station	London General	Putney - AF
75	15	In Four Quarters	SE	Lewisham, Thurston Road - Croydon, Fairfield Halls	Selkent	Catford - TL
76	22	In Four Quarters	NE	Tottenham Hale Station - Waterloo	Arriva London North	Tottenham - AR
77	17	In Four Quarters	SW	Waterloo, Concert Hall Approach - Tooting Station	London General	Merton - AL
78	16	In Four Quarters	SE	Shoreditch High Street - Nunhead, St. Mary'S Road	Arriva London North	Ash Grove - AE
79	11	In Four Quarters	NW	Alperton, Sainsburys - Edgware Station	Metroline	West Perivale - PA
80	12	In Four Quarters	SW	Belmont - Hackbridge	London General	Sutton - A
81	15	In Four Quarters	NW	Slough Bus Station - Hounslow Bus Station	London United	Hounslow - AV
82	25	In Four Quarters	NW	North Finchley - Victoria Station	Metroline	Potters Bar - PB
83	28	In Four Quarters	NW	Golders Green Station - Ealing Hospital	Metroline West	Alperton - ON
85	15	In Four Quarters	SW	Kingston - Putney Bridge Station	London General	Putney - AF

86	30	In Four Quarters	NE	Stratford Bus Station - Romford Station	East London	Romford - NS
87	22	In Four Quarters	SW	Wandsworth, Wandsworth Plain - Aldwych	London General	Stockwell - SW
88	23	In Four Quarters	SW	Camden Town, Camden Gardens - Clapham Common, Old Town	London General	Stockwell - SW
89	16	In Four Quarters	SE	Lewisham, Thurston Road - Slade Green Station	London Central	Bexleyheath - BX
90	15	In Four Quarters	SW	Northolt Station - Feltham, Leisure West	Metroline	West Perivale - PA
91	20	In Four Quarters	NE	Crouch End, Tottenham Lane - Trafalgar Square	Metroline	Holloway - HT
92	18	In Four Quarters	NW	Ealing Hospital - St Raphaels, Drury Way	Metroline West	Greenford - G
93	24	In Four Quarters	SW	North Cheam, Priory Road - Putney Bridge Station	London General	Sutton - A
94	30	In Four Quarters	NW	Acton Green - Piccadilly Circus	London United	Shepherds Bush - S
95	14	In Four Quarters	NW	Southall, Town Hall - Shepherds Bush Green	Metroline West	Greenford - G
96	23	In Four Quarters	SE	Bluewater, Shopping Centre - Woolwich, Monk Street	Selkent	Plumstead - PD
97	22	In Four Quarters	NE	Chingford Station - Stratford City Bus Station	East London	West Ham - WH
98	26	In Four Quarters	NW	Willesden Bus Garage - Russell Square	Metroline	Willesden - AC
99	13	In Four Quarters	SE	Woolwich, Beresford Street - Bexleyheath, Shopping Centre	Selkent	Plumstead - PD
100	18	In Four Quarters	NE	Elephant & Castle - Shadwell Station	London General	Mandela Way - MW
101	11	In Four Quarters	NE	Wanstead Station - Gallions Reach, Shopping Park	East London	Barking - BK
102	23	In Four Quarters	NE	Edmonton Green Station - Brent Cross, Shopping Centre	Arriva London North	Palmers Green - AD
103	14	In Four Quarters	NE	Chase Cross, Chase Cross Road - Rainham Station Interchange	East London	Romford - NS
104	14	In Four Quarters	NE	Stratford Bus Station - Manor Park Station, Gladding Road	East London	West Ham - WH
105	18	In Four Quarters	NW	Greenford Station - Heathrow Airport, Central Bus Station	Metroline	West Perivale - PA
106	17	In Four Quarters	NE	Finsbury Park Station - Whitechapel, Cavell Street	Arriva London North	Ash Grove - AE
107	10	In Four Quarters	NW	Edgware Station - New Barnet Station	Metroline	Edgware - EW
108	14	In Four Quarters	SE	Stratford Bus Station - Lewisham, Molesworth Street Temporary Stand	London Central	New Cross - NX
109	25	In Four Quarters	SE	Croydon, Park Street - Brixton Station	Abellio London	Beddington - BC
110	5	In Two Halves	SW	Twickenham Station - West Middlesex Hospital	London United	Hounslow - AV
111	23	In Four Quarters	SW	Kingston, Cromwell Road Bus Station - Heathrow Airport, Central Bus Station	London United	Hounslow - AV
112	9	In Four Quarters	NW	Ealing Broadway Station - Brent Cross, Shopping Centre	Metroline	Cricklewood - W
113	18	In Four Quarters	NW	Edgware Station - Marble Arch	Metroline	Edgware - EW
114	17	In Four Quarters	NW	Mill Hill Broadway Station - Ruislip Station	London Sovereign	Edgware - BT
115	19	In Four	NE	East Ham, White Horse - Aldgate Station	East London	West Ham - WH

		Quarters				
116	6	In Two Halves	NW	Ashford Hospital - Hounslow Bus Station	London United	Hounslow Heath - WK
117	9	In Four Quarters	NW	West Middlesex Hospital - Staines Bus Station	Abellio London (West)	Twickenham - TF
118	12	In Four Quarters	SW	Brixton Station - Morden Station	London General	Merton - AL
119	16	In Four Quarters	SE	Bromley North Station - Purley Way, Colonnades	Metrobus	Croydon - C
120	18	In Four Quarters	NW	Hounslow Bus Station - Northolt Station	London United	Hounslow - AV
121	20	In Four Quarters	NE	Enfield Lock, Island Village - Turnpike Lane Station	Arriva London North	Enfield - E
122	17	In Four Quarters	SE	Plumstead Station - Crystal Palace Bus Station	Selkent	Plumstead - PD
123	19	In Four Quarters	NE	Wood Green Station - Ilford High Road, Hainault Street	Arriva London North	Edmonton - EC
124	14	In Four Quarters	SE	Catford, St Dunstons College - Eltham, Southend Crescent	Selkent	Catford - TL
125	13	In Four Quarters	NE	Winchmore Hill, Station Road - Finchley, Church End	Metroline	Potters Bar - PB
126	11	In Four Quarters	SE	Bromley, Ringers Road - Eltham, High Street	Metrobus	Orpington - MB
127	11	In Four Quarters	SE	Purley, Whytecliffe Road - Tooting Broadway	Metrobus	Croydon - C
128	14	In Four Quarters	NE	Romford Station - Claybury Broadway	Arriva London North	Barking - DX
129	4	No set pattern	SE	North Greenwich Station - Greenwich Cutty Sark	London Central	New Cross - NX
130	11	In Four Quarters	SE	New Addington Tramlink, Parkway - Thornton Heath, Parchmore Road Tesco	Metrobus	Croydon - C
131	21	In Four Quarters	SW	Kingston, Fairfield Bus Station - Tooting Broadway	London United	Tolworth - TV
132	12	In Four Quarters	SE	North Greenwich Bus Station - Bexleyheath, Market Place	London Central	Bexleyheath - BX
133	32	In Four Quarters	SW	Streatham Station - Liverpool Street Station	Arriva London South	Norwood - N
134	32	In Four Quarters	NW	North Finchley - Tottenham Court Road Station	Metroline	Holloway - HT
135	14	In Four Quarters	NE	Crossharbour, Asda - Old Street Station	Docklands Buses	Silvertown - SI
136	22	In Four Quarters	SE	Grove Park Station - Elephant & Castle	Selkent	Catford - TL
137	30	In Four Quarters	SW	Streatham Hill, Telford Avenue - Oxford Circus	Arriva London South	Brixton - BN
138	3	No set pattern	SE	Bromley North Station - Coney Hall	Metrobus	Orpington - MB
139	23	In Four Quarters	NW	West Hampstead, West End Green - Waterloo, Waterloo Road	Metroline	Cricklewood - W
140	29	In Four Quarters	NW	Heathrow Airport, Central Bus Station - Harrow Weald, Wealdstone Inn	Metroline	Harrow Weald - HD
141	26	In Four Quarters	NE	Palmers Green, North Circular Road - London Bridge Station	Arriva London North	Palmers Green - AD
142	16	In Four Quarters	NW	Watford Junction - Brent Cross, Shopping Centre	Arriva The Shires	Watford - GR
143	13	In Four Quarters	NW	Brent Cross, Shopping Centre - Archway Station	Metroline	Cricklewood - W
144	17	In Four Quarters	NE	Muswell Hill Broadway - Edmonton Green Station	Arriva London North	Wood Green - WN

145	15	In Four Quarters	NE	Dagenham, Asda - Leytonstone Bus Station	East London	Barking - BK
146	1	No set pattern	SE	Bromley North Station - Downe, St. Mary'S Church	Metrobus	Orpington - MB
147	22	In Four Quarters	NE	Iford High Road, Hainault Street - Prince Regent Station	East London	West Ham - WH
148	25	In Four Quarters	SW	Camberwell Green - White City Bus Station	London United	Shepherds Bush - S
149	35	In Four Quarters	NE	Edmonton Green Station - London Bridge Station	Arriva London North	Tottenham - AR
150	12	In Four Quarters	NE	Becontree Heath - Chigwell Row	Arriva London North	Barking - DX
151	13	In Four Quarters	SW	Wallington, Shotfield - Worcester Park Station	London General	Sutton - A
152	12	In Four Quarters	SW	Pollards Hill, South Lodge Avenue - New Malden, Fountain	Abellio London	Beddington - BC
153	10	In Four Quarters	NE	Finsbury Park Station - Moorgate, Finsbury Square	C T Plus	Hackney Ash Grove - HK
154	13	In Four Quarters	SE	West Croydon Bus Station - Morden Station	London General	Sutton - A
155	18	In Four Quarters	SW	Tooting, St George'S Hospital - Elephant & Castle	London General	Merton - AL
156	17	In Four Quarters	SW	Wimbledon, Sir Cyril Black Way - Vauxhall Station	Abellio London	Battersea - QB
157	17	In Four Quarters	SE	Crystal Palace Bus Station - Morden Station	Abellio London	Beddington - BC
158	13	In Four Quarters	NE	Chingford Mount, Prince Albert - Stratford Bus Station	East London	West Ham - WH
159	34	In Four Quarters	SW	Streatham Station - Marble Arch	Arriva London South	Brixton - BN
160	12	In Four Quarters	SE	Catford, Thomas Lane - Sidcup Station	Arriva Kent Thameside	Dartford - DT
161	16	In Four Quarters	SE	Chislehurst, War Memorial - North Greenwich	Metrobus	Orpington - MB
162	8	In Two Halves	SE	Beckenham Junction - Eltham Station	Metrobus	Orpington - MB
163	13	In Four Quarters	SW	Morden Station - Wimbledon Station	London General	Merton - AL
164	12	In Four Quarters	SW	Sutton Station - Wimbledon Station	London General	Merton - AL
165	12	In Four Quarters	NE	Romford Brewery - Rainham, Abbey Wood Lane	East London	Rainham - RM
166	8	In Two Halves	SE	Epsom Hospital - West Croydon Bus Station	Arriva London South	Croydon - TC
167	9	In Four Quarters	NE	Iford High Road - Debden Station	Blue Triangle	Rainham - BE
168	20	In Four Quarters	NW	Hampstead Heath, South End Green - Old Kent Road, Tesco	Arriva London North	Ash Grove - AE
169	11	In Four Quarters	NE	Clayhall, The Glade - Barking, London Road	East London	Barking - BK
170	20	In Four Quarters	SW	Roehampton, Danebury Avenue - Victoria Station, Terminus Place	London General	Stockwell - SW
171	25	In Four Quarters	SE	Catford Bus Garage - Holborn Station	London Central	New Cross - NX
172	15	In Four Quarters	SE	Brockley Rise, Honor Oak Park - St. Pauls Station	Abellio London	Walworth - WL
173	12	In Four Quarters	NE	Beckton Bus Station - Goodmayes, King George Hospital	Arriva London North	Barking - DX
174	20	In Four	NE	Harold Hill, Dagnam Park Square -	East London	Rainham - RM

		Quarters		Dagenham, Marsh Way C E M E		
175	12	In Four Quarters	NE	Hillrise Estate, North Romford - Dagenham, Fords	East London	Romford - NS
176	26	In Four Quarters	SE	Penge, Pawleyne Arms - Tottenham Court Road Station	Arriva London South	Norwood - N
177	18	In Four Quarters	SE	Thamesmead, Town Centre - Peckham Bus Station	Selkent	Plumstead - PD
178	8	In Two Halves	SE	Woolwich, Monk Street - Lewisham, Molesworth Street Temporary Stand	Selkent	Catford - TL
179	11	In Four Quarters	NE	Chingford Station - Ilford, Hainault Street	East London	Leyton - T
180	14	In Four Quarters	SE	Belvedere Industrial Estate - Lewisham, Lewisham Centre	London General	Belvedere - BV
181	13	In Four Quarters	SE	Lewisham, Thurston Road - Grove Park Station	Metrobus	Orpington - MB
182	25	In Four Quarters	NW	Harrow Weald, Oxhey Lane - Brent Cross, Shopping Centre	Metroline	Harrow Weald - HD
183	22	In Four Quarters	NW	Golders Green Station - Pinner, Love Lane	London Sovereign	Edgware - BT
184	18	In Four Quarters	NE	Turnpike Lane Station, Bus Station - Barnet, Chesterfield Road	Arriva London North	Wood Green - WN
185	25	In Four Quarters	SE	Lewisham, Thurston Road - Victoria Station	London Central	Camberwell - Q
186	17	In Four Quarters	NW	Northwick Park Hospital - Brent Cross, Shopping Centre	Metroline	Edgware - EW
187	14	In Four Quarters	NW	Park Royal, Central Middlesex Hospital - Finchley Road, O2 Centre	Metroline West	Willesden Junction - WJ
188	25	In Four Quarters	SE	North Greenwich Station - Russell Square	Abellio London	Walworth - WL
189	18	In Four Quarters	NW	Brent Cross, Shopping Centre - Oxford Circus	Metroline	Cricklewood - W
190	9	In Four Quarters	NW	Richmond Bus Station - West Brompton, Empress State Building	Metroline	Brentford - AH
191	19	In Four Quarters	NE	Edmonton Green Station - Brimsdown Station	London General	Northumberland Park - NP
192	14	In Four Quarters	NE	Enfield Town - Tottenham Hale Station	London General	Northumberland Park - NP
193	12	In Four Quarters	NE	Romford, Queens Hospital - County Park Estate, Essex Gardens	Blue Triangle	Rainham - BE
194	14	In Four Quarters	SE	Lower Sydenham, Sainsburys - West Croydon Bus Station	Arriva London South	Croydon - TC
195	16	In Four Quarters	NW	Charville Lane Estate - Brentford, County Court	Metroline West	Hayes - HZ
196	14	In Four Quarters	SE	Elephant & Castle - Norwood Junction, Grosvenor Road	London General	Stockwell - SW
197	14	In Four Quarters	SE	Peckham Bus Station - Croydon, Katharine Street	Arriva London South	Croydon - TC
198	13	In Four Quarters	SE	Shrublands, Bramble Close - Thornton Heath, High Street	Arriva London South	Thornton Heath - TH
199	11	In Four Quarters	SE	Canada Water Station - Catford Bus Garage	Selkent	Catford - TL
200	16	In Four Quarters	SW	Raynes Park, Raynes Park Hotel - Mitcham, Fair Green	London General	Merton - AL
201	10	In Four Quarters	SE	Morden Station - Herne Hill Station	Abellio London	Beddington - BC
202	14	In Four Quarters	SE	Crystal Palace Bus Station - Blackheath, Royal Standard	Metrobus	Croydon - C
203	7	In Two Halves	NW	Hounslow Bus Station - Staines Bus Station	London United	Hounslow - AV

204	15	In Four Quarters	NW	Sudbury Town Station - Edgware Station	Metroline	Edgware - EW
205	28	In Four Quarters	NE	Paddington Station - Bow Church	East London	Bow - BW
206	10	In Four Quarters	NW	Wembley, The Paddocks - Kilburn Park Station	Metroline West	Willesden Junction - WJ
207	35	In Four Quarters	NW	Hayes By-Pass - White City Bus Station	Metroline West	Hayes - HZ
208	16	In Four Quarters	SE	Lewisham, Thurston Road - Orpington, Perry Hall Road	Selkent	Bromley - TB
209	13	In Four Quarters	SW	Mortlake, Avondale Road - Hammersmith Bus Station	Metroline	Brentford - AH
210	16	In Four Quarters	NW	Brent Cross Shopping Centre - Brent Cross Shopping Centre	Metroline	Cricklewood - W
211	20	In Four Quarters	NW	Hammersmith Bus Station - Waterloo Station	Abellio London	Battersea - QB
212	10	In Four Quarters	NE	Chingford Station - Walthamstow, St James Street Station	Tower Transit	Lea Interchange - HO
213	19	In Four Quarters	SW	Kingston, Fairfield Bus Station - Sutton, Bushey Road	London General	Sutton - A
214	18	In Four Quarters	NW	Highgate Village, North Road - Moorgate, Finsbury Square	Metroline	King's Cross - KC
215	5	In Two Halves	NE	Lee Valley Camp Site - Walthamstow Central Station	East London	Leyton - T
216	9	In Four Quarters	SW	Kingston, Cromwell Road Bus Station - Kingston, Cromwell Road Bus Station	London United	Hounslow Heath - WK
217	11	In Four Quarters	NE	Waltham Cross - Turnpike Lane Station	Metroline	Potters Bar - PB
219	11	In Four Quarters	SW	Wimbledon, Francis Grove - Clapham Junction, Falcon Lane	London General	Merton - AL
220	28	In Four Quarters	NW	Willesden Junction Station - Wandsworth, Mapleton Road	London United	Park Royal - PK
221	22	In Four Quarters	NW	Edgware Station - Turnpike Lane Station	Arriva London North	Wood Green - WN
222	19	In Four Quarters	NW	Uxbridge Station - Hounslow Bus Station	London United	Hounslow - AV
223	6	In Two Halves	NW	Harrow Bus Station - Wembley Central	Metroline West	Alperton - ON
224	12	In Four Quarters	NW	Wembley Stadium Station - St Raphaels, Pitfield Way	Metroline West	Alperton - ON
225	8	In Two Halves	SE	Hither Green Station - Canada Water Bus Station	London Central	New Cross - NX
226	17	In Four Quarters	NW	Ealing Broadway Station - Golders Green Station	Metroline West	Willesden Junction - WJ
227	12	In Four Quarters	SE	Bromley North Station - Crystal Palace Bus Station	Selkent	Bromley - TB
228	13	In Four Quarters	NW	Park Royal, Central Middlesex Hospital - Maida Hill, Chippenham Gardens	Metroline West	Willesden Junction - WJ
229	18	In Four Quarters	SE	Thamesmead, Town Centre - Sidcup, Queen Marys Hospital	London Central	Bexleyheath - BX
230	12	In Four Quarters	NE	Upper Walthamstow, Bisterne Avenue - Wood Green Station	Arriva London North	Tottenham - AR
231	7	In Two Halves	NE	Enfield Chase Station - Turnpike Lane Station	London General	Northumberland Park - NP
232	13	In Four Quarters	NW	St Raphaels, Pitfield Way - Turnpike Lane Station	Metroline	Cricklewood - W
233	6	In Two Halves	SE	Eltham Station - Swanley, Beechenlea Lane	Metrobus	Orpington - MB
234	9	In Four	NW	Barnet, The Spires - Highgate Wood,	Metroline	Potters Bar - PB

		Quarters		Sussex Gardens		
235	21	In Four Quarters	NW	Sunbury Village, Three Fishes - North Brentford, Great West Quarter	Abellio London (West)	Twickenham - TF
236	16	In Four Quarters	NE	Finsbury Park Station - Hackney Wick, Eastway	Tower Transit	Lea Interchange - HO
237	20	In Four Quarters	NW	Hounslow Heath, Hussar - White City Bus Station	Metroline	Brentford - AH
238	12	In Four Quarters	NE	Stratford Bus Station - Barking Station	East London	West Ham - WH
240	11	In Four Quarters	NW	Golders Green Station - Edgware Station	Metroline	Edgware - EW
241	10	In Four Quarters	NE	Stratford City Bus Station - Prince Regent Station	East London	West Ham - WH
242	24	In Four Quarters	NE	Homerton Hospital - Tottenham Court Road Station	Arriva London North	Clapton - CT
243	30	In Four Quarters	NE	Wood Green Station - Waterloo Station	Arriva London North	Tottenham - AR
244	12	In Four Quarters	SE	Woolwich Common, Queen Elizabeth Hospital - Abbey Wood Station	London General	Belvedere - BV
245	21	In Four Quarters	NW	Alperton, Sainsburys - Golders Green Station	Metroline West	Alperton - ON
246	4	No set pattern	SE	Bromley North Station - Chartwell	Selkent	Bromley - TB
247	11	In Four Quarters	NE	Romford Station - Romford Station	East London	Romford - NS
248	14	In Four Quarters	NE	Romford Market - Cranham, Moor Lane	East London	Rainham - RM
249	12	In Four Quarters	SE	Clapham Common, Old Town - Anerley Station	London General	Stockwell - SW
250	23	In Four Quarters	SE	Croydon, Fairfield Halls - Croydon, Fairfield Halls	Arriva London South	Thornton Heath - TH
251	12	In Four Quarters	NE	Arnos Grove Station - Edgware Station	London Sovereign	Edgware - BT
252	12	In Four Quarters	NE	Collier Row, Library - Hornchurch, White Hart	East London	Rainham - RM
253	28	In Four Quarters	NW	Hackney Central Station - Euston Bus Station	Arriva London North	Stamford Hill - SF
254	30	In Four Quarters	NE	Holloway, Camden Road - Holloway, Camden Road	Arriva London North	Ash Grove - AE
255	9	In Four Quarters	SE	Pollards Hill, South Lodge Avenue - Balham Station	Arriva London South	Thornton Heath - TH
256	11	In Four Quarters	NE	Hornchurch, St Georges Hospital - Noak Hill, Tees Drive	East London	Rainham - RM
257	15	In Four Quarters	NE	Stratford Bus Station - Walthamstow Central Station	London General	Northumberland Park - NP
258	11	In Four Quarters	NW	Watford Junction - South Harrow Station	Arriva The Shires	Watford - GR
259	21	In Four Quarters	NE	Edmonton Green Bus Station - King'S Cross Station	London General	Northumberland Park - NP
260	16	In Four Quarters	NW	White City Bus Station - Golders Green Station	Metroline	Willesden - AC
261	12	In Four Quarters	SE	Lewisham, Molesworth Street Temporary Stand - Locksbottom, Pru Hospital	Selkent	Bromley - TB
262	12	In Four Quarters	NE	East Beckton, Sainsbury'S - Stratford, Bus Station	East London	West Ham - WH
263	18	In Four Quarters	NW	Highbury Barn - Barnet Hospital	Metroline	Potters Bar - PB
264	15	In Four Quarters	SE	Croydon, Katharine Street - Tooting, St Georges Hospital	Arriva London South	Croydon - TC

265	11	In Four Quarters	SW	Putney Bridge Station - Tolworth, Red Lion	London United	Tolworth - TV
266	25	In Four Quarters	NW	Hammersmith Bus Station - Brent Cross Shopping Centre	Tower Transit	Atlas Road - AS
267	17	In Four Quarters	NW	Hammersmith Bus Station - Fulwell Bus Garage	London United	Fulwell - FW
268	7	In Two Halves	NW	Golders Green Station - Finchley Road, O2 Centre	Arriva The Shires	Watford - GR
269	15	In Four Quarters	SE	Bexleyheath Shopping Centre - Bromley North Station	Selkent	Bromley - TB
270	15	In Four Quarters	SW	Putney Bridge Station - Mitcham, Commonsides West	London General	Merton - AL
271	13	In Four Quarters	NE	Highgate Village, South Grove - Moorgate, Finsbury Square	Metroline	Holloway - HT
272	8	In Two Halves	NW	Chiswick, Grove Park - Shepherds Bush Green	London United	Shepherds Bush - S
273	8	In Two Halves	SE	Lewisham, Tesco - Petts Wood Station	Selkent	Catford - TL
274	17	In Four Quarters	NW	Islington, Angel - Lancaster Gate Station	Metroline	King's Cross - KC
275	13	In Four Quarters	NE	Walthamstow, St James Street Station - Barkingside, Tesco	East London	Leyton - T
276	19	In Four Quarters	NE	Newham Hospital Gateway Surgical Centre - Stoke Newington, Common	Docklands Buses	Silvertown - SI
277	21	In Four Quarters	NE	Highbury & Islington Station - Leamouth	East London	Bow - BW
279	32	In Four Quarters	NE	Waltham Cross - Manor House Station	Arriva London North	Enfield - E
280	13	In Four Quarters	SW	Tooting, St Georges Hospital - Belmont Station	London General	Merton - AL
281	24	In Four Quarters	SW	Tolworth, Ewell Road - Hounslow Bus Station	London United	Fulwell - FW
282	16	In Four Quarters	NW	Ealing Hospital - Mount Vernon Hospital	Metroline West	Greenford - G
283	16	In Four Quarters	NW	East Acton, Brunel Road - Barnes Pond	London United	Park Royal - PK
284	12	In Four Quarters	SE	Lewisham, Thurston Road - Grove Park Cemetery	Metrobus	Orpington - MB
285	19	In Four Quarters	SW	Heathrow Airport, Central Bus Station - Kingston, Cromwell Road Bus Station	London United	Hounslow Heath - WK
286	13	In Four Quarters	SE	Greenwich, Cutty Sark - Sidcup, Queen Marys Hospital	London Central	New Cross - NX
287	7	In Two Halves	NE	Barking Station - Rainham, Abbey Wood Lane	East London	Rainham - RM
288	7	In Two Halves	NW	Queensbury, Morrisons - Broadfields Estate	Arriva The Shires	Watford - GR
289	10	In Four Quarters	SE	Elmers End Station - Purley, Whytecliffe Road	Arriva London South	Thornton Heath - TH
290	7	In Two Halves	NW	Staines Bus Station - Twickenham, Rugby Tavern	Abellio London (West)	Twickenham - TF
291	7	In Two Halves	SE	Woolwich Common, Queen Elizabeth Hospital - Woodlands Estate	Selkent	Plumstead - PD
292	9	In Four Quarters	NW	Borehamwood, Rossington Avenue - Colindale, Asda	London Sovereign	Edgware - BT
293	7	In Two Halves	NW	Morden Station - Epsom Hospital	Metrobus	Croydon - C
294	11	In Four Quarters	NE	Havering Park, Firbank Road - Noak Hill, Tees Drive	East London	Romford - NS
295	21	In Four	NW	Ladbroke Grove, Sainsburys - Clapham	Tower Transit	Westbourne

		Quarters		Junction, Grant Road		Park - X
296	6	In Two Halves	NE	Romford Station - Ilford Broadway, Sainsburys	East London	Romford - NS
297	16	In Four Quarters	NW	Willesden Bus Garage - Ealing Broadway Station	Metroline	West Perivale - PA
298	5	In Two Halves	NE	Arnos Grove Station - Potters Bar, Cranborne Road Industrial Estate	Sullivan Buses	South Mimms - SN
299	7	In Two Halves	NE	Muswell Hill Broadway - Cockfosters Station	London General	Northumberland Park - NP
300	9	In Four Quarters	NE	East Ham, Wordsworth Avenue - Canning Town Station	Blue Triangle	Rainham - BE
302	16	In Four Quarters	NW	Mill Hill Broadway Station - Kensal Rise Station	Metroline	Willesden - AC
303	6	In Two Halves	NW	Edgware Station - Colindale, Asda	Arriva The Shires	Watford - GR
305	4	No set pattern	NW	Edgware Station - Kingsbury Circle	Arriva The Shires	Watford - GR
307	14	In Four Quarters	NE	Brimsdown Station - Barnet Hospital	Arriva London North	Enfield - E
308	15	In Four Quarters	NE	Wanstead, Woodbine Place - Clapton, Kenninghall Road Roundabout	Tower Transit	Lea Interchange - HO
309	8	In Two Halves	NE	Canning Town Station - Bethnal Green, London Chest Hospital	C T Plus	Hackney Ash Grove - HK
312	6	In Two Halves	SE	South Croydon Bus Garage - Norwood Junction, Clifford Road	Arriva London South	Croydon - TC
313	8	In Two Halves	NE	Chingford Station - Dame Alice Owen School	Arriva London North	Enfield - E
314	12	In Four Quarters	SE	Eltham Station - New Addington, Salcot Crescent	Selkent	Bromley - TB
315	4	No set pattern	SW	West Norwood, Cheviot Road - Balham Station	London General	Stockwell - SW
316	17	In Four Quarters	NW	Cricklewood Bus Garage - White City, Bus Station	Metroline	Cricklewood - W
317	5	In Two Halves	NE	Waltham Cross, Bus Station - Enfield Town, Little Park Gardens	Arriva London North	Enfield - E
318	7	In Two Halves	NE	North Middlesex Hospital - Stamford Hill, Rookwood Road	Arriva London North	Enfield - E
319	21	In Four Quarters	SW	Streatham Hill, Telford Avenue - Sloane Square	Arriva London South	Brixton - BN
320	12	In Four Quarters	SE	Biggin Hill Valley - Catford, Thomas Lane	Metrobus	Orpington - MB
321	19	In Four Quarters	SE	Foots Cray, Tesco - New Cross Gate, Sainsburys	London Central	New Cross - NX
322	10	In Four Quarters	SE	Crystal Palace Bus Station - Clapham Common, Old Town	London General	Stockwell - SW
323	4	No set pattern	NE	Mile End Station - Mile End Station	East London	West Ham - WH
324	6	In Two Halves	NW	Stanmore Station - Brent Cross, Tesco Superstore	London Sovereign	Edgware - BT
325	11	In Four Quarters	NE	East Beckton, Sainsbury'S - Prince Regent Station	Arriva London North	Barking - DX
326	14	In Four Quarters	NW	Barnet, The Spires - Brent Cross Shopping Centre	London Sovereign	Edgware - BT
327	1	No set pattern	NE	Waltham Cross, Bus Station - Elsing Estate, Masons Road	London General	Northumberland Park - NP
328	28	In Four Quarters	NW	Golders Green Station - Chelsea, Worlds End, Limerston Street	Tower Transit	Atlas Road - AS
329	16	In Four Quarters	NE	Enfield, Little Park Gardens - Turnpike Lane Station	Arriva London North	Palmers Green - AD

330	8	In Two Halves	NE	Wanstead Park Station - Canning Town Station	East London	West Ham - WH
331	7	In Two Halves	NW	Ruislip Station - Uxbridge Station	Metroline West	Uxbridge - UX
332	15	In Four Quarters	NW	Neasden, Brent Park Tesco - Paddington	Metroline	Cricklewood - W
333	15	In Four Quarters	SW	Tooting Broadway - Elephant & Castle	London General	Stockwell - SW
336	7	In Two Halves	SE	Catford, Thomas Lane - Locksbottom, Pallant Way	Metrobus	Orpington - MB
337	11	In Four Quarters	SW	Clapham Junction, Bolingbroke Grove - Richmond Bus Station	London General	Stockwell - SW
339	9	In Four Quarters	NE	Leytonstone Station - Shadwell Station	Tower Transit	Lea Interchange - HO
340	9	In Four Quarters	NW	Edgware Station - Harrow Bus Station	Arriva The Shires	Watford - GR
341	21	In Four Quarters	NE	Northumberland Park, Tesco - Waterloo	Arriva London North	Tottenham - AR
343	23	In Four Quarters	SE	London Bridge, City Hall - New Cross, Jerningham Road	Abellio London	Walworth - WL
344	23	In Four Quarters	SW	Clapham Junction, St Johns Hill - Liverpool Street Station, Worship Street	Abellio London	Battersea - QB
345	25	In Four Quarters	SW	Peckham Bus Station - South Kensington Station	London Central	Camberwell - Q
346	2	No set pattern	NE	Upminster Station - Upminster Park Estate, Waycross Road	Arriva Kent Thameside	Grays - GY
347	1	No set pattern	NE	Romford Station - Ockendon Station	Blue Triangle	Rainham - BE
349	15	In Four Quarters	NE	Ponders End, Enfield Bus Garage - Stamford Hill, Rookwood Road	Arriva London North	Enfield - E
350	9	In Four Quarters	NW	Hayes, Clarendon Road - Heathrow Airport, Terminal Five	Abellio London (West)	Hayes - WS
352	5	In Two Halves	SE	Bromley North Station - Lower Sydenham, Sainsburys	Metrobus	Orpington - MB
353	7	In Two Halves	SE	Ramsden Estate, Rye Crescent - Addington Village Interchange	Metrobus	Orpington - MB
354	5	In Two Halves	SE	Bromley North Station - Bromley North Station	Selkent	Catford - TL
355	12	In Four Quarters	SW	Mitcham, Commonsides West - Brixton Station	London Central	Camberwell - Q
356	7	In Two Halves	SE	Upper Sydenham, Sydenham Hill - Shirley, Monks Orchard	Selkent	Catford - TL
357	7	In Two Halves	NE	Chingford Hatch, Prince Of Wales - Whipps Cross Roundabout	London General	Northumberland Park - NP
358	15	In Four Quarters	SE	Orpington Station - Crystal Palace Bus Station	Metrobus	Orpington - MB
359	2	No set pattern	SE	Selsdon, Sainsburys - Addington Village Interchange	Metrobus	Croydon - C
360	12	In Four Quarters	NW	Elephant & Castle - Kensington, Royal Albert Hall	London Central	Camberwell - Q
362	3	No set pattern	NE	Grange Hill Station - Goodmayes, King George Hospital	Blue Triangle	Rainham - BE
363	12	In Four Quarters	SE	Crystal Palace Bus Station - Elephant & Castle	London Central	Peckham - PM
364	13	In Four Quarters	NE	Iford High Road, Hainault Street - Dagenham East, Bull	Blue Triangle	Rainham - BE
365	11	In Four Quarters	NE	Orchard Village - Havering Park, Hunters Grove	East London	Romford - NS
366	16	In Four	NE	Redbridge, Roding Lane South - Beckton	East London	Barking - BK

		Quarters		Bus Station		
367	9	In Four Quarters	SE	West Croydon Bus Station - Bromley North Station	Metrobus	Croydon - C
368	7	In Two Halves	NE	Chadwell Heath, Wangey Road - Barking, Harts Lane Estate	Blue Triangle	Rainham - BE
370	11	In Four Quarters	NE	Romford, Mercury Gardens - Lakeside Shopping Centre	Arriva Kent Thameside	Grays - GY
371	15	In Four Quarters	SW	Kingston Hall Road - Richmond, Manor Road, Sainsburys	London United	Fulwell - FW
372	6	In Two Halves	NE	Hornchurch, Town Centre - Lakeside Bus Station	East London	Rainham - RM
375	1	No set pattern	NE	Romford Station - Passingford Bridge	Arriva Kent Thameside	Grays - GY
376	8	In Two Halves	NE	Beckton Bus Station - East Ham, Newham Town Hall	Blue Triangle	Rainham - BE
377	3	No set pattern	NE	Ponders End, Enfield Bus Garage - Oakwood Station	Arriva London North	Enfield - E
379	2	No set pattern	NE	Chingford Station - Yardley Lane Estate	Arriva London North	Enfield - E
380	12	In Four Quarters	SE	Belmarsh Prison - Lewisham, Lewisham Centre	Selkent	Catford - TL
381	19	In Four Quarters	SE	Peckham Bus Station - Waterloo, Addington Street	Abellio London	Walworth - WL
382	8	In Two Halves	NW	Southgate Station - Millbrook Park	Arriva London North	Edmonton - EC
383	3	No set pattern	NW	Barnet, The Spires - Woodside Park Station	Uno Buses	Hatfield - UB
384	7	In Two Halves	NE	Barnet, Quinta Drive - Cockfosters Station	Metroline	Potters Bar - PB
385	1	No set pattern	NE	Chingford Station - Crooked Billet Sainsbury'S	C T Plus	Hackney Ash Grove - HK
386	10	In Four Quarters	SE	Woolwich, Beresford Street - Blackheath, Royal Parade	Selkent	Plumstead - PD
387	11	In Four Quarters	NE	Little Heath, Haw Bush - Barking Riverside, Mallards Road	East London	Barking - BK
388	14	In Four Quarters	NE	Stratford City Bus Station - Blackfriars Station	C T Plus	Hackney Ash Grove - HK
389	1	No set pattern	NW	Barnet, The Spires - Barnet, Western Way	London General	Northumberland Park - NP
390	22	In Four Quarters	NE	Archway Station - Notting Hill Gate	Metroline	Holloway - HT
391	18	In Four Quarters	SW	Richmond Bus Station - Sands End, Sainsburys	London United	Fulwell - FW
393	13	In Four Quarters	NE	Clapton Pond - Chalk Farm, Morrisons	Arriva London North	Clapton - CT
394	11	In Four Quarters	NE	Homerton Hospital - Islington, Tolpuddle Street	C T Plus	Hackney Ash Grove - HK
395	4	No set pattern	NW	Harrow, Kymberley Road - Greenford, Westway Cross Retail Park	Metroline	West Perivale - PA
396	4	No set pattern	NE	Goodmayes, King George Hospital - Ilford Broadway, Sainsbury'S	East London	Barking - BK
397	5	In Two Halves	NE	Crooked Billet, Sainsburys - Debden Station	Arriva London North	Edmonton - EC
398	3	No set pattern	NW	Ruislip Station - Wood End, Lilian Board Way	London Sovereign	Harrow - SO
399	-	Not To Be Assessed	-	Barnet, The Spires - Hadley Wood Station	London General	Northumberland Park - NP
401	7	In Two Halves	SE	Thamesmead Town Centre - Bexleyheath Shopping Centre	London Central	Bexleyheath - BX

403	7	In Two Halves	SE	Warlingham, Sainsburys - West Croydon Bus Station	Arriva London South	Croydon - TC
404	1	No set pattern	SE	Coulsdon, Red Lion - Caterham On The Hill, Westway Common	Quality Line	Epsom - EB
405	9	In Four Quarters	SW	Redhill - West Croydon Bus Station	Metrobus	Croydon - C
406	6	In Two Halves	SW	Kingston, Cromwell Road Bus Station - Epsom, Clock Tower	Quality Line	Epsom - EB
407	13	In Four Quarters	SE	Sutton, Marshalls Road - Caterham Station	Abellio London	Beddington - BC
410	19	In Four Quarters	SE	Crystal Palace Bus Station - Wallington, Shotfield	Arriva London South	Thornton Heath - TH
411	7	In Two Halves	SW	Kingston, Cromwell Road Bus Station - West Molesey, Central Avenue	Quality Line	Epsom - EB
412	8	In Two Halves	SE	Purley Cross - West Croydon Bus Station	Arriva London South	Croydon - TC
413	7	In Two Halves	SW	Sutton, Bushey Road - Morden Station	London General	Sutton - A
414	19	In Four Quarters	NW	Putney Bridge Station - Maida Hill	Abellio London	Battersea - QB
415	10	In Four Quarters	SE	Tulse Hill, Hardel Rise - Old Kent Road, Tesco	Abellio London	Walworth - WL
417	11	In Four Quarters	SE	Crystal Palace Bus Station - Clapham Common, Old Town	Arriva London South	Norwood - N
418	7	In Two Halves	SW	Kingston, Cromwell Road Bus Station - Epsom, Clock Tower	Quality Line	Epsom - EB
419	6	In Two Halves	NW	Richmond Bus Station - Hammersmith Bus Station	London United	Shepherds Bush - S
422	17	In Four Quarters	SE	North Greenwich Station - Bexleyheath Bus Garage	London Central	Bexleyheath - BX
423	7	In Two Halves	NW	Hounslow Bus Station - Heathrow Airport, Terminal 5	London United	Hounslow Heath - WK
424	5	In Two Halves	SW	Putney Heath, Wildcroft Road - Fulham, Cannons Leisure Centre	London General	Putney - AF
425	10	In Four Quarters	NE	Stratford, Bus Station - Clapton, Nightingale Road	Tower Transit	Lea Interchange - HO
427	22	In Four Quarters	NW	Uxbridge Station - Acton, Town Hall	Metroline West	Hayes - HZ
428	8	In Two Halves	SE	Erith, Bexley Road - Bluewater, Shopping Centre	Arriva Kent Thameside	Dartford - DT
430	15	In Four Quarters	SW	Roehampton, Danebury Avenue - South Kensington	London General	Putney - AF
432	10	In Four Quarters	SE	Brixton Station - Anerley Station	London General	Stockwell - SW
433	10	In Four Quarters	SE	Addington Village Interchange - West Croydon Bus Station	Abellio London	Beddington - BC
434	3	No set pattern	SE	Coulsdon, Ridgemount Avenue - Whyteleafe South, Court Bushes Road	Metrobus	Croydon - C
436	33	In Four Quarters	SE	Lewisham, Lewisham Centre - Paddington Station	London Central	New Cross - NX
440	10	In Four Quarters	NW	Gunnarsbury, Power Road - Stonebridge Park Station	London United	Park Royal - PK
444	10	In Four Quarters	NE	Turnpike Lane Station - Chingford Station	Tower Transit	Lea Interchange - HO
450	14	In Four Quarters	SE	West Croydon Bus Station - Lower Sydenham, Sainsburys	Arriva London South	Thornton Heath - TH
452	20	In Four Quarters	NW	Kensal Rise Station - Wandsworth Road Station	Abellio London	Battersea - QB
453	35	In Four	SE	Deptford Broadway - Marylebone Station	London	Mandela Way -

		Quarters			General	MW
455	11	In Four Quarters	SE	Old Lodge Lane, Purley - Wallington Station	Abellio London	Beddington - BC
460	10	In Four Quarters	NW	Willesden Bus Garage - North Finchley	Metroline	Willesden - AC
462	8	In Two Halves	NE	Hainault, The Lowe - Ilford High Road, Hainault Street	Blue Triangle	Rainham - BE
463	9	In Four Quarters	SE	Coulsdon South Station - Pollards Hill, South Lodge Avenue	Quality Line	Epsom - EB
464	3	No set pattern	SE	Tatsfield, Ship - New Addington, Parkway	Metrobus	Orpington - MB
465	7	In Two Halves	SW	Kingston, Cromwell Road - Dorking, South Street	Quality Line	Epsom - EB
466	17	In Four Quarters	SE	Addington Village Interchange - Caterham On The Hill, Westway Common	Arriva London South	Croydon - TC
467	2	No set pattern	SW	Hinchley Wood School - Epsom Clock Tower	Quality Line	Epsom - EB
468	30	In Four Quarters	SE	South Croydon, Swan & Sugar Loaf - Elephant & Castle	London Central	Camberwell - Q
469	8	In Two Halves	SE	Woolwich Common, Queen Elizabeth Hospital - Erith, Bexley Road	Selkent	Plumstead - PD
470	7	In Two Halves	SW	Colliers Wood Station - Epsom Clock Tower	Quality Line	Epsom - EB
472	20	In Four Quarters	SE	North Greenwich Station - Thamesmead, Town Centre	Selkent	Plumstead - PD
473	9	In Four Quarters	NE	North Woolwich, Free Ferry - Stratford, Bus Station	East London	West Ham - WH
474	12	In Four Quarters	NE	Canning Town, Hermit Road - Manor Park Station	Docklands Buses	Silvertown - SI
476	22	In Four Quarters	NE	Northumberland Park Station - Euston Station	London General	Northumberland Park - NP
481	2	No set pattern	SW	Kingston, Cromwell Road Bus Station - Isleworth, West Middlesex Hospital	Abellio London (West)	Twickenham - TF
482	8	In Two Halves	NW	Southall, Town Hall - Heathrow Airport Terminal Five	Metroline West	Greenford - G
483	25	In Four Quarters	NW	Ealing Hospital – Harrow Town Centre	New route	New route
484	13	In Four Quarters	SE	Lewisham, Thurston Road - Camberwell Green	Abellio London	Walworth - WL
485	3	No set pattern	SW	Hammersmith Bus Station - Wandsworth, Ram Street	London General	Merton - AL
486	16	In Four Quarters	SE	North Greenwich Station - Bexleyheath Shopping Centre	London Central	Bexleyheath - BX
487	9	In Four Quarters	NW	South Harrow Station - Willesden Junction Station	Metroline West	Alperton - ON
488	11	In Four Quarters	NE	Bromley-By-Bow Tesco - Dalston Junction Bus Station	Tower Transit	Lea Interchange - HO
490	14	In Four Quarters	SW	Richmond, Pools On The Park - Heathrow Airport, Terminal 5	Abellio London (West)	Twickenham - TF
491	11	In Four Quarters	NE	Waltham Cross - North Middlesex Hospital	London General	Northumberland Park - NP
492	6	In Two Halves	SE	Sidcup Station - Bluewater, Shopping Centre	Arriva Kent Thameside	Dartford - DT
493	17	In Four Quarters	SW	Tooting, St George'S Hospital - Richmond, Homebase	London General	Waterside Way - PL
496	7	In Two Halves	NE	Harold Wood Station - Queens Hospital	East London	Romford - NS
498	6	In Two	NE	Romford, Queen'S Hospital - Brentwood,	East London	Romford - NS

		Halves		Sainsburys		
499	7	In Two Halves	NE	Gallows Corner, Tesco - Heath Park Estate	East London	Romford - NS
507	15	In Four Quarters	SW	Waterloo Station, Taxi Road - Victoria Station, Bus Station	London General	Waterloo - RA
521	31	In Four Quarters	SE	Waterloo Station - London Bridge Station	London General	Waterloo - RA
541	5	In Two Halves	NE	Keir Hardie Estate - Prince Regent Station	Blue Triangle	Rainham - BE
549	1	No set pattern	NE	South Woodford Station - Loughton Station	Docklands Buses	Silvertown - SI
601	-	Not To Be Assessed	-	Thamesmead, Town Centre - Dartford Heath, Wilmington Girls' School	Selkent	Plumstead - PD
602	-	Not To Be Assessed	-	Thamesmead, Town Centre - Bexleyheath, Townley Grammar School	Selkent	Plumstead - PD
603	-	Not To Be Assessed	-	Muswell Hill Broadway - Swiss Cottage Station	Metroline	Holloway - HT
605	-	Not To Be Assessed	-	Edgware Bus Station - Totteridge & Whetstone Station	London Sovereign	Edgware - BT
606	-	Not To Be Assessed	-	Queensbury Station - Barnet, Totteridge Academy	Metroline	Edgware - EW
607	20	In Four Quarters	NW	Uxbridge Station - White City Bus Station	Metroline West	Uxbridge - UX
608	-	Not To Be Assessed	-	Gallows Corner - Shenfield High School	Blue Triangle	Rainham - BE
609	-	Not To Be Assessed	-	Harrodian School - Hammersmith Bus Station	Metroline	Brentford - AH
611	-	Not To Be Assessed	-	Stonebridge Park Station - East Finchley Cemetery	Metroline	West Perivale - PA
612	-	Not To Be Assessed	-	Wallington, County Grammar School - Wallington, County Grammar School	Arriva London South	Croydon - TC
613	-	Not To Be Assessed	-	Tolworth Station - Sutton Common, Glenthorne High School	London United	Tolworth - TV
616	-	Not To Be Assessed	-	Winchmore Hill, Old Park Ridings - Edmonton Green Station	London General	Northumberland Park - NP
617	-	Not To Be Assessed	-	Turnpike Lane Station - St Ignatius College	Arriva London North	Wood Green - WN
621	-	Not To Be Assessed	-	Lewisham - Avery Hill, Crown Woods School	Selkent	Catford - TL
624	-	Not To Be Assessed	-	Grove Park Station - Welling Corner	London Central	Camberwell - Q
625	-	Not To Be Assessed	-	Plumstead Common - Chislehurst, War Memorial	London Central	Bexleyheath - BX
626	-	Not To Be Assessed	-	Finchley Central Station - Potters Bar, Dame Alice Owen School	Sullivan Buses	South Mimms - SN
627	-	Not To Be Assessed	-	Worcester Park Station - Wallington High School	Arriva London South	Croydon - TC
628	-	Not To Be Assessed	-	Southgate Station - Southgate Station	Sullivan Buses	South Mimms - SN
629	-	Not To Be Assessed	-	Wood Green, Haringey Civic Centre - St Ignatius College	Arriva London North	Edmonton - EC
631	-	Not To Be Assessed	-	Golders Green Station - Bigwood Road, Henrietta Barnett School	Arriva The Shires	Watford - GR
632	-	Not To Be Assessed	-	Grahame Park, Corner Mead - Kilburn Park Station	Metroline	Cricklewood - W
634	-	Not To Be Assessed	-	Muswell Hill Broadway - Barnet, Arkley Hotel	Metroline	Potters Bar - PB
635	-	Not To Be Assessed	-	Sunbury, St. Paul'S School - Brentford, County Court	London United	Hounslow Heath - WK

636	-	Not To Be Assessed	-	Kemnal College - Grove Park Station	Selkent	Bromley - TB
637	-	Not To Be Assessed	-	Kemnal College - Grove Park Station	Selkent	Bromley - TB
638	-	Not To Be Assessed	-	Coney Hall, Addington Road - Kemnal College	Selkent	Bromley - TB
639	-	Not To Be Assessed	-	Roehampton, Danebury Avenue - Battersea, St John Bosco College	London General	Stockwell - SW
640	-	Not To Be Assessed	-	South Harrow Station - Harrow Weald, Clamp Hill	Metroline	Harrow Weald - HD
641	-	Not To Be Assessed	-	Teddington School, Broom Road - Teddington School, Broom Road	Quality Line	Epsom - EB
642	-	Not To Be Assessed	-	West Hendon Broadway - Stanmore, Canons Corner, London Academy	Arriva The Shires	Watford - GR
643	-	Not To Be Assessed	-	Brent Cross Shopping Centre - East Finchley Cemetery	Metroline	Cricklewood - W
646	-	Not To Be Assessed	-	Noak Hill, Tees Drive - Cranham, Front Lane	Blue Triangle	Rainham - BE
647	-	Not To Be Assessed	-	Romford Station - Harold Hill, Settle Road	Arriva London North	Barking - DX
648	-	Not To Be Assessed	-	Romford Market - Cranham, Moor Lane	Blue Triangle	Rainham - BE
649	-	Not To Be Assessed	-	Romford, North Street Garage - Champion School	Blue Triangle	Rainham - BE
650	-	Not To Be Assessed	-	Romford, North Street Garage - Emerson Park School	Blue Triangle	Rainham - BE
651	-	Not To Be Assessed	-	Romford Station - North Romford, Chase Cross	Blue Triangle	Rainham - BE
652	-	Not To Be Assessed	-	Rainham, Abbey Wood Lane - Upminster Station	Blue Triangle	Rainham - BE
653	-	Not To Be Assessed	-	Muswell Hill Broadway - Kingsbury, Jews' Free School	Sullivan Buses	South Mimms - SN
654	-	Not To Be Assessed	-	Addington Village Interchange - Priory School, Tintagel Road	Metrobus	Orpington - MB
655	-	Not To Be Assessed	-	Mitcham, Fair Green - Raynes Park High School	London General	Merton - AL
656	-	Not To Be Assessed	-	Gallows Corner, Tesco - Gallows Corner, Tesco	Blue Triangle	Rainham - BE
657	-	Not To Be Assessed	-	Crooked Billet, Sainsbury'S - Woodford Green, Bancroft'S School	London General	Northumberland Park - NP
658	-	Not To Be Assessed	-	Avery Hill, Crown Woods College - Woolwich, Beresford Square	London Central	Bexleyheath - BX
660	-	Not To Be Assessed	-	Catford Bus Garage - Avery Hill, Crown Woods School	Selkent	Catford - TL
661	-	Not To Be Assessed	-	Petts Wood Station - Chislehurst, War Memorial	London Central	Bexleyheath - BX
662	-	Not To Be Assessed	-	Surbiton Station - New Malden, Holy Cross School	London United	Tolworth - TV
663	-	Not To Be Assessed	-	Thornton Heath Station - Purley, Harris Academy	Arriva London South	Thornton Heath - TH
664	-	Not To Be Assessed	-	Charles Darwin School, Jail Lane - New Addington, Homestead Way	Selkent	Bromley - TB
665	-	Not To Be Assessed	-	Surbiton, Berrylands Road - New Malden, Holy Cross School	London United	Tolworth - TV
667	-	Not To Be Assessed	-	Ilford High Road - Chigwell, West Hatch High School	Blue Triangle	Rainham - BE
669	-	Not To Be Assessed	-	Thamesmead, Thamesmere Drive - Cleeve Park School	London Central	Bexleyheath - BX
670	-	Not To Be	-	Battersea, Saint John Bosco College -	London	Stockwell - SW

		Assessed		Battersea, Saint John Bosco College	General	
671	-	Not To Be Assessed	-	Tiffin School, North Kingston - Chessington South Station	London United	Fulwell - FW
672	-	Not To Be Assessed	-	Woolwich Polytechnic School - Woolwich, Beresford Street	Selkent	Plumstead - PD
673	-	Not To Be Assessed	-	Warren School - Beckton Bus Station	Docklands Buses	Silvertown - SI
674	-	Not To Be Assessed	-	Harold Hill, Dagnam Park Square - Romford Station	Blue Triangle	Rainham - BE
675	-	Not To Be Assessed	-	Walthamstow, St. James Street Station - Woodbridge High School	C T Plus	Hackney Ash Grove - HK
678	-	Not To Be Assessed	-	Stratford Bus Station - Beckton, Bus Station	Arriva London North	Barking - DX
679	-	Not To Be Assessed	-	Woodford Wells, Bancroft'S School - Goodmayes, Lord Napier	Blue Triangle	Rainham - BE
681	-	Not To Be Assessed	-	Hounslow Bus Station - Teddington School, Broom Road	London United	Fulwell - FW
683	-	Not To Be Assessed	-	Friern Barnet, Town Hall - Kingsbury, Jews' Free School	Sullivan Buses	South Mimms - SN
685	-	Not To Be Assessed	-	Hamsey Green - Selsdon, Farley Road	Arriva London South	Croydon - TC
686	-	Not To Be Assessed	-	Romford Station - Romford Station	Blue Triangle	Rainham - BE
687	-	Not To Be Assessed	-	Dagenham Park Secondary School - Barking Station	East London	Barking - BK
688	-	Not To Be Assessed	-	Southgate Station - Kingsbury, Jews' Free School	Sullivan Buses	South Mimms - SN
689	-	Not To Be Assessed	-	West Croydon Bus Station - Monks Orchard	Arriva London South	Thornton Heath - TH
690	-	Not To Be Assessed	-	Norwood Bus Garage - Earlsfield, Burntwood School	Arriva London South	Norwood - N
691	-	Not To Be Assessed	-	Ham, Richmond Road - Hollyfield School	London United	Fulwell - FW
692	-	Not To Be Assessed	-	Dame Alice Owen'S School - Winchmore Hill, Green Dragon Lane	London General	Northumberland Park - NP
696	-	Not To Be Assessed	-	Hayes, Bourne Avenue - Ruislip Manor, Bishop Ramsey School	London United	Hounslow - AV
697	-	Not To Be Assessed	-	Hayes End, Lansbury Drive - Ickenham, Douay Martyrs School	London United	Hounslow - AV
698	-	Not To Be Assessed	-	West Drayton Station - Ickenham, Douay Martyrs School	London United	Hounslow Heath - WK
699	-	Not To Be Assessed	-	Winchmore Hill, Green Dragon Lane - Dame Alice Owens School	London General	Northumberland Park - NP
931	-	Not To Be Assessed	-	Crystal Palace Bus Station - Lewisham, The Centre	Abellio London	Beddington - BC
965	-	Not To Be Assessed	-	Riverhill - Kingston, Sainsburys	London United	Tolworth - TV
969	-	Not To Be Assessed	-	Whitton, Lincoln Avenue - Roehampton Vale, Asda	Abellio London (West)	Twickenham - TF
A10	5	In Two Halves	NW	Uxbridge Station - Heathrow Airport, Central Bus Station	Metroline West	Uxbridge - UX
B11	8	In Two Halves	SE	Bexleyheath Bus Garage - Thamesmead, Town Centre	London Central	Bexleyheath - BX
B12	6	In Two Halves	SE	Erith, Bexley Road - Joydens Wood Loop	Arriva Kent Thameside	Dartford - DT
B13	6	In Two Halves	SE	Bexleyheath, Shopping Centre - New Eltham Station	Arriva Kent Thameside	Dartford - DT
B14	5	In Two Halves	SE	Bexleyheath Shopping Centre - Orpington Station	Metrobus	Orpington - MB

B15	6	In Two Halves	SE	Horn Park, Alnwick Road - Horn Park, Alnwick Road	Arriva Kent Thameside	Dartford - DT
B16	9	In Four Quarters	SE	Bexleyheath Bus Garage - Kidbrooke Station	London Central	Bexleyheath - BX
C1	15	In Four Quarters	SW	Victoria, Lower Grosvenor Place - White City	London United	Shepherds Bush - S
C2	19	In Four Quarters	NW	Parliament Hill Fields - Victoria Bus Station	Abellio London	Battersea - QB
C3	12	In Four Quarters	SW	Clapham Junction, Grant Road - Earls Court, Tesco	Abellio London	Battersea - QB
C10	16	In Four Quarters	SE	Canada Water Bus Station - Victoria, Lower Grosvenor Place	Abellio London	Battersea - QB
C11	20	In Four Quarters	NW	Archway Station - Brent Cross Shopping Centre	Metroline	Cricklewood - W
D3	15	In Four Quarters	NE	Bethnal Green, London Chest Hospital - Crossharbour, Asda	East London	West Ham - WH
D6	14	In Four Quarters	NE	Ash Grove, Bush Road - Crossharbour, Asda	Docklands Buses	Silvertown - SI
D7	11	In Four Quarters	NE	Poplar, All Saints - Mile End Station	Docklands Buses	Silvertown - SI
D8	8	In Two Halves	NE	Stratford International Bus Station - Crossharbour, Asda	Docklands Buses	Silvertown - SI
E1	7	In Two Halves	NW	Greenford, Red Lion - Ealing Broadway, Haven Green	Abellio London (West)	Hayes - WS
E2	15	In Four Quarters	NW	Brentford, Commerce Road - Greenford, Red Lion	Metroline	Brentford - AH
E3	26	In Four Quarters	NW	Greenford, Red Lion - Chiswick, Edensor Road	London United	Stamford Brook - V
E5	13	In Four Quarters	NW	Southall, Toplocks Estate - Perivale, Tesco	Metroline West	Greenford - G
E6	12	In Four Quarters	NW	Greenford Station - Bulls Bridge, Tesco	Metroline	West Perivale - PA
E7	10	In Four Quarters	NW	Ruislip Station - Ealing Broadway, Haven Green	Metroline West	Greenford - G
E8	11	In Four Quarters	NW	Brentford, Commerce Road - Ealing Broadway, Haven Green	Metroline	Brentford - AH
E9	8	In Two Halves	NW	Yeading, Barnhill Estate - Ealing Broadway, Haven Green	Metroline West	Greenford - G
E10	8	In Two Halves	NW	Northolt, Islip Manor Estate - Ealing Broadway Station	Arriva T G M	Heathrow - HE
E11	5	In Two Halves	NW	Greenford, Red Lion - Ealing Common, Warwick Dene	London United	Park Royal - PK
EL1	7	In Two Halves	NE	Iford Broadway, Iford Hill - Barking Riverside, Mallards Road	Blue Triangle	Rainham - BE
EL2	7	In Two Halves	NE	Iford Broadway, Iford Hill - Dagenham Dock Station	Blue Triangle	Rainham - BE
G1	13	In Four Quarters	SW	Streatham High Road, Green Lane - Battersea, Shaftesbury Estate	London General	Waterside Way - PL
H2	3	No set pattern	NW	Golders Green Station - Golders Green Station Via Hampstead Garden Suburb	Arriva The Shires	Watford - GR
H3	1	No set pattern	NW	Golders Green Station - East Finchley, Hilltop	Arriva The Shires	Watford - GR
H9	8	In Two Halves	NW	Harrow Bus Station - Harrow Bus Station (Via Wealdstone & Rayners Lane)	London Sovereign	Harrow - SO
H10	8	In Two Halves	NW	Harrow Bus Station - Harrow Bus Station (Via Rayners Lane And Wealdstone)	London Sovereign	Harrow - SO
H11	7	In Two Halves	NW	Harrow Bus Station - Mount Vernon Hospital	London Sovereign	Harrow - SO
H12	12	In Four	NW	Stanmore Station - South Harrow Station	Metroline	Harrow Weald -

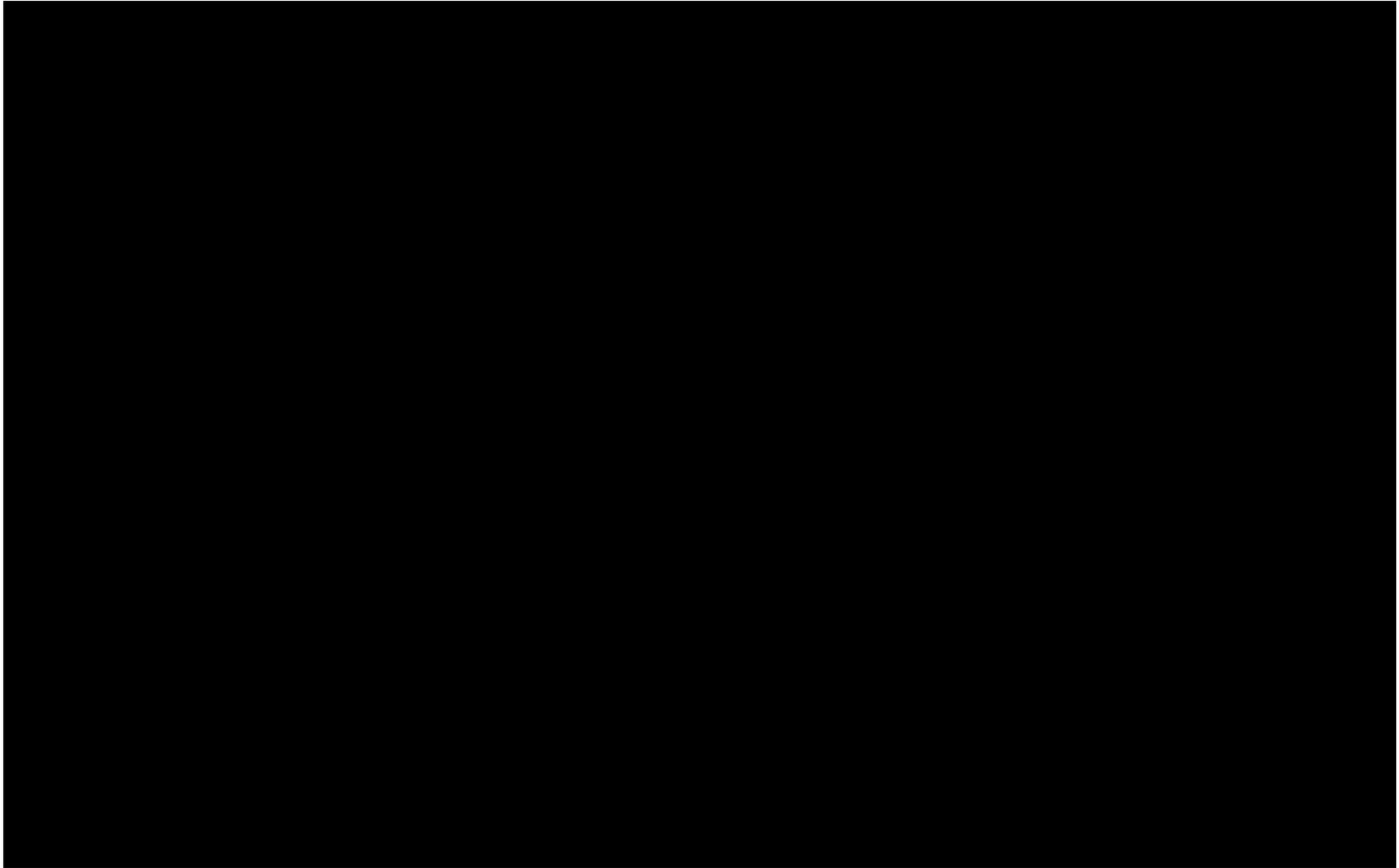
		Quarters				HD
H13	5	In Two Halves	NW	Northwood, St. Vincent'S Hospital - Ruislip Lido	London Sovereign	Harrow - SO
H14	7	In Two Halves	NW	Hatch End, St. Thomas' Drive - Northwick Park Hospital	London Sovereign	Harrow - SO
H17	7	In Two Halves	NW	Harrow Bus Station - Wembley Central, Montrose Crescent	London Sovereign	Harrow - SO
H18	7	In Two Halves	NW	Harrow Bus Station - Harrow Bus Station (Via Pinner & Wealdstone)	Arriva The Shires	Watford - GR
H19	-	Not To Be Assessed	-	Harrow Bus Station - Harrow Bus Station (Via Wealdstone & Pinner)	Arriva The Shires	Watford - GR
H20	5	In Two Halves	NW	Hounslow, Civic Centre - Ivybridge, Twickenham Tesco	Abellio London (West)	Twickenham - TF
H22	11	In Four Quarters	NW	Hounslow, Bell Corner - Richmond, Lower Mortlake Road	London United	Hounslow Heath - WK
H25	7	In Two Halves	NW	Hanworth, Butts Farm - Hatton Cross Station	Abellio London (West)	Twickenham - TF
H26	4	No set pattern	NW	Feltham, Sparrow Farm - Hatton Cross Station	Abellio London (West)	Twickenham - TF
H28	8	In Two Halves	NW	Bulls Bridge, Tesco - Osterley, Tesco	Abellio London (West)	Hayes - WS
H32	15	In Four Quarters	NW	Hounslow Bus Station - Southall, Town Hall	London United	Hounslow - AV
H37	15	In Four Quarters	NW	Hounslow, Blenheim Centre - Richmond, Lower Mortlake Road	London United	Hounslow - AV
H91	14	In Four Quarters	NW	Hounslow West Station - Hammersmith Bus Station	London United	Hounslow Heath - WK
H98	15	In Four Quarters	NW	Hounslow Bus Station - Hayes End, Kingsway	London United	Hounslow - AV
K1	9	In Four Quarters	SW	New Malden Station - Kingston, Cromwell Road Bus Station	Abellio London (West)	Twickenham - TF
K2	10	In Four Quarters	SW	Kingston Hospital - Hook, Library	London United	Tolworth - TV
K3	11	In Four Quarters	SW	Roehampton Vale, Asda - Esher, High Street	Abellio London (West)	Twickenham - TF
K4	4	No set pattern	SW	Kingston Hospital - Mansfield Park, Ripon Gardens	London United	Tolworth - TV
K5	3	No set pattern	SW	Ham, Dukes Avenue - Morden Station	Quality Line	Epsom - EB
P4	11	In Four Quarters	SE	Lewisham, Thurston Road - Brixton Station	Selkent	Catford - TL
P5	9	In Four Quarters	SE	Elephant & Castle - Nine Elms, Patmore Estate	London Central	Camberwell - Q
P12	13	In Four Quarters	SE	Surrey Quays Shopping Centre - Brockley Rise, Honor Oak Park	London Central	Peckham - PM
P13	11	In Four Quarters	SE	Streatham Station - New Cross Gate, Sainsburys	Abellio London	Beddington - BC
R1	7	In Two Halves	SE	St Pauls Cray, Grovelands - Green Street Green, High Street	Metrobus	Orpington - MB
R2	4	No set pattern	SE	Petts Wood Station - Biggin Hill Valley, East Hill	Metrobus	Orpington - MB
R3	4	No set pattern	SE	Locksbottom, Princess Royal University Hospital - Chelsfield Village, Five Bells	Metrobus	Orpington - MB
R4	6	In Two Halves	SE	Pauls Cray Hill - Locksbottom, Princess Royal University Hospital	Metrobus	Orpington - MB
R5	1	No set pattern	SE	Orpington Station - Knockholt	Selkent	Bromley - TB
R6	2	No set pattern	SE	Orpington Station - St Mary Cray Station	Metrobus	Orpington - MB

R7	1	No set pattern	SE	Orpington, Walnuts Centre - Bickley, Aquila	Selkent	Bromley - TB
R8	1	No set pattern	SE	Orpington Station - Biggin Hill, Post Office	Metrobus	Orpington - MB
R9	3	No set pattern	SE	Orpington Bus Station - Ramsden Estate (Tintagel Road)	Metrobus	Orpington - MB
R10	-	Not To Be Assessed	-	Orpington Station - Knockholt	Selkent	Bromley - TB
R11	7	In Two Halves	SE	Sidcup, Queen Marys Hospital - Green Street Green, High Street	Metrobus	Orpington - MB
R68	10	In Four Quarters	SW	Kew Retail Park, Bessant Drive - Hampton Court Station	Abellio London (West)	Twickenham - TF
R70	11	In Four Quarters	SW	Hampton, The Avenue - Richmond, Manor Road, Homepage	Abellio London (West)	Twickenham - TF
RV1	8	In Two Halves	SE	Covent Garden, Catherine Street - Tower Gateway Station	Tower Transit	Lea Interchange - HO
S1	11	In Four Quarters	SW	Banstead, Marks & Spencer - Lavender Fields	Quality Line	Epsom - EB
S3	8	In Two Halves	SW	Sutton Hospital - Malden Manor Station	Quality Line	Epsom - EB
S4	6	In Two Halves	SW	St Helier Station - St Helier Station	Abellio London	Beddington - BC
U1	8	In Two Halves	NW	Ruislip Station - West Drayton Station	Metroline West	Uxbridge - UX
U2	8	In Two Halves	NW	Brunel University - Uxbridge Station	Metroline West	Uxbridge - UX
U3	11	In Four Quarters	NW	Uxbridge Station - Heathrow Airport, Central Bus Station	Metroline West	Uxbridge - UX
U4	14	In Four Quarters	NW	Hayes, Prologis Park - Uxbridge Station	Metroline West	Uxbridge - UX
U5	11	In Four Quarters	NW	Uxbridge Station - Hayes, Asda	Metroline West	Uxbridge - UX
U7	4	No set pattern	NW	Uxbridge Station - Hayes, Sainsbury'S	Abellio London (West)	Hayes - WS
U9	3	No set pattern	NW	Uxbridge Station - Harefield Hospital	Abellio London (West)	Hayes - WS
U10	2	No set pattern	NW	Uxbridge Station - Ruislip, Heathfield Rise	Metroline West	Uxbridge - UX
W3	23	In Four Quarters	NE	Northumberland Park Station - Finsbury Park Station	Arriva London North	Wood Green - WN
W4	11	In Four Quarters	NE	Oakthorpe Park Estate, Chequers Way - Tottenham, Ferry Lane Estate	London General	Northumberland Park - NP
W5	7	In Two Halves	NE	Archway Station - Harringay, Sainsburys	C T Plus	Hackney Ash Grove - HK
W6	8	In Two Halves	NE	Southgate Station - Edmonton Green Station	Arriva London North	Enfield - E
W7	16	In Four Quarters	NE	Muswell Hill Broadway - Finsbury Park Station	Metroline	Holloway - HT
W8	14	In Four Quarters	NE	Chase Farm Hospital - Picketts Lock Centre	Metroline	Potters Bar - PB
W9	9	In Four Quarters	NE	Chase Farm Hospital - Southgate Station	Metroline	Potters Bar - PB
W10	1	No set pattern	NE	Crews Hill, Rosewood Drive - Enfield Town	London General	Northumberland Park - NP
W11	7	In Two Halves	NE	Chingford Hall Estate - Walthamstow Central Station	Arriva London North	Edmonton - EC
W12	6	In Two Halves	NE	Walthamstow, Coppermill Lane - Wanstead Station	C T Plus	Hackney Ash Grove - HK
W13	6	In Two	NE	Leytonstone Bus Station - Woodford	C T Plus	Hackney Ash

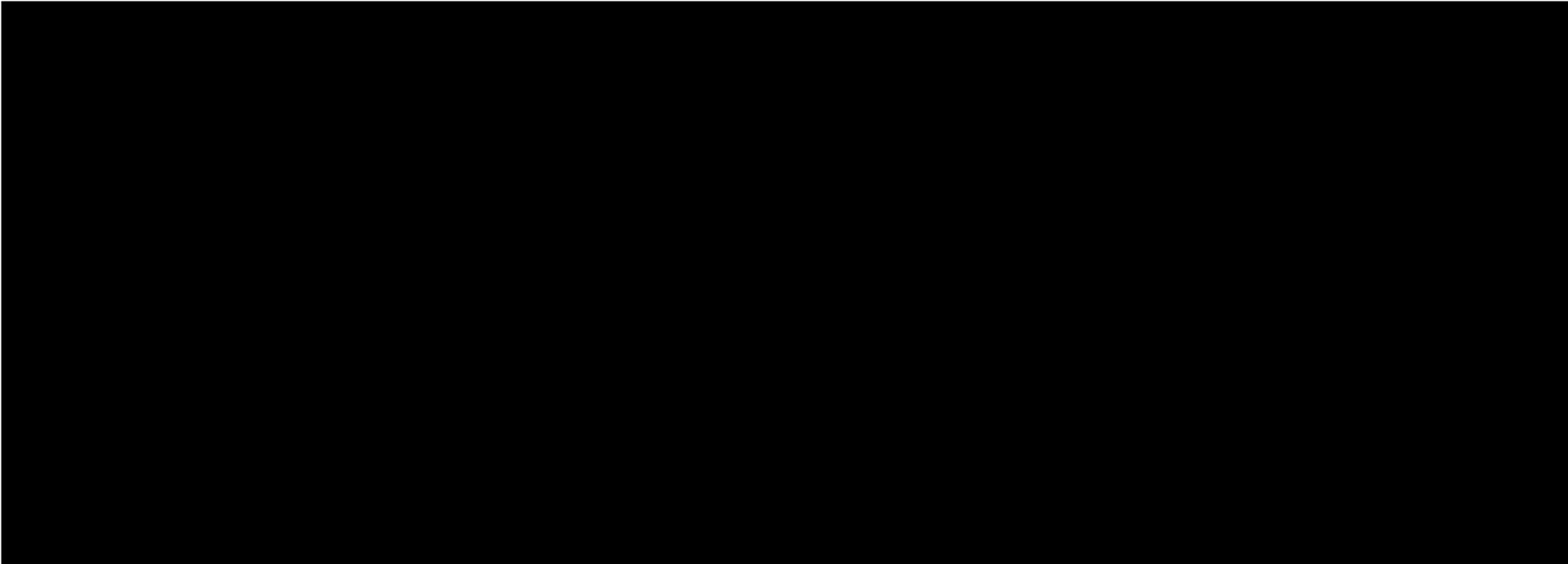
		Halves		Wells, Horse & Well		Grove - HK
W14	10	In Four Quarters	NE	Woodford Bridge - Leyton, Asda	Tower Transit	Lea Interchange - HO
W15	22	In Four Quarters	NE	Cogan Avenue Estate - Hackney Town Hall	Tower Transit	Lea Interchange - HO
W16	8	In Two Halves	NE	Chingford Mount, Prince Albert - Leytonstone Station	London General	Northumberland Park - NP
W19	8	In Two Halves	NE	Walthamstow, Argall Avenue - Ilford High Road, Hainault Street	Blue Triangle	Rainham - BE
X26	9	In Four Quarters	SW	West Croydon, Whitgift Centre - West Croydon, Whitgift Centre	Quality Line	Epsom - EB
X68	10	In Four Quarters	SE	West Croydon Bus Station - Russell Square	London Central	Camberwell - Q
N1	-	With Day Route	-	Tottenham Court Road Station - Thamesmead, Boiler House	London General	Belvedere - BV
N2	-	With Day Route	-	Crystal Palace Bus Station - Trafalgar Square	Arriva London South	Norwood - N
N3	-	With Day Route	-	Oxford Circus - Bromley North Station	Abellio London	Battersea - QB
N5	-	With Day Route	-	Edgware Station - Trafalgar Square	Metroline	Edgware - EW
N7	-	With Day Route	-	Northolt Station - Oxford Circus	Metroline	West Perivale - PA
N8	-	With Day Route	-	Oxford Circus - Oxford Circus	East London	Bow - BW
N9	-	With Day Route	-	Aldwych - Heathrow Airport, Terminal 5	London United	Hounslow - AV
N11	-	With Day Route	-	Ealing Broadway - Liverpool Street Station	London General	Stockwell - SW
N13	-	With Day Route	-	North Finchley - Aldwych	London Sovereign	Edgware - BT
N15	-	With Day Route	-	Romford Market - Trafalgar Square, Northumberland Avenue South Side	East London	Bow - BW
N16	-	With Day Route	-	Victoria Station - Edgware Station	Metroline	Cricklewood - W
N18	-	With Day Route	-	Harrow Weald Bus Garage - Trafalgar Square	Metroline West	Willesden Junction - WJ
N19	-	With Day Route	-	Finsbury Park Station - Clapham Junction, St Johns Hill	London General	Stockwell - SW
N20	-	With Day Route	-	Barnet Church - Trafalgar Square	Metroline	Potters Bar - PB
N21	-	With Day Route	-	Bexleyheath Shopping Centre, Geddes Place - Trafalgar Square	London Central	New Cross - NX
N22	-	With Day Route	-	Fulwell - Piccadilly Circus	London General	Putney - AF
N26	-	With Day Route	-	Trafalgar Square - Chingford Station	Tower Transit	Lea Interchange - HO
N28	-	With Day Route	-	Camden Town, Bayham Street - Wandsworth, Mapleton Road	Tower Transit	Atlas Road - AS
N29	-	With Day Route	-	Enfield Town - Trafalgar Square	Arriva London North	Wood Green - WN
N31	-	With Day Route	-	Camden Town, Bayham Street - Clapham Junction, St Johns Hill	Tower Transit	Atlas Road - AS
N35	-	With Day Route	-	Clapham Junction, Grant Road - Tottenham Court Road Station	Abellio London	Walworth - WL
N38	-	With Day Route	-	Victoria Station - Victoria Station	Arriva London North	Clapton - CT
N41	-	With Day Route	-	Trafalgar Square - Tottenham Hale Station	Arriva London North	Tottenham - AR

N44	-	With Day Route	-	Aldwych - Sutton Station	London General	Stockwell - SW
N55	-	With Day Route	-	Woodford Wells, Horse & Well - Oxford Circus	East London	Leyton - T
N63	-	With Day Route	-	Crystal Palace Bus Station - Kings Cross Station	London Central	Peckham - PM
N68	-	With Day Route	-	Old Coulsdon, Tudor Rose - Tottenham Court Road Station	London Central	Camberwell - Q
N73	-	With Day Route	-	Walthamstow Central Station - Walthamstow Central Station	Arriva London North	Stamford Hill - SF
N74	-	With Day Route	-	Roehampton, Danebury Avenue - Baker Street Station	London General	Putney - AF
N86	-	With Day Route	-	Stratford Bus Station - Harold Hill, Dagnam Park Drive	East London	Romford - NS
N87	-	With Day Route	-	Kingston, Fairfield Bus Station - Aldwych	London General	Stockwell - SW
N89	-	With Day Route	-	Trafalgar Square - Erith, Bexley Road	London Central	Bexleyheath - BX
N91	-	With Day Route	-	Cockfosters Station - Trafalgar Square	Metroline	Potters Bar - PB
N97	-	With Day Route	-	Hammersmith Bus Station - Trafalgar Square	London United	Shepherds Bush - S
N98	-	With Day Route	-	Russell Square, North Side - Russell Square, North Side	Metroline	Edgware - EW
N109	-	With Day Route	-	Croydon, Park Street - Oxford Circus	Abellio London	Beddington - BC
N113	-	With Day Route	-	Edgware Bus Station - Trafalgar Square	Metroline	Edgware - EW
N133	-	With Day Route	-	Morden Station Forecourt - Liverpool Street Station	Arriva London South	Norwood - N
N136	-	With Day Route	-	Oxford Circus - Chislehurst, War Memorial	Selkent	Catford - TL
N137	-	With Day Route	-	Crystal Palace Bus Station - Oxford Circus	Arriva London South	Norwood - N
N155	-	With Day Route	-	Morden Station - Aldwych	London General	Sutton - A
N171	-	With Day Route	-	Hither Green Station - Tottenham Court Road Station	London Central	New Cross - NX
N199	-	With Day Route	-	Trafalgar Square - St Mary Cray Station	Selkent	Catford - TL
N205	-	With Day Route	-	Paddington Station - Leyton, Downsell Road	East London	Bow - BW
N207	-	With Day Route	-	Uxbridge Station - Holborn, Procter Street	Metroline West	Hayes - HZ
N253	-	With Day Route	-	Aldgate - Tottenham Court Road Station	Arriva London North	Stamford Hill - SF
N279	-	With Day Route	-	Waltham Cross Bus Station - Trafalgar Square	Arriva London North	Enfield - E
N343	-	With Day Route	-	Trafalgar Square - New Cross, Jerningham Road	Abellio London	Walworth - WL
N381	-	With Day Route	-	Peckham Bus Station - Trafalgar Square	Abellio London	Walworth - WL
N550	-	Not To Be Assessed	-	Trafalgar Square - Canning Town Station	Tower Transit	Lea Interchange - HO
N551	-	Not To Be Assessed	-	Trafalgar Square - Gallions Reach, Shopping Park	Tower Transit	Lea Interchange - HO

SCHEDULE 4 – CHARGES



SCHEDULE 5 - PROJECT PLAN



SCHEDULE 6 - FORM FOR VARIATION

Contract Parties: *[to be inserted]*

Contract Number: *[to be inserted]*

Variation Number: *[to be inserted]*

Authority Contact Telephone *[to be inserted]*

Fax *[to be inserted]*

Date: *[to be inserted]*

AUTHORITY FOR VARIATION TO CONTRACT (AVC)

Pursuant to Clause 31 of the Contract, authority is given for the variation to the Services and the Charges as detailed below. The duplicate copy of this form must be signed by or on behalf of the Service Provider and returned to the Procurement Manager as an acceptance by the Service Provider of the variation shown below.

• DETAILS OF VARIATION	• AMOUNT (£)
• •	•
• ALLOWANCE TO THE AUTHORITY	•
• EXTRA COST TO THE AUTHORITY	•
• TOTAL	•

.....
For the Authority (signed)

.....
(print name)

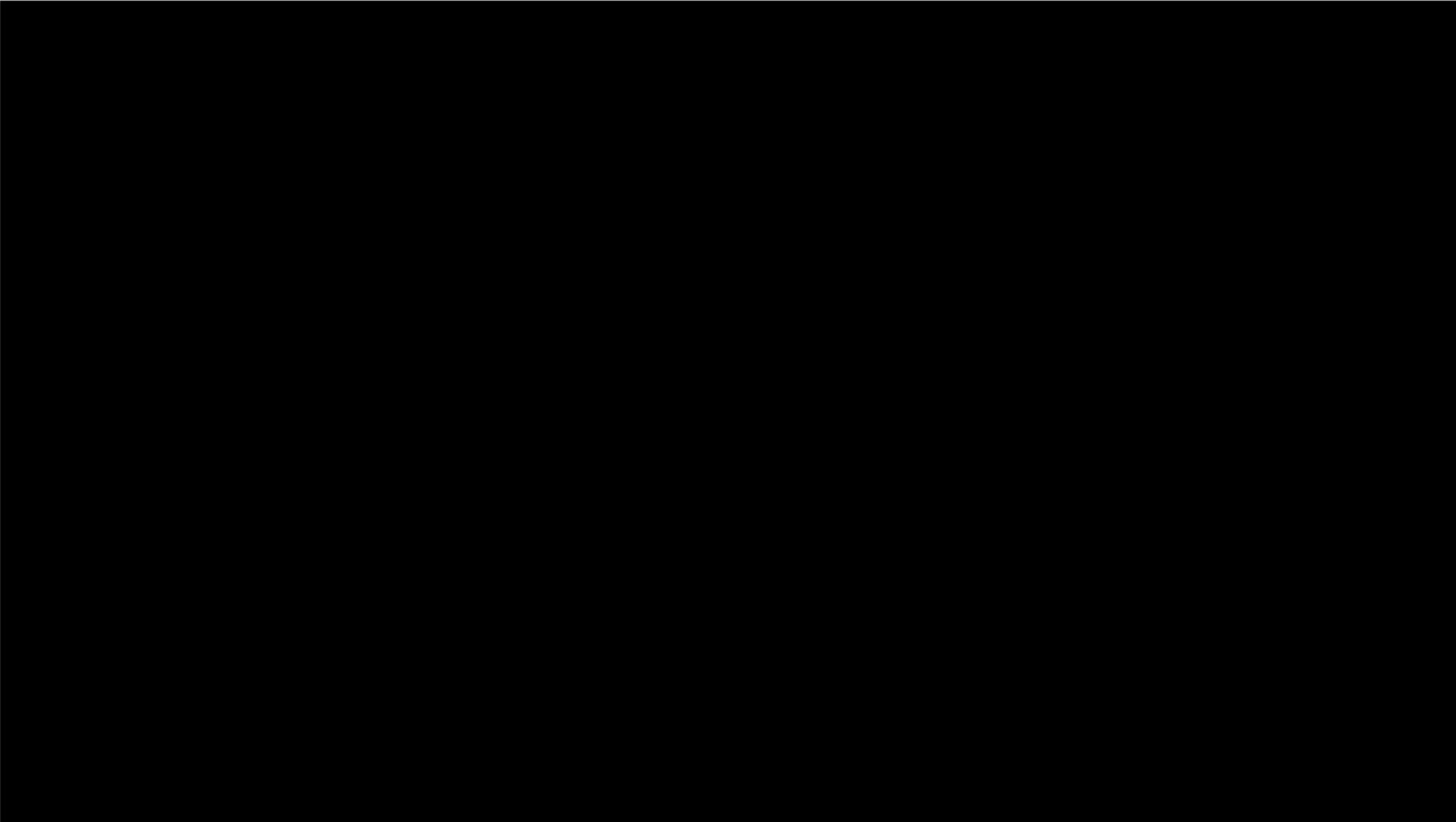
<ul style="list-style-type: none"> • ACCEPTANCE BY THE SERVICE PROVIDER 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • • • • Date 	<ul style="list-style-type: none"> • • • • Signed •

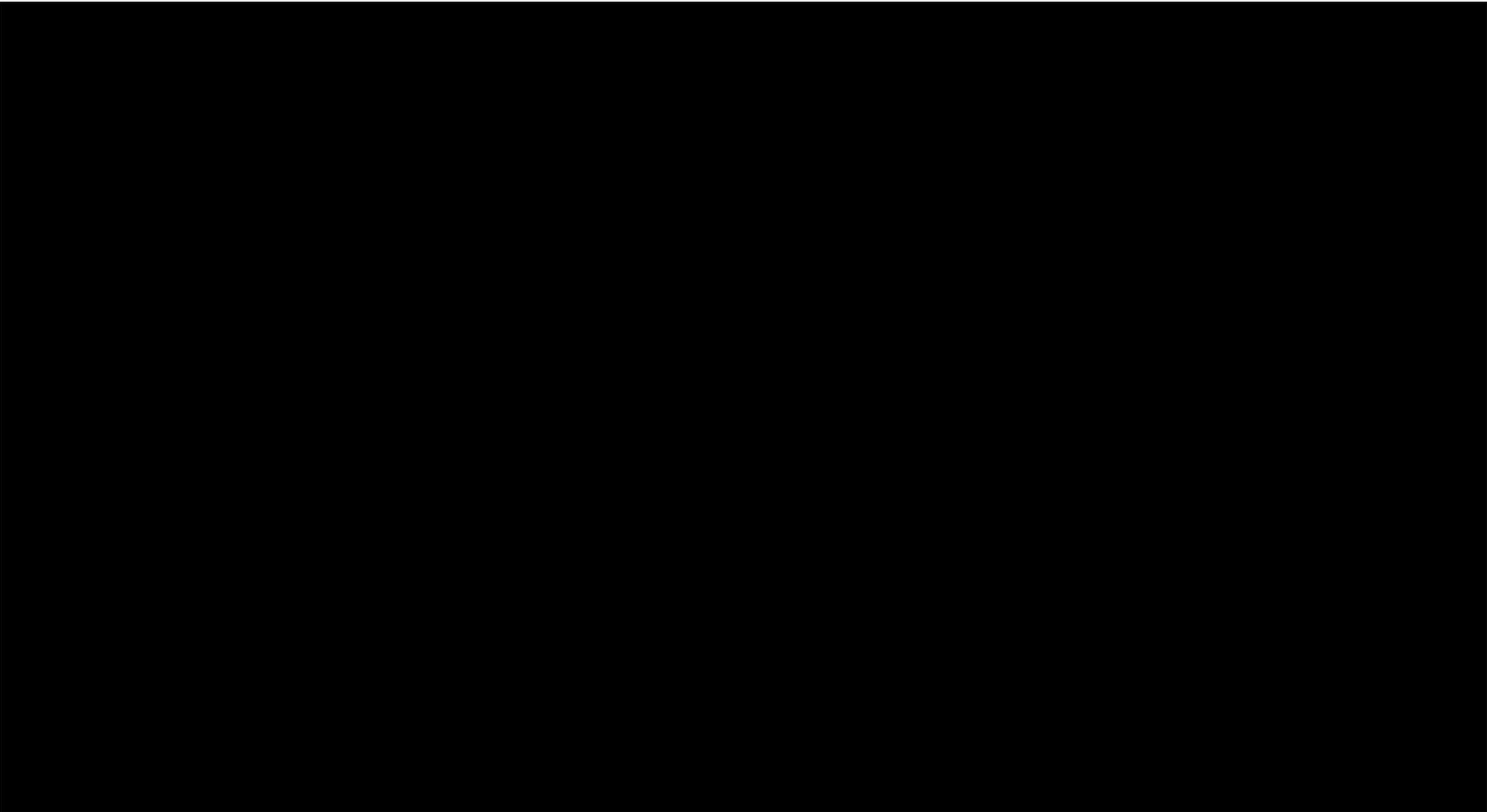
**SCHEDULE 7 - CONTRACT QUALITY, ENVIRONMENTAL & SAFETY
CONSIDERATIONS**

Managing I

MAYOI

SCHEDULE 8 – EQUALITY & DIVERSITY, HEALTH & SAFETY





SCHEDULE 9 – RE-TENDER COOPERATION

The Service Provider shall provide the following information to assist with the re-tendering of the Services:

- *Transfer of Employees in accordance with the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) details.*
- *Driver Quality Monitoring data which is not already accessible to bus operating companies and Transport for London.*