



**Transport for London
Procurement & Commercial - Indirect
Services**

Invitation to Tender

Reference: GLA 82763

Project Title: Workforce Integration Network

Date: 26/08/2025

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Section A: Introductory Information

1. INTRODUCTION

Transport for London (TfL) is issuing this Invitation to Tender (ITT) as a competitive procurement for the award of a Contract for the services detailed within this document.

This ITT is in accordance with the procurement of the award of public sector contracts, as implemented in the UK by the [Procurement Act 2023](#), below threshold procurements for the supply of services.

This procurement is being conducted in accordance with Transport for London's drive to deliver best value whilst meeting its own requirements. Any Contract awarded will be with the Supplier(s) who submits the most economically advantageous tender(s) and represents best value to TfL as further described in this document.

Suppliers are required to respond to all sections of the Invitation to Tender as prescribed.

This tender is being conducted through TfL's e-tendering portal – [SAP Ariba](#).

2. ORGANISATION OVERVIEW

Transport for London (TfL) was created in 2000 as the integrated body responsible for London's transport system. TfL is a functional body of the Greater London Authority. Its primary role is to implement the Mayor of London's Transport Strategy and manage transport services to, from and within London.

TfL manages London's buses, the Tube network, Docklands Light Railway, Overground and Trams. TfL also runs Santander Cycles, London River Services, Victoria Coach Station, the Emirates Air Line and London Transport Museum. As well as controlling a 580km network of main roads and the city's 6,300 traffic lights, TfL also regulates London's taxis and private hire vehicles and the Congestion Charge scheme.

For further information about:-

TfL visit <https://tfl.gov.uk/corporate/about-tfl/>

Procurement visit <https://tfl.gov.uk/info-for/suppliers-and-contractors/>



3. PROCUREMENT POLICY

Please read the following instructions carefully before submitting a Proposal.

- 3.1. The “Authority” is Transport for London (TfL).
- 3.2. The organisation responding to this ITT shall be referred to as the Bidder, Supplier and/or Service Provider.
- 3.3. Bidders **are not** permitted to make direct contract with any of the Authority’s personnel in relation to this procurement as this may invalidate the Bidder’s proposal submission. All communications must be made via the TfL e-tendering portal.
- 3.4. Bidders should note that proposal submissions which are poorly organised or poorly written, such that evaluation and comparison with other submissions is notably difficult, may exclude the Bidder from further consideration.
- 3.5. TfL shall have the right to photocopy and electronically distribute the Supplier’s proposals for the purposes of tender evaluation; submission of a proposal shall be deemed as confirmation of TfL’s right to photocopy it.
- 3.6. Proposals must comply in every respect with the requirements of this ITT. Failure to comply fully with the instructions your proposal may result in not being considered.
- 3.7. TfL reserves the right to award the contract for which proposals are being invited in whole, or in part or not at all.
- 3.8. TfL shall not be liable for any costs, charges or expenses borne by the Bidder whether or not a Contract is awarded, which for the avoidance of doubt includes any costs, charges and expenses arising from or associated with an abortive or cancelled procurement process.
- 3.9. Proposals must remain open for acceptance by TfL for a minimum period of three (3) months from the date of submission.
- 3.10. All communications from TfL will be notified via the “Messaging Service” to the contact/s who are registered on the e-tendering portal. Suppliers must ensure they keep up to date with all communications as it is vital all tender clarifications are received and noted by Suppliers so important information is not missed.
- 3.11. Bidders are reminded that TfL has the highest standards of procurement and intends to maintain a fair and open selection process. It will select a firm best suited to the brief and is not obliged to select the lowest or indeed any of the returns.
- 3.12. Late proposal submissions will be rejected and any attempt to influence the outcome through hospitality or other inducements will result in disqualification.



3.13. Confidentiality, Publicity and Marketing

- 3.13.1. Bidders must maintain strictest confidence and not disclose to any third party without prior written consent of TfL, the information supplied by TfL in this tender document and other confidential information supplied by TfL to the Bidder.
- 3.13.2. Bidders must not communicate to any person other than TfL, the amount or approximate amount of the charges and such charges must not be determined or adjusted by arrangement or in collusion with any third party.
- 3.13.3. The contents of this ITT, including all attachments, are strictly confidential and shall not be disclosed to any third party other than for the purpose of developing your proposal, after having obtained a similar obligation from that third party to treat any such information disclosed as strictly confidential. Furthermore, you shall not disclose any details of its proposals to any other person.
- 3.13.4. Bidders are not permitted to:
 - Make any public statement or communicate in any form with the media in connection with this tender process;
 - Use any trademarks, logos or any other Intellectual Property Rights associated with TfL;
 - Represent that the Bidder is directly or indirectly associated in any way with TfL or this tender process;
 - Engage in any form of marketing which creates, implies or refers to an association between the Bidder and TfL and/or the tender process;
 - Do anything or refrain from doing anything in relation to the tender process that would have an adverse effect on TfL; and
 - Bidders must direct any queries from the media to TfL's Press Office on 0845 604 4141 or pressoffice@TfL.gov.uk. If required, Bidders must seek further guidance from TfL via the Procurement Lead.

3.14. Proposal Submission

- 3.14.1. **The deadline to submit a proposal is by 12:00 on 15/09/2025 via the TfL e-tendering portal.**
- 3.14.2. Bidders must submit a proposal online via TfL's e-tendering portal. No other forms of submission will be accepted i.e. email.
- 3.14.3. Bidders are asked to confirm their intention to submit a proposal as soon as possible.
- 3.14.4. The TfL e-tendering portal will reject any proposal submissions if it is submitted after the deadline stated.



3.14.5. You are strongly recommended not to leave uploading of all data to the last day. Neither TfL nor its e-procurement system provider will be responsible for any failure to upload data due to insufficient time being allowed by Bidders.

3.14.6. For help on using the SAP Ariba system, please first visit https://support.ariba.com/Adapt/Ariba_Network_Supplier_Training. If what you seek cannot be found on this site please contact Ariba_Supplier_Enablement@tfl.gov.uk in good time.

3.15. Tender Clarification Questions (Suppliers)

3.15.1. **The deadline for clarification questions is by 12:00 on 09/09/2025.**

3.15.2. Any technical questions or requests for clarification regarding this ITT should be submitted via the TfL e-tendering portal. If TfL considers any question or request for clarification to be of material significance, both the question and the response will be communicated, in a suitably anonymous form to all Suppliers.

3.15.3. Bidders should not contact any of the Authority's personnel directly as it is imperative that the process remains fair and transparent to all Suppliers.

3.16. Post-Tender Clarifications (Authority)

3.16.1. During the course of the evaluation of proposal submissions, the Bidder may be asked to answer questions about its submission and other matters related to the Services. The Bidder must respond to such questions as quickly as possible but, in any event, within 2 (two) working days or if a deadline is specified, responses must be submitted by that deadline. Failure to respond may result in the Authority rejecting the proposal submission.

3.16.2. If required, post-tender clarification meetings may be requested by the Authority. These post tender clarification meetings are to clarify proposal submissions. The Authority may request a meeting from all, some or one of the Bidder's. Failure to attend may result in rejection of proposals. Any amendments to the proposal submission arising from these discussions with the Bidder will be taken into account in the final evaluation.

3.17. Rejection of Proposals

3.17.1. Proposals may be rejected if:

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



- submissions made by any means, other than the portal, or to additional recipients, without the prior agreement of TfL.

3.18. TfL Contact

3.18.1. The Procurement Lead for this Invitation to Tender is:

██████████
Assistant Commercial Manager
Email: ██████████@tfl.gov.uk

3.18.2. Only technical issues relating to the e-tendering portal allow for direct contact with the Procurement Lead. However, in the first instance the Bidder should seek assistance from the e-tendering portal help desk https://support.ariba.com/Adapt/Ariba_Network_Supplier_Training. If the problem persists please contact Ariba_Supplier_Enablement@tfl.gov.uk.

If unresolved, contact the Procurement Lead mentioned above.



4. PROCUREMENT TIMELINE

The key dates for the procurement process are stated below. These dates are provided for bidders' guidance only and may be subject to change.

Activities	Dates
Release of ITT	26/08/2025
Intent to Respond – Bidder's must submit this	AS SOON AS POSSIBLE
Deadline for Bidder clarification questions	By 12noon 09/09/2025
Closing date for Supplier Proposals	12noon 15/09/2025
Tender evaluation/ award period	16/09/2025 – 23/09/2025
Tender Outcome Notification/ Contract Award (Subject to Contract)	by 29/09/2025
Finalise Contract/ Commitments/ Sign off	By 03/10/2025
Contract Commencement/ Inception Meeting	06/10/2025

5. ESSENTIAL DOCUMENTS

The following documents form part of the tendering process which has been included as appendices:

- Pricing Schedule
- Terms and Conditions (The Contract)
- Reserved Information Template
- Form of Tender
- Personal Service Company
- Non-Collusion Declaration

As detailed within the specific appendices, the required forms must be completed as part of the Bidders submission. Failure to do this will result in rejection of your bid.



6. BIDDERS' SUBMISSION

The purpose of this section is to provide instructions to Bidders on how to structure and present their response to enable TfL to carry out its evaluation of the Suppliers' proposal submission.

Suppliers should place emphasis upon brevity and clarity in all aspects of their response. Proposals should be concise, contain only relevant information and be structured to reflect the category and module structure of this ITT. Suppliers should note that:

- the name and number of the relevant module of the ITT should clearly be highlighted;
- all additional information, which is outside the scope of the information specifically requested in the modules, must be in clearly referenced appendices.
- all proposals will become the property of TfL and will be subject to the Freedom of Information Act 2000 (see Section C for further details).

Bidders' proposals are to comprise of three (3) parts:

- The Technical Submission – Response must cover all the Services required as detailed in Section B.
Note: This MUST NOT contain any commercial/pricing information; if it does the bid may be disqualified.
- The Financial (Price) Submission – **See Appendix A1** - Bidder's cost proposal as per the pricing template set out. The provided template must be used with no amendments to the structure.
- The Commercial Submission – **See Appendices A4 – A6** - Contains the draft Contract Terms & Conditions. Bidder to complete all the relevant documents as specified.



Section B: Scope of Tender

1. Executive Summary

The GLA's Workforce Integration Network (WIN) is seeking a recruitment organisation to provide a brokerage service as part of WIN's upcoming project to support community-based organisations (CBOs), i.e. employability organisations, delivering wrap-around support to underrepresented groups to match "job-ready" diverse candidates, with vacancies held by employers in London's growth sectors. WIN seeks a broker that can fulfil the following four functions:

- The commissioned broker will generate employer leads (live vacancies) through their own employer networks, as well as new employer relationships. This new employer leads would come from different parts of London's Inclusive Talent System, including GLA's existing relationships, etc.
- The broker would distribute employer leads amongst CBOs, expanding the supply of suitable opportunities available to their beneficiary groups to fill. The commercial broker will also support activity to match "job ready" candidates from other parts of the ITS such as graduates from the GLA Skills Bootcamps, Trailblazers programme, etc.
- Deliver bespoke programme-wide activities. For example, large job fairs that connect skilled and "job ready" candidates from across the programme and CBOs to inclusive employers with vacancies.
- The broker will provide coaching and tailored support to CBOs to build their capacity to reach a wider group of employers in key growth sectors.

The programme is expected to initially run from September 2025 to August 2026; timelines for delivery will be agreed with successful bidders at inception.

Should take-up for the service be successful, WIN reserves the right to review and update the service and extend the length of this contract accordingly.

2. Background

As part of his 2018 Strategy for Social Integration, the Mayor launched the Workforce Integration Network (WIN) to improve access to quality employment for underrepresented Londoners. WIN works with employers and public bodies to support Black men (16–24 and 50+), Black women, and Pakistani and Bangladeshi women—groups facing some of the capital's highest unemployment rates. The approach also considers intersectional barriers such as class and disability.

Despite high demand for skilled workers — [82% of firms have vacancies](#) — around half of firms in London with live vacancies report that they [struggle to fill them](#). Many beneficiaries from underrepresented communities remain excluded due to discrimination, health conditions, caring responsibilities, or unmet skills needs. In 2021–22, unemployment reached 33% for young Black men, 22.9% for older Black men, 37% for Pakistani and Bangladeshi women, and 31.1% for Black women.



Community-Based Organisations (CBOs) can be highly effective in placing candidates into sustained employment, have a high level of trust with communities, and offer culturally appropriate and tailored models of support. For example, some CBOs get between 50-80 per cent of their beneficiaries in well-paid, high-quality employment, compared to the 33 per cent industry average typically getting people into low paid, low skilled roles. However, they often lack the capacity to expand relationships with a broad range of employers in London's growth sectors to scale up the volume of job-placements. This leads to a) talented "job ready" beneficiaries graduating from training and employment support programmes without finding employment, and b) limitations on their ability to expand their operations without more dedicated resourcing to job brokerage and employer relationship activities.

This disconnect between untapped talent and employer demand reflects a systemic failure in the labour market and contributes to inequality and reduced productivity. WIN aims to bridge this gap, helping employers access diverse talent pools to address skills shortages, drive innovation, and boost long-term business value.

Inclusive Talent Brokerage Description

To address these challenges, WIN is launching a programme to support approximately 700 people from underrepresented communities into employment in London's key growth sectors by December 2026. The programme will simplify job matching processes between employers and diverse talent to increase CBOs capacity for employer engagement, building long term capacity into the ITS.

The programme that will fund CBOs with an existing track record in securing job opportunities for beneficiaries to build their capacity for greater employer engagement and place more people into sustainable employment. This could include:

- Funding new roles on employer engagement
- Developing new resources to better connect beneficiaries to employment and supporting them during the application process
- Generating and sharing new data and insights to better connect beneficiaries to employment
- Creating capacity for projects or services to support beneficiaries in the first few months of employment to sustain it
- Support for employers to build more inclusive recruitment processes in longer term.

The programme will also commission an employment broker (likely a commercial recruitment partner) to support CBOs to match "job-ready" candidates to employers in London's growth sectors. Information on the broker's role can be found in Appendix A5.



Programme aims and outcomes

The overarching goal of the Inclusive Talent Brokerage programme, in line with the London Growth Plan's Inclusive Talent Strategy, is to grow and diversify workforces in growth sectors and to support Londoners facing barriers to work obtain good quality jobs.

The aims of the programme include:

- Reducing workforce inequalities and tackling barriers that Londoners from underrepresented groups face in accessing good work
- Reducing the talent gap by connecting diverse talent pools to quality jobs and recruitment pipelines in growth sectors
- Helping more employers create inclusive recruitment, hiring, and in-work support practices that deliver social and commercial value
- Fostering new ways of working between communities, recruiters, employers, and public services to support systems change.

The programme outcomes are:

For underrepresented Londoners that receive support:

- **Increased success in finding good quality jobs** (*numbers into good work*)
- **Sustained employment and/or career progression** (*numbers still in employment at six months, numbers progressing to more skilled and better paid work*)

For employers, community organisations, and recruiters:

- **Increase in opportunities available to underrepresented Londoners** (*number of opportunities accessed through job brokerage and partnership activity, number of appropriate referrals made to other support such as adult learning or bootcamps*)
- **Engaged employers recruit more candidates from underrepresented groups** (*increase in proportion of underrepresented Londoners in engaged employers' candidate pools, getting an interview, getting a job offer*)
- **Positive changes to employer attitudes and hiring practices** (*number of engaged employers reporting more inclusion-friendly attitudes, and qualitative evidence for changes to recruitment and hiring practices in the longer term*)



- **Increased involvement of underrepresented Londoners in community efforts to promote labour market inclusion** (*numbers of participants joining alumni networks, becoming mentors or volunteers*)

3. SCOPE OF REQUIREMENT

WIN seeks to commission an organisation specialising recruitment services to support CBOs to place candidates from underrepresented groups into good work by connecting them to job opportunities. The broker's purpose is to act as an intermediary connecting CBOs and employers together, screening vacancies, and sharing them with all or specific CBOs, increasing the organisational capacity of individual CBOs to improve their effectiveness, and delivering large scale events to connect CBOs, beneficiaries, and employers together.

Account management will be key in ensuring coordination of relationships, enhancing communication pathways, and supporting to achieve employment outcomes. The GLA will require bidders to provide details regarding their oversight of how this operation would distribute job leads, vacancies, and employer relationships across CBOs to ensure transparency and fairness.

Additionally, due to the constrained timeframes this service is operating under, the GLA will require all bidders to clearly demonstrate how they will set up their job matching mechanisms to effectively deliver the programme within approximately a month of being appointed.

The commercial broker will provide four primary activities as part of the service:

Employer leads generation

The commissioned organisation shall undertake business development activities to identify and sign up employers to the service and share these with CBOs. This will be done through the following activities:

- Utilising their existing networks of employers to sign them up to participate in the service.
- Working with GLA teams, and others as relevant, to sign up and onboard WIN and GLA employer relationships into the service, including the yet-to-be-established employer boards and sector brokers.
- Developing new business relationships to generate sign-ups to the service with the intention of passing those relationships onto CBOs. The broker will be expected to aggregate leads and pass them onto CBOs to develop into relationships themselves.
- Undertake promotional and marketing activities to spread awareness of the service.



Additionally, for all employers identified, the broker will be expected to screen them against our criteria for inclusion in our service, which can be found below:

- Committed to addressing equity, diversity, and inclusion in their recruitment practices e.g. having EDI workforce strategies or action plans in place
- Committed to considering candidates provided by CBOs for recruitment vacancies
- Committed to offering good work opportunities as part of their recruitment - this includes all posts paying London Living Wage at minimum, no zero hours contracts, a minimum of three months of employment per post, and a minimum of 16/hrs per week. See the GLA's [Good Work Standard guidance](#) for further information; note that we are not requiring employers to sign up to the GWS as a prerequisite to participate in this service.
- Committed to sharing relevant data with the WIN team to enable us to monitor the delivery and evaluation of the service
- Designating one individual that will serve as a point of contact between the broker and CBOs
- Undertaking recruitment activity for the service duration from September 2025 to December 2026
- Advertising vacancies based in London
- Advertising remote vacancies that Londoners can realistically submit applications for (defined as within one hour of multi-modal travel distance from London)
- Offer the following early careers recruitment types:
 - Internships (minimum three months)
 - Apprenticeships
 - Temporary contracts (minimum six months)
 - Permanent contracts
 - Full-time roles
 - Part-time roles
- All temporary contracts and internships offered are expected to lead to sustained employment

Furthermore, WIN expects the broker to prioritise employers from the following sectors for business development and onboarding; however, employers falling outside these sectors may still be onboarded. We will be prioritising the following sectors included in the [London Growth Plan](#):

- Construction & Infrastructure
- Creative and cultural



- Digital and technology
- Energy
- Experiences
- Financial, professional, and business services and technology
- Health
- Hospitality
- International education
- Life sciences
- Social care
- Transport/Logistics

Job matching services

The commissioned organisation will undertake activities to support job matching of employer vacancies and CBOs. This will be done by:

- Developing a system to aggregate all vacancies provided by onboarded employers to the service. This could be existing platforms and/or systems the commissioned organisations currently operates. This platform should be available for access to the GLA, and partners.
- Screening vacancies and matching them to CBO candidate pools based on skills needs; CBOs would share candidate pool profiles with the broker beforehand. The broker will not be expected to do job matching at an individual level. They will share the vacancies that match the profile of CBO candidates as a group.
- Develop a system to ensure transparency and fairness on how vacancies and employer leads are distributed amongst CBOs. Where vacancies require general skills, the broker should share them with all CBOs. Where more specialist skills are required, the broker would filter which CBOs to share this with.
- Collaborating with other GLA partners (such as training providers delivering-GLA funded skills programmes) to support activity to match “job ready” candidates from other parts of the ITS such as graduates from the Skills Bootcamps into vacancies provided by employers.

Capacity building support

The commissioned organisation shall undertake activities to expand the organisational capacities of CBOs to enable them to operate their employability services more effectively beyond the lifetime of the service. This will be undertaken by:

- Holding an initial session with each CBO to identify their organisation’s current functionalities, delivery capacity, ambitions for organisational development, and thus what support the broker can provide to expand their organisational capacity in line with their capabilities.



- Agreeing in collaboration with CBOs, and in consultation with the GLA, which areas CBOs wish to develop.
- Providing coaching and tailored support to help CBOs strengthen those functions, such as through specialist workshops or 121 sessions. Support can be delivered online, hybrid, or in-person formats. CBOs, the broker, onboarded employers, or the GLA could provide physical venues for this element subject to agreement amongst all parties.

Delivery of bespoke programme-wide activities

The commissioned organisation shall undertake tailored large-scale events to facilitate the outcomes and outputs of the service that connect CBO beneficiaries, CBOs, and employers. While the precise details will be agreed with WIN, this could be undertaken by:

- Organising in-person job fairs or networking events with beneficiaries, onboarded employers and CBOs.
- Business development workshops with CBOs and employers, etc.
- These events should be mainly delivered in person. CBOs, the commissioned organisation, onboarded employers, or the GLA could provide physical venues for this element subject to agreement amongst all parties.

Monitoring and evaluation

In addition to these core functions, the GLA expects the broker to undertake robust data collection, tracking, and analysis of CBOs, employers, and recruitment stages of employment vacancies and provide a monthly progress report regarding these metrics. WIN also expects the commissioned organisation to hold weekly project update meetings and provide WIN with written summaries of the contents of the meetings and actions agreed.

WIN will commission an evaluator to monitor the project and evaluate its delivery, and we expect the broker to collaborate regularly with our evaluator, as agreed with WIN. All data shall be treated in accordance with UK data protection laws, including the GDPR.

Metrics we expect the broker to capture includes, but is not limited to:

- Number of employers onboarded onto the service
- Sources of all employers onboarded onto the service e.g. CBOs, GLA, broker, etc.
- Sectors of employers onboarded onto the service
- Names, numbers of employers rejected from onboarding onto the service, and reasons why
- Number and type of vacancies provided by each employer
- Number of suitable vacancies provided to CBOs
- Number of programme-wide activities organised
- Number of beneficiaries and employers attending programme-wide activities
- Number of candidates from GLA ITS put forward for vacancies through this service



The broker is expected to deliver an end of year report outlining the programme activities delivered, and outcomes achieved.

Experience

We are looking for an organisation with a history and experience of:

- Employer recruitment and account management processes
- **Generating and maintaining employer relationships** across the Mayor’s priority sectors, with dedicated business development teams
- Ability to **leverage large existing employer networks**, particularly in the Mayor’s priority sectors, and quickly onboard new employers
- Operational experience in **aggregating and managing high volumes of vacancies** through internal platforms or external-facing systems
- Strong CRM or vacancy management system capability — ideally with platforms that can be **accessed by external stakeholders**
- Systems and infrastructure to **track and report on vacancies, leads, and placements** across multiple partners
- Track record of working within or alongside **multi-agency delivery models** (e.g., with CBOs, local authorities, training providers)
- Demonstrated experience delivering **coaching, training or organisational support** to charities, SMEs, or community partners
- A proven commitment and knowledge of equity, diversity, and inclusion (EDI), inclusive recruitment practices, good work, and social value principles
- Understanding of **inclusive employment systems** and local economic strategies, particularly in a London context

Definitions

Community-based organisation	Is usually a non-profit entity that operates within a specific community or geographical area, aiming to address local needs and improve the well-being of its residents. For the purposes of this programme, we refer to organisations that specialise in career development and employability support for underrepresented groups.
Underrepresented groups	Those who are underrepresented in the London labour market. These include: <ul style="list-style-type: none"> • Black men aged 16-24 • Black men aged 50+ • Black women • Pakistani and Bangladeshi women
Job-readiness	Refers to the skills, knowledge, and attributes that enable individuals to successfully transition into and thrive in the workforce
Role-readiness	Refers to the skills, knowledge, and attributes that enable individuals to successfully transition into a specific role



Talent pool	A pool of candidates who have been through programmes and now possess the skills and needed for current or future job openings
Job brokerage	Job brokerage involves a dual approach of working with both beneficiaries and employers. Beneficiaries receive support to apply to specific vacancies, while employers that share opportunities and vacancies are offered a service that connects them to suitable candidates that are intentionally matched to their needs.
Employer engagement	Broadening employer relationships, advocating for underrepresented communities and offering access to role-ready candidates to fill job roles.
Inclusive recruitment processes	Removing specific barriers in recruitment processes and create a more enabling environment for candidates from underrepresented communities
In-work support	Providing additional support to those that have successfully found work to sustain employment
Good work / good quality jobs	A job that provides a minimum of 16 hours/week and is continuous for at least 12 weeks, pays a basic salary of the London Living Wage or above, and does not involve the use of zero-hours contracts.
Skills bootcamps	Skills Bootcamps help Londoners aged 19+ to enter employment, upskill or change career and are open to adults who are full-time or part-time employed, self-employed or unemployed, as well as adults returning to work after a break.
Growth sectors / priority sectors	<ul style="list-style-type: none"> • Construction & the built environment • Creative and cultural • Digital and technology • Financial, professional, and business services and technology • Energy • Health & Social care • Transport/Logistics • Hospitality (experience economy) • International education • Life sciences
Inclusive Talent System	The Inclusive Talent Strategy (ITS) is a key component of the London Growth Plan, aiming to develop a more employer-led and integrated skills and employment system to help Londoners into high-quality jobs and provide employers with the talent they need. It focuses on building a skilled workforce, creating diverse talent pipelines, and ensuring all Londoners have access to the skills and training necessary for career progression. The strategy is



	being developed collaboratively by the Greater London Authority (GLA) and London Councils, with input from stakeholders across the capital
Talent gap	The disparity between the skills and talent needed by organisations in London and the available talent pool when considering diversity and inclusion.
Opportunities	Internships (minimum three month) / apprenticeships / early careers roles / permanent roles / temporary contracts (minimum six month). These include part time opportunities All temporary contracts and internships offered are expected to lead to sustained employment.
Job outcome	Refers to a successful placement into a job that meets the definition of good work
Sustained employment	Being employed for at least 6 months.

4. PROJECT MILESTONE OUTPUTS

Milestones	Milestone payment percentage	Date for milestone to be completed
Delivery starts <ul style="list-style-type: none"> • Kick off meeting occurs • Detailed service delivery plan with timelines provided and signed off by GLA • Systems for undertaking job-matching services are set up and go live 	20%	21/11/2025
<ul style="list-style-type: none"> • 80 eligible employers onboarded to the service with each providing vacancies collated by broker and provided to CBOs • Delivery of at least two 1-1 coaching sessions for each CBO, and/or one group workshop for CBOs 	20%	15/12/2025



<ul style="list-style-type: none"> • (Suggested vacancies) 900 		
<ul style="list-style-type: none"> • 160 eligible employers onboarded to the service with each providing vacancies collated by broker and provided to CBOs • Delivery of one job fair or programme event • (Suggested vacancies) 1100 	25%	15/02/2026
<ul style="list-style-type: none"> • 200 eligible employers onboarded to the service with each providing vacancies collated by broker and provided to CBOs • Suggested vacancies 1300 • Delivery of at least four 1-1 coaching sessions for each CBO, and/or two group workshops for CBOs • Interim report delivered 	25%	31/03/2026
<ul style="list-style-type: none"> • Delivery of two job fairs or related event • Final report delivered 	10%	31/05/2026

Please note the timescales and milestones are indicative therefore it may be amended, and additional milestones may be agreed following the inception meeting with the Bidder.

5. PRICING

Suppliers are requested to submit an all-inclusive pricing schedule for all services on a fixed charge basis on the pricing schedule provided.

Please clearly identify any assumptions made within your pricing proposal.



Complete Appendix A1 - Pricing Schedule. The provided template must be used with no amendments to the structure.

4.1 Opportunity adjustment

Following the evaluation of the proposals received, TfL may, in its sole discretion, invite Bidders (by application of the evaluation criteria set out in the ITT) to prepare and submit further opportunities to adjust the price element of their submission. At TfL's discretion there may be up to three such opportunities for adjustment. This is an optional stage in the tender process and will only be included where TfL considers it would be helpful and/or beneficial to do so.

4.2 Abnormally Low Tender

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

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

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

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

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

6. CONTRACT AWARD CRITERIA

The contract, if awarded, will be awarded to the Bidder/s submitting the 'most advantageous tender' also known as MAT.

Proposals must be PDF, UK English, within the page limit specified, on A4 page, pages numbered, and Arial font size 12.

Please set-out your response section-by-section in line with the information required below.



The technical submissions will account for 70% of the total scoring assessment and the commercial considerations will account for 30% of the total scoring assessment as detailed below:

Technical Proposal Evaluation: 70% and Discretionary Pass/Fail	
<p>A minimum score of '2 - Meets the Requirement' per question must be achieved to PASS and to move on to the second stage of evaluation which is the Commercials. If your response scores 0 or 1 for any one question your overall submission will be deemed as a fail.</p>	
Information Required	Sub-weighting
<p>Please provide an introduction to your organisation, a brief statement to show your project appreciation and how you would ensure successful delivery of this project.</p> <p>Page count: max. 1 side of page</p>	Info Only
<p><u>1) Understanding & Methodology</u> - Detail your understanding of this requirement and your proposed methodology to carry out all the deliverables. Your methodology should include contract management and management of any sub-consultants, if relevant. Ensure a full list of assumptions and caveats, if required, is provided in support of your technical proposal.</p> <p>Page count: max. 4 sides and an assumptions log.</p>	25%
<p><u>2) Programme & Risk Register</u> - Provide a detailed delivery programme with supporting information substantiating the effort days, timescales and resourcing plan identified. The programme should illustrate:</p> <ul style="list-style-type: none"> • Activity / Deliverable • Timescales • No. of Effort Days • Name and Grade of Resource including if they are a sub-consultant. <p>Risk Register should detail key risks and assumptions highlighted with mitigations.</p> <p>Page count: max. 2 sides, plus one programme on a maximum of 1 page of A3, and a Risk Register.</p>	25%



<p>3) Quality of Resource / Resource Profile –</p> <ul style="list-style-type: none"> • Provide an organogram detailing the project team structure including sub-consultants. <p>For the proposed resource/s, provide:</p> <ul style="list-style-type: none"> • A synopsis of their role, the expertise and added value they would bring to the project (this should be specific to the project and not be repeat information as the CV). • Separate CV detailing only relevant experience and qualifications. <p>Page count: 200 words for each resource (no page limit) plus 2 page CVs to be provided as separate appendix to your technical proposal.</p>	<p>10%</p>
<p>4) Knowledge Transfer/ Handover - Detail well established and robust process for transferring knowledge to TfL, including training/development opportunities, lessons learnt, feedback on current delivery and during close out of project. Explanation should detail how the process/approach has improved, or will be improved, through continuous improvement principles.</p> <p>Page count: Max. 1 side</p>	<p>10%</p>
<p>5) Conflicts of Interest - Provide details of actual or potential Conflicts of Interest and if so how would they be mitigated.</p>	<p>Discretionary Pass/Fail</p>
<p>6) Relevant Experience – Detail up to 3 recent and relevant experiences you have successfully completed in providing similar services.</p> <p>Page count: max. 2 sides</p>	<p>30%</p>

Commercial Proposal Evaluation: 30% and Pass/Fail	
Information Required	Sub-weighting
<p>Total Fixed Price (Complete Appendix A1 - Pricing Schedule)</p> <p>The provided template must be used with no amendments to the structure.</p>	<p>30%</p>
<p>Acceptance of TfL Contract - Terms and Conditions. See Appendix A2</p>	<p>Pass/Fail</p>
<p>Completion of all Commercial forms. See Appendix A3-6</p>	<p>Pass/Fail</p>

5.2 Evaluation Scoring

5.2.1 Technical Questions

Bidders will be scored against the above ‘Contract Award Criteria’ table using the following scoring mechanism:



Rating	Score	Description
Unacceptable	0	The response does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the Tenderer has the ability, understanding, experience, skills, resource & quality measures required to provide the supplies/services, with little or no evidence to support the response.
Poor	1	Some minor reservations of the Tenderer’s relevant ability, understanding, experience, skills, resource & quality measures required to provide the services, with little or no evidence to support the response
Meets the Requirement	2	Demonstration by the tenderer of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the services, evidence to support the response
Good	3	Very good demonstration by the tenderer of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the services. Response identifies factors that will offer potential added value, with evidence to support the response.
Outstanding	4	Exceptional demonstration by the tenderer of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the services. Response identifies factors that will offer potential added value and continuous improvement with evidence to support the response.

5.2.2 Financial (Pricing)

Bidder’s proposed ‘Total Price’ will be evaluated with the lowest priced bid receiving the maximum score available. Each subsequent submission will be scored a percentage score of the total marks available, based on the percentage variation from the lowest priced bid.

The formula that will be used is the Lowest Price Inverse Proportion:

$$\frac{\text{Lowest Commercial Price Submitted}}{\text{Commercial Price of Supplier}} \times \text{Commercial Points Available (30\%)} = \text{Commercial Score}$$

5.3 Evaluation Notes

Bidders must achieve the minimum acceptable Technical Score, as described, for each of the questions. Only those Bidders who achieve the minimum acceptable Score will be included in the Commercial Evaluation Process.



Where only one (1) submission is received and it does not meet the minimum acceptable Technical Score, the Authority reserves the right to enter into dialogue and seek assurances regarding the delivery of the requirement.

Bidders responses must clearly demonstrate how they propose to meet the requirements set out in the questions and address each element in the order they are detailed.

Bidders responses should be limited to, and focused on each of the component parts of the question posed. They should refrain from making generalised statements and providing information not relevant to the topic.

Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas including identifying key sections within responses.

Bidders must adhere to the specified page limits. Information given beyond the page limits will not be considered.

7. CONTRACTUAL

Period of Contract: October 2025 – May 2026 (To be confirmed Post-Contract Award).

The Contract may be extended for a further year, which is repeatable in future financial years; however, any extensions will be at the Authority's own discretion and subject to the appointed Suppliers' satisfactory performance, ongoing requirement and funding availability. This will be confirmed and mutually agreed in writing.

Any contract awarded as a result of this ITT shall be placed in accordance with the Terms and Conditions of TfL. Copy of Contract attached as Appendix A2.

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Contract to be reviewed and confirmation of acceptance must be provided within your proposal. Failure to comply with these Terms and Conditions will result in rejection of your proposal.

If you do not wish to accept or have questions against the terms and conditions please ensure you submit a clarification message relaying this information during the tender stage. If we offer a contract in the belief that your bid is compliant and you then attempt to negotiate the terms and conditions we WILL withdraw our offer.

8. ASSUMPTIONS AND CAVEATS

Suppliers must ensure that a full list of assumptions and caveats relating to both Technical and Commercial submission is provided within their respective documents in support of the ITT requirements. Any assumptions which are not included will not be considered at a later stage.

TfL reserves the right to challenge the validity of any assumptions or caveats.





Section C: Guidance to Tenderers on TfL's Policy for access to information

1. Background

- 1.1 The Freedom of Information Act 2000 (**FOIA**) gives the public a legal right of access to information held by public authorities. The public now have a right to know about our work and it is our duty to operate with openness and transparency.
- 1.2 A person making a FOIA request is entitled to two things, unless an exemption applies. These are:
 - (a) to be informed whether we hold information of the description requested; and
 - (b) if so, to have that information communicated to him or her.

2. How does this affect you?

- 2.1 **All** information held by TfL¹ is caught by the FOIA. The rules about disclosure apply regardless of where the information originated from. This means that all the following types of information **may** be subject to disclosure:
 - (a) information in any proposal submitted to us;
 - (b) information in any contract to which we are a party (including information generated under a contract or in the course of its performance);
 - (c) information about costs, including invoices submitted to us;
 - (d) correspondence and other papers generated in any dealing with the private sector whether before or after contract award.
- 2.2 This means TfL will be obliged by law to disclose such information unless an exemption applies.
- 2.3 The legal obligation to respond to requests from the public under the FOIA rests with TfL. TfL must therefore respond to requests as we see fit in our sole discretion. This Guidance explains our policy on the disclosure to the public of information about our private sector Suppliers.

3. General rules on Disclosure

¹ Please note that references in this document to "TfL" include all its subsidiaries.



3.1 In the absence of special circumstances:

- (a) all Invitation to Tender published by TfL will be available to the public on request;
- (b) responses to tenders will be held in confidence until contract award;
- (c) information about the total value of bids will be made available to the public on request, but only in response to requests made after contract award.

3.2 Any person tendering for or contracting with TfL must notify TfL during the tendering or negotiating process of information which they consider to be eligible for exemption from disclosure under the FOIA. Such information must be referred to as “Reserved Information” and identified in the Suppliers’ proposal in the form of the table set out in the Reserved Information template.

3.3 Information not identified as reserved information in the way described above is likely to be made available by TfL on request. Even information identified as Reserved Information may have to be disclosed.

4. Reserved Information

4.1 Information which you wish to put forward as reserved information must clearly describe, with supporting detail:

- (a) the information itself, or the class(es) of information; and
- (b) why, in your opinion, that information is exempt from disclosure. Grounds for exemption may be one or more of the following:
 - (i) the information is a trade secret;
 - (ii) the disclosure of the information would prejudice the commercial interests of any person or organisation (see 4.2);
 - (iii) the information will be disclosed by you to TfL, *and* the nature of the information, or the circumstances of its disclosure, or other circumstances, justify the acceptance by TfL of an obligation of confidence in relation to that information;
 - (iv) the information is personal data or otherwise relates to the private life of an individual and is therefore appropriate for protection; or
 - (v) any other specific exemption under the FOIA.

4.2 All decisions about disclosure of information will be made at the sole discretion of TfL. The exemption that applies to trade secrets and to information that would prejudice commercial interests if disclosed is a ‘qualified’ exemption under the



FOIA. This means that TfL is required to consider whether, in all the circumstances prevailing at the time a request is received, the public interest in disclosure outweighs the public interest in upholding the exemption.

- 4.3 Information which is submitted to TfL as reserved information will be listed in a document that will also:
- (a) specify which exemption(s) may apply to each piece or class of information; and
 - (b) indicate when it is likely information can be made available, or (if this is the case) that it is unlikely ever to be made available.

TfL may disclose your justification for classifying information as reserved information.

- 4.4 Information which is exempt under the rules governing commercial matters will not normally be withheld for more than seven years after completion of the contract supply.
- 4.5 Information relating to the overall value, performance or completion of a contract will not be accepted as reserved information, although TfL may choose to withhold such information in appropriate cases, at its sole discretion.
- 4.6 You may designate unit prices or more detailed pricing information as reserved information.

5. Other Guidance

- 5.1 Although TfL is not under any obligation to consult you in relation to requests for information made under the FOIA, we will endeavour to inform you of requests wherever it is reasonably practicable to do so.
- 5.2 Contracts with TfL may require you to supply information to us, or provide other assistance, pursuant to any FOIA request received by TfL.
- 5.3 You should be aware that TfL's decision on applying an exemption and, therefore, refusing a request for information by a member of the public may be challenged by way of appeal to the Information Commissioner. The Information Commissioner has the statutory power to direct that the information be disclosed.



Section D: Essential Documents

Appendix A1 – Pricing Schedule

The Bidder should submit a proposal as per the pricing schedule, providing a complete breakdown of costs.

Appendix A2 - Terms and Conditions (The Contract)

Contract to be reviewed and confirmation of acceptance must be provided within your proposal submission.

Appendix A3 – Reserved Information template

Bidder to complete the form should any information be provided that you consider to be eligible for exemption from disclosure under the FOIA as per Section C of this ITT.

Appendix A4-6 – Appendices

Appendix A7 – Inclusive Talent Brokerage Broker Model

This contains a visual overview of the broker model.

See separate attachments for all the above Appendices.



Appendix A6 - Form of Tender

I the undersigned, on behalf of **[Bidder to insert their company name]** confirm and accept that:

1. The information provided in the Invitation to Tender (ITT) – **GLA 82763 – Workforce Integration Network** was prepared by Transport for London (TfL) in good faith. It does not purport to be comprehensive or to have been independently verified. Neither TfL nor any member of the TfL group company has any liability or responsibility for the adequacy, accuracy, or completeness of, and makes no representation or warranty, express or implied, with respect to, the information contained in the ITT document or on which such documents are based or with respect to any written or oral information made or to be made available to any interested Supplier or its professional advisers, and any liability therefore is excluded.
2. Nothing in the ITT document or provided subsequently has been relied on as a promise or representation as to the future. TfL has the right, without prior notice, to change the procedure for the competition or to terminate discussions and the delivery of information at any time before the signing of any agreement.
3. TfL reserves the right (on behalf of itself and its group companies) to award the contract for which tenders are being invited in whole, in part or not at all.
4. Our Proposal shall remain open for acceptance by TfL and will not be withdrawn by us for a period of 90 days from the date fixed for return.
5. The information provided by us is true and accurate.
6. Supplier to complete box below to confirm your agreement to the terms and conditions of contract (Appendix 3) in full with no amendments.

I agree to accept the conditions of Contract in full, with no amendments, attached to this ITT GLA 82763 – Workforce Integration Network	
Name:	
Position:	
Signed:	Date:

7. Bid Manager details:



Bid Manager Name	[REDACTED]
Bid Manager Position	Senior Policy and Project Officer
Telephone	[REDACTED]
E-Mail	[REDACTED]@london.gov.uk

Having made due allowances for the full requirement in the ITT documents we hereby offer to provide the Services to TfL (or any member of the TfL group) in accordance with the terms and conditions stated therein and at the rates detailed in Appendix A1 – Pricing Schedule.

Signature	
Name	
Position	
Telephone	
E-Mail	
Registered Company Name	
Registered Address	
Company Registered No.	
Date	



Contract Particulars:

Service Provider's Key Personnel (name individual/s who are key to the Contract):

Name & Position	Contact Details	Area of Responsibility

Address for service of notices and other documents in accordance with Clause 36 of the Contract:

Contact Name	
Postal Address	
E-Mail	

Contract signatory via DocuSign

Contract will be executed and signed via DocuSign. Please provide the email address for the signatory so it can be issued to them directly.

E-Mail	
Position/Title	



Appendix A7 - Personal Service Company

ITT Title: GLA 82763 – Workforce Integration Network

Please Note: This is a PASS/FAIL section, therefore a negative response to questions 1B & 2 will result in your tender being rejected.

1. A) Please state if you are an individual providing your services via a personal service company (i.e. a limited company that typically has only 1 or 2 directors, where some of the individuals providing the services hold more than 5% share in the company). **YES / NO**

B) If you have answered YES to 'Q1. A', please confirm that should you be awarded the contract to deliver this requirement you agree that you will be engaged via an intermediary of TfL's choice. **YES / NO / NOT APPLICABLE**

2. Please confirm that should you engage personal service companies to deliver the Services you are expressing an interest in, you will inform TfL that this is the case and co-operate with TfL in relation to any questions raised to identify whether the Intermediaries Legislation applies; and if TfL confirms that it does, you will make all relevant deductions in accordance with Chapter 10 Part 2 ITEPA 2003. **YES / NO / NOT APPLICABLE**



Appendix A8 – Non-Collusion Declaration

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

Declaration

ITT Title: GLA 82763 – Workforce Integration Network

I / We declare that:

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

- I / We have not done and I / we undertake that I/ we will not do at any time before the contract is awarded:
- Communicate to a person other than the person calling for these tenders the amount or approximate amount of the proposed tender except where the disclosure, in confidence, of the approximate amount of the tender was necessary to obtain insurance premium quotations required for the preparation of the tenders;
- Enter into any agreement or arrangement with any other person that he shall refrain from tendering or as to the amount of any tender to be submitted; or
- Offer or pay or give or agree to pay any sum of money or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other tender or proposed tender for this project;
- Any act or thing of the sort described above.

I / We agree that the terms of the above declaration will form part of any contract with TfL, their servants or agents resulting from the acceptance of my / our tender and that any breach of this declaration and undertaking will be deemed to be a breach of that contract entitling TfL, their servants or agents to determine my / our employment under that contract.

Signature	
Name	
Position	
Company	



Date	
------	--