

Our reference: MGLA290926-8863

14 October 2026

Thank you for your request for information which the Greater London Authority (GLA) received on 29 September 2026. Your request has been considered under the Freedom of Information Act (FOI) 2000.

You requested:

We are preparing for the anticipated replacement A+U Framework, which we understand there will be more information on imminently in terms of timings. In the mean time we would be grateful for further information about the procurement that led to the 2023 framework, specifically Lot 08 – Housing & Mixed Use.

We'd be grateful if you could provide electronic copies of the following:

1. The original Selection Questionnaire and Lot 08 Invitation to Tender, including the questions, response limits and any bidder guidance;
2. The evaluation criteria, weightings, scoring descriptors and minimum thresholds used at each stage; and
3. The final moderated technical, financial and overall scores for the successful Lot 08 suppliers, together with the lowest successful score.

If individual scores cannot be disclosed, an anonymised evaluation matrix or a summary showing the range of successful scores would still be very helpful. I would also welcome any award decision report that records this information, with necessary redactions. Please treat this as a request under the Freedom of Information Act if that is the appropriate route. If TfL holds some of these records, I would appreciate your forwarding the request or advising me where to send it.

Our response to your request is as follows:

1. The original Selection Questionnaire (including the questions, response limits and any bidder guidance)

Original Selection Questionnaire (SSQ) information

This consisted of four documents (Please find attached):

- a) GLA81689 - SSQ Instructions 2.0
- b) Volume 1 - SSQ A+U Framework 8.0

- c) Volume 2 - Requirements 3.0
- d) A+U_Diversity Monitoring Form

Please find attached.

Lot 8 Invitation to Tender (ITT) information

This consisted of six documents (Please find attached):

- a) Volume 1 - GLA81689 - A+U ITT
- b) Volume 2 – Specification
- c) Volume 3 - EDI Action Plan
- d) Volume 4 - Pricing Schedule
- e) Appendix A – Grades
- f) Appendix B - Reserved Information

We have included all tender information as issued to the selected suppliers. Please note specific information regarding Lot 8 is outlined in “Volume 2 – Specification” on page 15.

2. The evaluation criteria information for each stage

- The SSQ evaluation information is outlined in “Volume 1 - SSQ A+U Framework 8.0”
- The ITT evaluation information is outlined in “Volume 2 – Specification” and “Volume 3 - EDI Action Plan”

3. The final moderated scores for Lot 8 Supplies

The table below shows the final technical, financial and EDI scores of the successful Lot 08 suppliers, including the lowest successful score.

Supplier	Technical (70%)	Commercial (25%)	EDI (5%)	Total Combined Score (100%)
1	66.4	13.64	5	85.04
2	57.8	20.67	3.2	81.67
3	64.6	14.65	1.8	81.05
4	61	11.61	3.2	75.81
5	56.4	14.87	3.2	74.47
6	43.4	25	1.8	70.2
7	55.6	10.24	3.2	69.04
8	48.4	16.89	1.8	67.09
9	48.8	11.59	5	65.39
10	50	13.33	1.8	65.13
11	44.2	14.71	3.2	62.11
12	44.8	14.73	1.8	61.33
13	44.8	12.53	3.2	60.53

If you have any further questions relating to this matter, please contact me, quoting the reference MGLA290926-8863.

GREATER**LONDON**AUTHORITY

Yours sincerely

Information Governance Officer

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:

<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information>

Transport for London



GREATER**LONDON**AUTHORITY

INSTRUCTIONS FOR THE COMPLETION OF THE STANDARD SELECTION QUESTIONNAIRE

FOR

Architecture and Urbanism (A+U) Framework

GLA81689

13th September 2021

CONTENTS

INTRODUCTION

- Part 1: Introduction
 Background information
 Scope
 Instructions for completion of the pre-qualification questionnaire
- Part 2: Evaluation Approach – Service Provider Selection
 Declaration
- Part 3: Guidance to Tenderers on TfL’s policy for access to information

**PART 1 – INTRODUCTION, SCOPE AND INSTRUCTIONS FOR COMPLETION
OF THE STANDARD SELECTION QUESTIONNAIRE****1.1 Introduction**

Thank you for your interest in tendering for the provision of GLA81689 – Architecture and Urbanism (A+U) Framework.

Transport for London require the information sought in the attached Standard Selection Questionnaire (SSQ) from companies responding to the OJEU Notice published via ProContract e-Tendering portal.

This is a competitive procurement conducted in accordance with the Public Contracts Regulations 2016. Responses to the SSQ will be used as the first stage of the selection process to identify companies to be invited to submit a tender. Companies that meet the requirements will be invited to participate in the second stage (Invitation to Tender) of the procurement.

Please read the following important information before you complete the SSQ.

1.2 Disclaimer

The information is offered in good faith and for the guidance of interested parties only. No warranty or representation (express or implied) is given to the accuracy or completeness of the information, and TfL and/or its advisers shall not be liable for any loss or damage arising as a result of any error, misstatement or omission.

TfL shall not have any liability (directly or indirectly) to any interested party as a result of the use by that party or any other person of the information provided.

None of the information in the SQ can constitute a Contract or part of a Contract. Only the express terms of any written Contract with selected preferred Tenderers as and when it is executed, shall have any contractual effect in connection with the matter to which the Information relates.

Interested parties must bear all their own costs and expenses relating to their expressions of interest, any subsequent negotiations, tenders and contractual arrangements.

1.3 Scope of work

Introduction:

The Architecture and Urbanism (A+U) Framework will consist of consultancies that will provide the architectural and design services to all members of the GLA Group. In addition it will be promoted to all 33 London Boroughs and other public sector organisations within the United Kingdom.

The Framework length is for three years with an option to extend for one year.

The A+U Framework will consist of 10 lots each with its own specialist requirements. These are listed below.

LOT DESCRIPTIONS	
LOT 01	Spatial Policy, Urban Strategies and Research
Panel users require services related to the proactive planning and shaping of places, projects and London-wide initiatives. To inform this work, they will commission strategic research, design studies and area-based plans to underpin spatial policy. We require practices and practitioners that are of the highest quality, innovative and with the expertise to support and advise on how to best nurture growth across London. Skills in one or more of the following areas are required: urban design, planning policy, strategic and spatial research, master planning, public realm, landscape design and transport. The practices and practitioners on Lot 01 may be required to: • Prepare briefs for area frameworks, masterplans and development schemes and projects. • Assist and support the development of planning frameworks, including identifying visions, objectives and strategic opportunities. • Produce or advise on urban strategies, area plans and area frameworks. • Develop design-related policies and guidance including design codes in line with the new National Model Design Code and proposed changes to the National Planning Policy Framework (NPPF) aimed at improving the design quality of new development • Advise on the urban design and architectural aspects of schemes seeking planning approval (this includes public inquiries) • Undertake research, evidence gathering, analysis and data presentation to underpin future policy and planning. • Advise on strategic regeneration matters in Greater London. The practices and practitioners will have an excellent understanding of the policy issues and challenges surrounding development and urban design in London, a proven ability to influence, work in partnership with and negotiate with a wide range of stakeholders, and a persuasive, authoritative, flexible and sensitive approach.	
LOT 02	Sustainable Cities
Panel users require services related to the development of a zero carbon and sustainable built environment.	

Practitioners will have significant grasp of the principles and practices of sustainable city making and will demonstrate the necessary strategic and technical skills and experience at to ensure sustainable principles underpin future developments in London. in line with the Mayor's Green New Deal. We require practices and practitioners that have competencies with regard to both the strategic and technical requirements of delivering built outcomes.

The practices and practitioners may be required to:

- Draft circular economy strategies.
- Design zero carbon spatial strategies.
- Contribute to analysis and research to contribute to strategy development.
- Develop sustainable urban policy development and guidance.
- Provide building-specific design advice.

Other projects many include production of guidance and parameters on sustainability of major schemes, transport infrastructure and development proposals, including new-build and retrofits. In each case, the aim is to achieve the highest possible environmental sustainability standards, including environmental resilience, resource consumption, energy use and supply.

Successful applicants to this category might also be required to provide design guidance and advice on delivering sustainable buildings and pieces of city in London.

LOT 03	High Streets and Town Centre Recovery and Transformation
---------------	---

Panel users are responding to the many challenges faced by London's network of high streets and town centres. Panel users require practices and practitioners that are design-led, spatially and contextually aware and able to engage with and build the capacity of local communities; providing intelligent, contextual and high quality architectural and place-shaping advice. Practitioners should be able to support the Mayor and his partners to develop strategies that support the night-time economy, develop frameworks for High street Innovation Zones and 15-Minute City Strategies. Support the delivery of the High Streets for All Mission.

Practitioners will have specialist skills in one or more of the following areas: urban design, place-shaping strategies, masterplanning, architecture, public realm, landscape design, social enterprise, community engagement, cultural animation in the public realm, participative and co-design processes.

The practices and practitioners on Lot 03 may be required to:

- Promote asset-based community development and enterprise projects that stimulate business and economic activity and give a sense of liveliness and vibrancy to vacant premises and under-used spaces.
- Deliver local community engagement and capacity building through long term involvement or short-term interventions.
- Prepare briefs for area frameworks, masterplans and development schemes and projects.
- Review and advise on emerging proposals and planning applications for planning authorities and other stakeholders.
- Design and deliver place-specific, innovative and interactive events in high streets, communities and other public places.
- Advise on the design of buildings and or urban strategies, area plans and area

	frameworks or masterplans. Contribute to the development and implementation of procurement strategies, advising on best practice. The practices and practitioners will have an excellent understanding of the policy issues and challenges surrounding development in and around High Streets and Town Centres in London, a proven ability to influence, work in partnership with and negotiate with a wide range of stakeholders, and a persuasive, authoritative, flexible and sensitive approach. Successful applicants to this category might also be required to provide design guidance and advice on the architecture and urban design of major schemes and proposals on High Streets and Town Centres.
LOT 04	Landscape, Green Infrastructure and Public Realm
	The panel users are seeking to improve the quality and accessibility of hard and soft public realm and spaces, in London, including streets, squares, green and open spaces and green infrastructure. This work includes developing strategies, generating policies and investing in London's public realm. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable landscape, green infrastructure and public realm schemes across a range of scales. The practices and practitioners on Lot 04 may be required to: - Work in a multi-stakeholder environment to deliver briefs. - Lead a multi-disciplinary team including sub-consultants. - Develop concept designs. - Produce feasibility studies. - Produce detailed designs for the public realm. - Provide technical and construction information. - Produce monitoring and maintenance plans. Additionally, we require practices and people who can provide intelligent analyses and research on public realm, streets and green infrastructure. This may contribute to policy and strategy development for areas within London or the city. An excellent understanding of the current and emerging environmental and transport policy context such as the '<u>Healthy Streets</u>' agenda is essential. Successful applicants to this category may also provide design guidance and advice relating to the public realm, streetscape, landscape and green infrastructure elements of major transport and development schemes and proposals.
LOT 05	Civic, Cultural and Social Infrastructure
	The panel users require services related to non-residential architectural projects delivered by the public sector and its partners in London. Practices and practitioners must demonstrate experience and expertise in one or more of the following fields: healthcare, education, cultural spaces, civic, community and other social infrastructures. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable civic, cultural and social infrastructure schemes across a range of scales.

Projects to be procured through this lot might include civic buildings, education uses, community uses, cafes, libraries, health centres, faith use, play spaces, recreation and sports facilities. The lot could include projects that support many other local services and facilities that contribute to quality of life. Panel users may also require expertise to integrate non-residential uses within housing schemes.

The practices and practitioners on Lot 03 may be required to:

- Work in a multi-stakeholder environment to deliver briefs.
- Lead a multi-disciplinary team including sub-consultants.
- Develop concept designs.
- Produce feasibility studies.
- Produce detailed designs for civic, cultural and social infrastructure project.
- Provide technical and construction information.
- Produce monitoring and maintenance plans.

Projects may comprise new build works and/or refurbishment and or conversion. Consultants may be required to use Building Information Modelling (BIM) where appropriate.

Successful applicants to this category might also be required to provide design guidance and advice on the architecture and urban design of major schemes and proposals.

LOT 06 Commercial, Workspace and Industrial

The panel users require services related to commercial non-residential architectural projects delivered by the public sector and its partners in London. Practices and practitioners must demonstrate experience and expertise in one or more of the following fields, industrial, workspace, office and retail. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable commercial, workspace and industrial schemes across a range of scales.

Projects might include commercial, industrial and other types as required including civic buildings, education uses, community uses, cafes, libraries, open workspace, health centres, utility buildings, bridges and infrastructure. Panel users may also require expertise to integrate non-residential uses within housing schemes.

The practices and practitioners on Lot 06 may be required to:

- Work in a multi-stakeholder environment to deliver briefs.
- Lead a multi-disciplinary team including sub-consultants.
- Develop concept designs.
- Produce feasibility studies.
- Produce detailed designs for commercial, workspace and industrial projects.
- Provide technical and construction information.
- Produce monitoring and maintenance plans.

Projects may comprise new build works and/or refurbishment and or conversion. Consultants may be required to use Building Information Modelling (BIM) where appropriate.

Successful applicants to this category might also be required to provide design guidance

and advice on the architecture and urban design of major schemes and proposals.

LOT 07 Small Sites Housing

The panel users require services related to the design and delivery of housing on small sites. This scale of delivery is increasingly being brought forward by the public sector and its partners to support the Mayor's plans to deliver new homes across London. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable housing schemes across a range of scales.

Small Sites Housing projects will vary in typology, site condition and with differing models of delivery, from community-led to direct public sector delivery, are expected to be deployed by users of the framework. Projects may include both suburban and urban contexts and there is an expectation that practices will have experience delivering projects on small sites or have experience of designing innovative housing typologies that deploy sustainable methods of construction, and experience of delivering community engagement. Where appropriate, consultants may be required to use Building Information Modelling (BIM).

The practices and practitioners on Lot 07 may be required to:

- Lead a multi-disciplinary team including sub-consultants.
- Produce feasibility studies and development briefs for identified sites.
- Produce detailed designs for small site housing.
- Provide technical and construction information.
- Produce monitoring and maintenance plans.
- Produce design guidance for small sites.
- Design new-build housing on a variety of urban and suburban conditions.
- Develop proposals for retrofit, refurbishment and or conversion.

Projects may comprise new build works and/or refurbishment and or conversion. Consultants may be required to use Building Information Modelling (BIM) where appropriate.

Successful applicants to this category might also be required to provide design guidance and advice on the architecture and urban design of major schemes and proposals.

LOT 08 Housing and Mixed-Use

The panel users require services related to the design and delivery of housing and housing-led mixed-use developments being brought forward by the public sector and its partners to support the mayor's plans to deliver new homes across London. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable housing schemes across a range of scales.

Housing-led projects will vary in type and scale from a single building to a block, street or neighbourhood. Projects may include both suburban and urban contexts and there is an expectation that practices will have experience delivering projects on small sites; further details will be specified in each tender. Where appropriate, consultants may be required to use Building Information Modelling (BIM).

The practices and practitioners on Lot 08 will undertake commissions to:

- Lead a multi-disciplinary team including sub-consultants.

- Deliver development briefs.
- Produce capacity, viability and feasibility studies.
- Design new-build housing led developments.
- Retrofit, refurbishment and or conversion of existing building stock into housing.
- Design Mixed use and mixed tenure schemes.
- Produce detailed designs for housing and mixed-use schemes.
- Provide technical and construction information.
- Produce monitoring and maintenance plans.

Consultants may be required to use Building Information Modelling (BIM) where appropriate and work across all stages of the RIBA workplan.

Successful applicants to this category might also be required to provide design guidance and advice on the architecture and urban design of major schemes and proposals.

LOT 09**Transport Infrastructure Interface: Over Station/Station Development (Housing and Commercial)**

The panel users require services related to design and delivery of housing and housing-led mixed-use developments and non-residential projects being brought forward by the public sector and its partners to support the mayor's plans to deliver new homes across London. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable housing schemes across a range of scales. Practices and practitioners should also be able demonstrate expertise in commercial and commercially led developments, successfully integrated with, and mutually beneficial to transport infrastructure.

We require practices that are able to deliver:

- concept designs options for sites,
- feasibility studies,
- detailed design through to construction information
- monitoring stages for transport architecture and interchanges projects at small and large scales.

Consultants may be required to use Building Information Modelling (BIM) where appropriate and work across all stages of the RIBA workplan.

This includes station designs for all transport modes, over-station development, interior design and fit out, buildings associated with transport infrastructure requirements, and the public realm immediately associated with transport interchanges. In every case, practices are expected to explore all opportunities to create or reinforce places which are safe, attractive and convenient to use.

LOT 10**Transport Design: Specialist infrastructure**

The panel users are committed to upgrading the infrastructure and transport networks supporting London, its functionality, the quality of the user experience and the overall design quality and future proofing.

We require practices to support the improvement of the urban infrastructure and transport network through its functional operation, sensitive design integration with the built environment, future proofing, integration of smart and sustainable cities concepts,

improved user experience and accessibility.

Projects and services may include:

- Rail and light rail infrastructure, over and underground, including stations and associated infrastructure such as stabling, vent shafts and maintenance
- Surface transport infrastructure, such as bus stations, garages and shelters, bridges, cycle hire and highway infrastructure
- Infrastructure associated with energy, water and waste management, such as energy and recycling centres and sustainable drainage and flood protection
- Development of strategies, feasibility studies research and analysis
- Design development of projects, both small and large scale
- Market engagement with innovative and emerging industries
- Projects may comprise new build works and/or refurbishment and or conversion.

Consultants may be required to use Building Information Modelling (BIM) where appropriate and work across all stages of the RIBA workplan.

Successful applicants to this category may also provide design guidance and advice relating to the infrastructure elements of major development schemes and proposals.

1.4 Expression of interest

Interested companies are required to express their interest in this opportunity by completing the attached SSQ (Volume 1) and returning their responses by the deadline. Following the SSQ evaluation, only the shortlisted companies will be invited to the next stage.

1.5 Responding to the Standard Selection Questionnaire (SSQ)

1.5.1 You must upload your SSQ to the online e-Tendering portal at <https://procontract.due-north.com>

1.5.2 For help on uploading your tender, please refer to the video tutorials, FAQ's and help pages found in the Help Centre 'Responding to Tenders' section of the e-tendering website <https://supplierhelp.due-north.com/>.

1.5.3 If you encounter any problems please, first refer to the above referenced FAQ's and video tutorials. If the problem persists please contact 'log a ticket' on the supplier support portal (<http://www.proactis.com/Support>) in good time and inform the relevant tender co-ordinator of your issue. 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 Suppliers. If you encounter a problem with using the e-procurement system website that will prevent you from completing the SSQ before the closing date and time you must:

Log the problem with the e-procurement website helpdesk taking note of the time and contact details at the helpdesk. If unresolved, contact the TfL Commercial Manager at Shaheenlodhi.cpt@tfl.gov.uk. Please include the Pro- Contract fault reference number in your email.

1.6 Instructions for completion of the Standard Selection Questionnaire.

- 1.6.1 The SSQ process will be managed online using TfL's e-Tendering portal <https://procontract.due-north.com>.
- 1.6.2 The completed SSQ must be submitted via the e-Tendering portal on or before **12 noon on xxxxxxxx**. Responses received after this date may be rejected.
- 1.6.3 The completed SSQ must be in electronic format such as Word, Excel or PDF. Please do not send any other form of documentation transmission e.g. hard copy of the questionnaire.
- 1.6.4 Please complete Volume 1 – SSQ. Full details are in Vol 1.
- 1.6.5 Interested companies must complete the Commercial and Technical Questions.
- 1.6.6 Please answer all questions as accurately and concisely as possible.
- 1.6.7 Questions should be answered in English.
- 1.6.8 Monetary values should be in GBP Sterling.
- 1.6.9 Where appropriate, response formats have been indicated alongside the SSQ question.
- 1.6.10 Responses will be evaluated in accordance with the criteria set out in Volume 1.
- 1.6.11 Failure to provide the required information or make a satisfactory response to any question within the specified timescale may result in a company not being invited to participate further.
- 1.6.12 Please do not provide supporting documents e.g. Accounts, Certificates, Statements or Policies with the questionnaire. You may be asked to clarify your answers or provide more details and TfL may ask to see these documents at a later stage.
- 1.6.13 The SSQ and all accompanying documentation (together the **“Information”**) contains confidential information and is issued solely for the purpose of parties assessing their interest in the Services opportunity.

The Information is supplied on the basis that interested parties will keep the Information and all subsequent information (whether written or oral) given to them about the Services opportunity strictly confidential at all times.

- 1.6.14 The SSQ and the information contained in it does not form the basis of any Framework Agreement, nor does it constitute an invitation or offer to participate in the Framework Agreement.
- 1.6.15 Companies are solely responsible for costs incurred in participating in this tendering process. TfL will not in any circumstances accept responsibility for any costs incurred by any company.
- 1.6.16 TfL cannot be held responsible for the non-receipt of any SSQ and reserves the right to reject or disqualify a company if the SSQ is submitted late, is completed incorrectly, is incomplete, or fails to meet the submission requirements.
- 1.6.17 Only one expression of interest may be submitted by a company. If more than one expression of interest is made, that company will be disqualified.
- 1.6.18 Deliberately misleading, false or fraudulent information will lead to disqualification.
- 1.6.19 Please ensure that you complete the declaration at the end of this document before submitting the completed SSQ via the e-Tendering portal.

1.7 Organisation contact point

Companies are asked to include a single point of contact in their organisation for their response to the SQ. TfL shall not be responsible for contacting the company through any route other than the nominated contact. The Tenderer must therefore undertake to notify TfL and make any changes relating to the contact to the e-Tendering portal promptly.

1.8 Queries about the Procurement

TfL will not enter into detailed discussion of the requirements of the SQ. If you have any queries, either about completing the SQ or the tendering process as a whole, please contact the Commercial Manager via the Clarifications Service on the TfL eTendering portal:

<https://procontract.due-north.com>

If TfL considers any question or request for clarification to be of material significance, both the query and the response will be communicated to all the companies who

Standard Selection Questionnaire GLA81689 – Architecture and Urbanism (A+U)
Framework

have responded. All responses received and any communication from companies will be treated in confidence.

1.9 Awarding the Contract Agreement

TfL reserves the right not to award this Framework Agreement to the lowest or any Tenderer and will have no liability (contractual, tortious or otherwise) for failure to consider any tender. Following receipt of tender documents, TfL reserves the right to prepare a shortlist of prospective companies without any reference to, or communication with, any of the Tenderers.

TfL reserves the right to award the Framework Agreement for which tenders are being invited in whole, or in part, or not at all. TfL intends to award the Framework Agreement based on the most economically advantageous tender (MEAT) received.

1.10 Indicative Procurement Timetable

The indicative dates for the tendering process are as follows:

ACTIVITY	DATE
OJEU Notice Publication and issue of SQ	13 th September 2021
Closing date for return of SQ responses	29th October 2021
SQ Evaluation	25 th October – 10 th December 2021
Notification of SQ results	17 th December 2021
Issue of Invitation to Tender	4 th January 2022
Deadline for ITT Clarification questions.	11 th February 2022
Closing Date for return of ITT responses	28th February 2022
ITT Evaluation	1 st March 2022 – 31 st March 2022
Notification of ITT results	April 2022
Mandatory Standstill Period*	10 day mandatory period April 2022
Contract Award	May 2022
Service Commencement	May 2022

Please note that TfL reserves the right to change the above dates and timings.

TfL/GLA intend to award the A+U Framework to a mix of Large, Small Medium Enterprises and Micro Enterprises with the following places on the Framework. Please note that the number is anticipated and TfL/GLA will appoint based on the final ranked scores as per the ITT (Volume 3).

Standard Selection Questionnaire GLA81689 – Architecture and Urbanism (A+U) Framework

LOT STRUCTURE				
LOT	NAME	SPACES	SME+	MICRO ENTERPRISES
01	Spatial Policy, Urban Strategies and Research	8	5	3
02	Sustainable Cities	8	5	3
03	High Street and Town Centre Recovery and Transformation	10	5	5
04	Landscape, Green Infrastructure and Public Realm	10	6	4
05	Civic, Cultural and Social Infrastructure	8	5	3
06	Commercial, Workspace and Industrial	8	5	3
			MEDIUM ENTERPRISES +	MICRO & SMALL ENTERPRISES
07	Small Sites Housing	10	0	10 (5/5)

COMMERCIAL IN CONFIDENCE

08	Housing and Mixed-Use	12	8	4
09	Transport Infrastructure Interface: Over Station/Station Development (Housing and Commercial)	14	10	4
10	Transport Design: Specialist infrastructure	10	6	4
		98	55	43

	DECLARATION	
	I declare that to the best of my knowledge the answers submitted in the SQ are correct. I understand that the information will be used in the evaluation process to assess my company's suitability to be invited to tender for the Authority's requirement.	
	FORM COMPLETED BY	
	Name	
	Position (Job Title)	

	For and on behalf of (Company Name)	
	Signature	
	Date	
	Email	
	Telephone number	

This declaration is to be signed by an authorised representative or Director in their own name and on behalf of the organisation and submitted with your completed SQ.

BEFORE RETURNING THE SQ, PLEASE ENSURE THAT YOU HAVE:

- Answered all questions appropriate to your response.
- Signed the above declaration.

PART 3 – GUIDANCE TO TENDERERS ON TfL'S POLICY FOR ACCESS TO INFORMATION.

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.

A person making a FOIA request is entitled to two things, unless an exemption applies. These are:

- to be informed whether we hold information of the description requested; and
- if so, to have that information communicated to them.

How does this affect you?

All information held by TfL is caught by the FOIA. The rules about disclosure apply regardless of where the information originated. This means that all the following types of information **may** be subject to disclosure:

- (a) information in any tender 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; and
- (d) correspondence and other papers generated in any dealing with the private sector whether before or after contract award.

This means TfL will be obliged by law to disclose such information unless an exemption applies.

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.

General rules on Disclosure

In the absence of special circumstances:

- a) all Invitations 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; and
- 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.

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 notification must be made in the form of the Appendix to this Guidance Note. Such information must be referred to as **Reserved Information**.

Information not identified as Reserved Information in the way described above is likely to be made available by TfL on request.

Transport for London

GREATERLONDONAUTHORITY



VOLUME 1

STANDARD SELECTION QUESTIONNAIRE

FOR

Architecture and Urbanism (A+U) Framework

GLA81689

Version: 3.0
Date: September 2021

Transport for London

14 Pier Walk, North Greenwich, London, SE1

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.

ARCHITECTURE AND URBANISM FRAMEWORK

GLA 81689

Standard Supplier Questionnaire (SSQ)

Potential Supplier Information and Exclusion Grounds: Part 1 and Part 2

The standard Selection Questionnaire is a self-declaration, made by you (the potential supplier), that you do not meet any of the grounds for exclusion¹. If there are grounds for exclusion, there is an opportunity to explain the background and any measures you have taken to rectify the situation (we call this self-cleaning).

A completed declaration of Part 1 and Part 2 provides a formal statement that the organisation making the declaration has not breached any of the exclusion grounds. Consequently, we require all the organisations that you will rely on to meet the selection criteria to provide a completed Part 1 and Part 2. For example, these could be parent companies, affiliates, associates, or essential sub-contractors, if they are relied upon to meet the selection criteria. This means that where you are joining in a group of organisations, including joint ventures and partnerships, each organisation in that group must complete one of these self-declarations. Sub-contractors that you rely on to meet the selection criteria must also complete a self-declaration (although sub-contractors that are not relied upon do not need to complete the self-declaration).

When completed, all individual SSQs (SSQ1, SSQ2 and SSQ3) are to be compressed into one folder (zipped file) titled 'GLA81689_SSQ response_<Bidder Name>' and sent back to the contact point given in the procurement documents via the e-tendering portal along with the selection information requested in the procurement documentation. Further guidance is available in the SSQ Instructions.

Supplier Selection Questions: Part 3

Please ensure you sign the declaration provided therein. If you are bidding on behalf of a group (Consortium) or you intend to use sub-contractors, you should complete all of the selection questions on behalf of the Consortium and/or any sub-contractors.

If the relevant documentary evidence referred to in the Selection Questionnaire is not provided upon request and without delay, we reserve the right to amend the contract award decision and award to the next compliant Bidder.

Consequences of misrepresentation

¹ For the list of exclusion please see https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf

If you seriously misrepresent any factual information in filling in the Selection Questionnaire, and so induce an authority to enter into a contract, there may be significant consequences. You may be excluded from the procurement procedure, and from bidding for other contracts for three years. If a contract has been entered into you may be sued for damages and the contract may be rescinded. If fraud, or fraudulent intent, can be proved, you or your responsible officers may be prosecuted and convicted of the offence of fraud by false representation, and you must be excluded from further procurements for five years.

Notes for completion

1. The “authority” means the contracting authority, or anyone acting on behalf of the contracting authority, that is seeking to invite suitable candidates to participate in this procurement process.
2. “You” / “Your” / “Bidder” refers to the potential supplier completing this standard Selection Questionnaire i.e. the legal entity responsible for the information provided. The term “potential supplier” is intended to cover any economic operator as defined by the Public Contracts Regulations 2015 (referred to as the “regulations”) and could be a registered company; the lead contact for a group of economic operators; charitable organisation; Voluntary Community and Social Enterprise (VCSE); Special Purpose Vehicle; or other form of entity.
3. Please ensure that all questions are completed in full, and in the format requested. If the question does not apply to you, please state ‘N/A’. Should you need to provide additional information in response to the questions, please submit a clearly identified annex.
4. The authority recognises that arrangements set out in section 1.2 of the standard Selection Questionnaire, in relation to a group of economic operators (for example, a Consortium) and/or use of sub-contractors, may be subject to change and will, therefore, not be finalised until a later date. The lead contact should notify the authority immediately of any change in the proposed arrangements and ensure a completed Part 1 and Part 2 is submitted for any new organisation relied on to meet the selection criteria. The authority will make a revised assessment of the submission based on the updated information.
5. For Part 1 and Part 2 every organisation that is being relied on to meet the selection must complete and submit the self-declaration.
6. For answers to Part 3 - If you are bidding on behalf of a group, for example, a Consortium, or you intend to use sub-contractors, you should complete all of the questions on behalf of the Consortium and/ or any sub-contractors, providing one composite response and declaration.

The authority confirms that it will keep confidential and will not disclose to any third parties any information obtained from a named customer contact, other than to the Cabinet Office and/or contracting authorities defined by the regulations, or pursuant to an order of the court or demand made by any competent authority or body where the authority is under a legal or regulatory obligation to make such a disclosure.

GLA80685 – Architecture and Urbanism Framework

Standard Selection Questionnaire 1

Incorporating Sections 1 to 7

All questions must be answered unless stated otherwise.

Submission Instructions

Additional file attachments may only be provided where specifically allowed for. These must be named as specified and uploaded along within this document. You must adhere to the word/page limits specified within each question.

This completed file, and any additional attachments, must be returned in one of the following formats:

1. WORD (.doc) – please ensure that files are saved in Word 97-2003 Document (.doc) format
2. ADOBE (.pdf) – this is the preferred format, but must only be provided as searchable, unprotected files created by “File > Save As > .pdf” from recent Microsoft Word applications or from a PDF Writer. It is not permissible to provide scanned pdf images, as these are not searchable and may not be possible to read.

The file must be named as follows:

GLA81689_SSQ1_<Bidder Name>

Supporting documents are to be named as follows:

GLA81689_SSQ1_<Bidder Name>_<Section number>_<supporting document title>

The file size of this document once completed should not exceed five Megabytes (5MB). Larger files may take significant time to open over the internet and cause delays in evaluation. To facilitate a 5MB limit, any permitted images should be compressed to a quality suitable for printing on A4 or A3 paper and viewing on a 1024x768 pixel screen.

Provide your response within the spaces provided below. Do not amend this file in any other way.

Please provide the following confirmation when responding:

Question	Confirmation of Lot(s) applied for
Which Lots are you applying for? <i>Please note that bidders are only able to apply to a maximum of 3 lots at SSQ Stage</i>	Lot 1 - Spatial Policy, Urban Strategies and Research Lot 2 - Sustainable Cities Lot 3 - High Street and Town Centre Recovery and Transformation Lot 4 - Landscape, Green Infrastructure and Public Realm Lot 5 - Civic, Cultural and Social Infrastructure Lot 6 - Commercial, Workspace and Industrial Lot 7 - Small Sites Housing Lot 8 - Housing and Mixed-Use Lot 9 - Transport Infrastructure Interface: Over Station/Station Development Lot 10 - Transport Design: Specialist infrastructure (remove Lot(s) you are not applying for. Remove this text within your response)
Confirmation required	Confirmation from Bidder
Confirmation that your submission will include: - One electronic copy of this Questionnaire 1 – Sections 1 to 6 - One, separate, electronic copy of Questionnaire 2 – Section 7	Confirm the files provided – these should be uploaded to the e-Tendering portal <i>(Remove this text within your response)</i>

PART 1: POTENTIAL SUPPLIER INFORMATION

Please answer the following questions in full. Note that every organisation that is being relied on to meet the selection must complete and submit the Part 1 and Part 2 self-declaration.

Section 1.1		
Potential supplier information		
Question number	Question	Response
1.1(a)	Full name of the potential supplier submitting the information	
1.1(b) – (i)	Registered office address (if applicable)	
1.1(b) – (ii)	Registered website address (if applicable)	
1.1(c)	Trading status a) public limited company b) limited company c) limited liability partnership d) other partnership e) sole trader f) third sector g) other (please specify your trading status)	
1.1(d)	Date of registration in country of origin	
1.1(e)	Company registration number (if applicable)	
1.1(f)	Charity registration number (if applicable)	
1.1(g)	Head office DUNS number (if applicable)	
1.1(h)	Registered VAT number	

1.1(i) - (i)	If applicable, is your organisation registered with the appropriate professional or trade register(s) in the member state where it is established?	<i>Please confirm Yes/No/NA</i>
1.1(i) - (ii)	If you responded yes to 1.1(i) - (i), please provide the relevant details, including the registration number(s).	
1.1(j) - (i)	Is it a legal requirement in the state where you are established for you to possess a particular authorisation, or be a member of a particular organisation in order to provide the services specified in this procurement?	<i>Please confirm Yes/No</i>
1.1(j) - (ii)	If you responded yes to 1.1(j) - (i), please provide additional details of what is required and confirmation that you have complied with this.	
1.1(k)	Trading name(s) that will be used if successful in this procurement	
1.1(l)	Relevant classifications (state whether you fall within one of these, and if so which one) a) Voluntary Community Social Enterprise (VCSE) b) Sheltered Workshop c) Public service mutual	
1.1(m)	Are you a Small, Medium or Micro Enterprise (SME) ² ?	Please delete as appropriate – Micro/Small/Medium Enterprise.
1.1(n)	Details of Persons of Significant Control (PSC), where appropriate: ³	

² See EU definition of SME https://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition_en

³ UK companies, Societates European (SEs) and limited liability partnerships (LLPs) will be required to identify and record the people who own or control their company. Companies, SEs and LLPs will need to keep a PSC register, and must file the PSC information with the central public register at Companies House. See [PSC guidance](#).

	• Name	
	• Date of birth	
	• Nationality	
	• Country, state or part of the UK where the PSC usually lives	
	• Service address	
	• The date he or she became a PSC in relation to the company (for existing companies the 6 April 2016 should be used)	
	• Which conditions for being a PSC are met:	
	• Over 25% up to (and including) 50%,	
	• More than 50% and less than 75%,	
	• 75% or more. ⁴ (Please enter N/A if not applicable)	
1.1(o)	Details of immediate parent company:	
	• Full name of the immediate parent company	
	• Registered office address (if applicable)	
	• Registration number (if applicable)	
	• Head office DUNS number (if applicable)	

⁴ Central Government contracting authorities should use this information to have the PSC information for the preferred supplier checked before award.

	Head office VAT number (if applicable) (Please enter N/A if not applicable)	
1.1(p)	Details of ultimate parent company:	
	Full name of the ultimate parent company	
	Registered office address (if applicable)	
	Registration number (if applicable)	
	Head office DUNS number (if applicable)	
	Head office VAT number (if applicable) (Please enter N/A if not applicable)	
1.1(q)	Confirm if there have been any changes of ownership over the last five years, and any pending changes in financial structure or ownership, prospective take-over bids, buy-outs and closures, etc. which are currently in the public domain. If there have been, please provide details. For information only.	

Please note: A criminal record check for relevant convictions may be undertaken for the preferred suppliers and the persons in significant control of them.

Note: Section 1.2: Bidding Model should only be completed if you are submitting a joint bid, joint venture or other alliance. In this questionnaire, we use the general term "Consortium" to mean any joint bid, joint venture or other alliance.

Definition of Joint Bid - A group of independent organisations that join forces to achieve a particular goal, for example, to bid for a project or to conduct cooperative purchasing. A joint bid goes on to complete the project if its bid is successful and is often dissolved on completion. This form of temporary alliance allows diverse skills, capabilities, and knowledge to be brought together.

Definition of Joint Venture - Joint ventures are business agreements where the parties involved agree to develop a new entity with new assets and often, but not necessarily, contribute equity to it. The parties involved maintain joint control over the new enterprise and subsequently share in any profits, as well as supporting the business initially by paying expenses and funding assets. The purpose behind a joint venture is to bring together complementary capabilities, to share risk between contracting parties, or to ensure a degree of local ownership. Joint ventures are part of a continuum of potential relationships between organisations and, while they are one form of strategic alliance, they are unique in the sense that a third legal entity is created. It is a more formal arrangement than a partnership or an alliance where two or more parties agree to cooperate, generally, but not necessarily, without creating a new legal entity.

Please provide the following information about your approach to this procurement:

Section 1.2		Bidding model
Question number	Question	Response
1.2(a) - (i)	Are you bidding as the lead member for a group of economic operators?	<i>Please confirm Yes/No/NA</i> If yes, please provide details listed in questions 1.2(a) (ii), (a) (iii), 1.2(b) (i), (b) (ii), 1.3, Section 2 and 3. If no, and you are a supporting member please provide the name of your group and lead member at 1.2(a) (ii) for reference purposes, and complete 1.3, Section 2 and 3.
1.2(a) - (ii)	Name of group of economic operators and lead member (if applicable)	
1.2(a) - (iii)	Proposed legal structure if the group of economic operators intends to form a named single legal entity prior to signing a contract, if awarded. If you do not propose to form a single legal entity, please explain the legal structure.	
1.2(b) - (i)	Are you or, if applicable, the group of economic operators proposing to use sub-contractors?	<i>Please confirm Yes/No/NA</i>

1.2(b) - (ii)	If you responded yes to 1.2(b)-(i) please provide additional details for each sub-contractor in the following table: we may ask them to complete this form as well.				
Name					
Registered address					
Trading status					
Company registration number					
Head Office DUNS number (if applicable)					
Registered VAT number					
Type of organisation					
SME (Yes/No)					
The role each sub-contractor will take in providing the works and / or supplies e.g. key deliverables					
The approximate % of contractual obligations assigned to each sub-contractor					

Contact details and declaration

I declare that to the best of my knowledge the answers submitted and information contained in this document are correct and accurate.

I declare that, upon request and without delay I will provide the certificates or documentary evidence referred to in this document.

I understand that the information will be used in the selection process to assess my organisation's suitability to be invited to participate further in this procurement.

I understand that the authority may reject this submission in its entirety if there is a failure to answer all the relevant questions fully, or if false/misleading information or content is provided in any section.

I am aware of the consequences of serious misrepresentation.

Section 1.3		Contact details and declaration
Question number	Question	Response
1.3(a)	Contact name	
1.3(b)	Name of organisation	
1.3(c)	Role in organisation	
1.3(d)	Phone number	
1.3(e)	E-mail address	
1.3(f)	Postal address	
1.3(g)	Signature (electronic is acceptable)	
1.3(h)	Date	

Part 1: Potential supplier Information (Evaluation)

All	All questions in Part 1 are for information only.
------------	---

PART 2: EXCLUSION GROUNDS

Please answer the following questions in full. Note that every organisation that is being relied on to meet the selection (including each Consortium member and, to the extent relied upon to respond to any question in any Section of this questionnaire, any parent company, subcontractor or other third party) must complete and submit the Part 1 and Part 2 self-declaration.

Section 2	Grounds for mandatory exclusion	
Question number	Question	Response
2.1(a)	Regulations 57(1) and (2) The detailed grounds for mandatory exclusion of an organisation are set out on this webpage, which should be referred to before completing these questions. Please indicate if, within the past five years you, your organisation or any other person who has powers of representation, decision or control in the organisation been convicted anywhere in the world of any of the offences within the summary below and listed on the webpage.	
	Participation in a criminal organisation.	<i>Please confirm Yes/No</i> If Yes, please provide details at 2.1(b)
	Corruption.	<i>Please confirm Yes/No</i> If Yes, please provide details at 2.1(b)
	Fraud.	<i>Please confirm Yes/No</i> If Yes, please provide details at 2.1(b)
	Terrorist offences or offences linked to terrorist activities	<i>Please confirm Yes/No</i> If Yes, please provide details at 2.1(b)
	Money laundering or terrorist financing	<i>Please confirm Yes/No</i> If Yes, please provide details at 2.1(b)
	Child labour and other forms of trafficking in human beings	<i>Please confirm Yes/No</i> If Yes, please provide details at 2.1(b)

2.1(b)	If you have answered yes to question 2.1(a), please provide further details.	
	Date of conviction, specify which of the grounds listed the conviction was for, and the reasons for conviction,	
	Identity of who has been convicted	
	If the relevant documentation is available electronically please provide the web address, issuing authority, precise reference of the documents.	
2.2	If you have answered Yes to any of the points above, have measures been taken to demonstrate the reliability of the organisation despite the existence of a relevant ground for exclusion? (Self-Cleaning – see description at the end of Part 2)	<i>Please confirm Yes/No</i>
2.3(a)	Regulation 57(3) Has it been established, for your organisation by a judicial or administrative decision having final and binding effect in accordance with the legal provisions of any part of the United Kingdom or the legal provisions of the country in which the organisation is established (if outside the UK), that the organisation is in breach of obligations related to the payment of tax or social security contributions?	<i>Please confirm Yes/No</i>
2.3(b)	If you have answered yes to question 2.3(a), please provide further details. Please also confirm you have paid, or have entered into a binding arrangement with a view to paying, the outstanding sum including where applicable any accrued interest and/or fines.	

Please Note: The authority reserves the right to use its discretion to exclude a potential supplier where it can demonstrate by any appropriate means that the potential supplier is in breach of its obligations relating to the non-payment of taxes or social security contributions.

Section 3	Grounds for discretionary exclusion	
Question number	Question	Response
3.1	Regulation 57 (8) The detailed grounds for discretionary exclusion of an organisation are set out on this webpage, which should be referred to before completing these questions. Please indicate if, within the past three years, anywhere in the world any of the following situations have applied to you, your organisation or any other person who has powers of representation, decision or control in the organisation.	
3.1(a)	Breach of environmental obligations?	<i>Please confirm Yes/No</i> If yes, please provide details at 3.2
3.1(b)	Breach of social obligations?	<i>Please confirm Yes/No</i> If yes, please provide details at 3.2
3.1(c)	Breach of labour law obligations?	<i>Please confirm Yes/No</i> If yes, please provide details at 3.2
3.1(d)	Bankrupt or is the subject of insolvency or winding-up proceedings, where the organisation's assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended or it is in any analogous situation arising from a similar procedure under the laws and regulations of any State?	<i>Please confirm Yes/No</i> If yes, please provide details at 3.2
3.1(e)	Guilty of grave professional misconduct?	<i>Please confirm Yes/No</i> If yes, please provide details at 3.2
3.1(f)	Entered into agreements with other economic operators aimed at distorting competition?	<i>Please confirm Yes/No</i> If yes, please provide details at 3.2
3.1(g)	Aware of any conflict of interest within the meaning of regulation 24 due to the participation in the	<i>Please confirm Yes/No</i> If yes, please provide details at 3.2

	procurement procedure?	
3.1(h)	Been involved in the preparation of the procurement procedure?	<i>Please confirm Yes/No</i> If yes, please provide details at 3.2
3.1(i)	Shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public contract, a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions?	<i>Please confirm Yes/No</i> If yes, please provide details at 3.2
3.1(j)	Please answer the following statements:	
3.1(j) - (i)	The organisation is guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria.	<i>Please confirm Yes/No</i> If yes, please provide details at 3.2
3.1(j) - (ii)	The organisation has withheld such information.	<i>Please confirm Yes/No</i> If yes, please provide details at 3.2
3.1(j) –(iii)	The organisation is not able to submit supporting documents required under regulation 59 of the Public Contracts Regulations 2015.	<i>Please confirm Yes/No</i> If yes, please provide details at 3.2
3.1(j)-(iv)	The organisation has influenced the decision-making process of the contracting authority to obtain confidential information that may confer upon the organisation undue advantages in the procurement procedure, or negligently provided misleading information that may have a material influence on decisions concerning exclusion, selection or award.	<i>Please confirm Yes/No</i> If yes, please provide details at 3.2
3.2	If you have answered Yes to any of the above, please provide details and (where applicable) explain what measures have been taken to demonstrate the reliability of the organisation despite the existence	

	of a relevant ground for exclusion? (Self-Cleaning – see description at the end of Part 2)	
--	---	--

Part 2: Exclusion grounds (Evaluation)

All	Pass / fail
	Pass thresholds as follows (where a failure to meet the pass threshold constitutes a fail).
2.1(a)	Answer "no" to all OR where an answer is "yes" provide full details in response to 2.1(b) plus evidence of self-cleaning in response to 2.2 which the authority considers to be sufficient (where applicable). In order to be considered sufficient, you must demonstrate that the self-cleaning measures taken satisfy the minimum points set out below.
2.3(a)	Answer "no" OR where the answer is "yes" EITHER: (a) provide full details in response to 2.3(b) and confirm that you have paid, or have entered into a binding arrangement with a view to paying, the outstanding sum including where applicable any accrued interest and/or fines; OR (b) exclusion would be clearly disproportionate, because: ▪ only minor amounts of taxes or social security contributions are unpaid; AND / OR ▪ you were informed of the exact amount due following the breach of your obligations relating to the payment of taxes or social security contributions at such time that you did not have the possibility of fulfilling your obligations in a manner described 2.3(a) before expiration of the deadline for responding to this questionnaire.
3.1 (except 3.1(g))	Answer "no" to all OR where an answer is "yes" provide full details plus evidence of self-cleaning in response to 3.2 which the authority considers to be sufficient (where applicable). In order to be considered sufficient, you must demonstrate that the self-cleaning measures taken satisfy the minimum points set out below.
3.1(g)	Answer "no" OR where the answer is "yes", there is no conflict of interest which cannot be effectively remedied. You may be excluded if there is a conflict of interest which cannot be effectively remedied. The concept of a conflict of interest includes any situation where relevant staff members (or the authority or any service provider acting for it) have, directly or indirectly, a financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in the context of the procurement procedure. Where there is any indication that a conflict of interest exists or may arise then it is your responsibility to inform the authority, detailing the conflict in response to 3.2.

	Provided that it has been carried out in a transparent manner, routine pre-market engagement carried out by the authority should not represent a conflict of interest for you. The authority may carry out its own conflict of interest assessment once the identity of each Applicant or Bidder is known.
"Self-cleaning" Any Applicant that answers "yes" to any one or more points in Part 2 should provide sufficient evidence (in response to question 2.2 or 3.2, as applicable) that provides a summary of the circumstances and any remedial action that has taken place subsequently and effectively "self-cleans" the situation referred to. The Applicant has to demonstrate that the relevant person has taken such remedial action, to the satisfaction of the authority in each case. In order for the evidence referred to above to be sufficient, the Applicant shall, as a minimum, prove that the relevant person has (as applicable): ▪ paid or undertaken to pay compensation in respect of any damage caused by the criminal offence or misconduct; ▪ clarified the facts and circumstances in a comprehensive manner by actively collaborating with the investigating authorities; and ▪ taken substantial and effective technical, organisational and personnel measures that are appropriate to prevent further criminal offences or misconduct. The measures taken shall be evaluated, taking into account the gravity and particular circumstances of the criminal offence or misconduct. Where the measures are considered by the authority to be insufficient, the Applicant shall be given a statement of the reasons for that decision.	

Part 3: Selection Questions

PART 3: SELECTION QUESTIONS

Section 4	Financial Information	
Question number	Question	Response
4.1	Financial Capability and Capacity	
4.1.1	Please indicate which of the following you have provided to demonstrate your economic / financial standing (and attach the relevant documents to your response):	<i>Please select one and indicate the name / location of the attached documentation</i>
	(a) A copy of the audited accounts for the most recent three years.	
	(b) A statement of the turnover, profit & loss account, current liabilities and assets, and cash flow of trading for the last three years of trading for this organisation.	
	(c) A statement of the cash flow forecast for last three years and a bank letter outlining the current cash and credit position.	
	(d) Alternative means of demonstrating financial status if any of the above are not available (e.g. Forecast of turnover for the current year and a statement of funding provided by the owners and/or the bank, charity accruals accounts, business case or an alternative means of demonstrating financial status).	
	Please respond to question 4.1.1 in respect of the Applicant and (if	

	applicable) in respect of any other person, such as a parent company, that you are relying on in response to question 4.1.2.	
4.1.2	The minimum turnover requirement is equal to or greater than £5 million per annum in any of the two most recent previous financial years. For Micro Enterprises this will be set at £1m. However, where turnover is less than £10 million per annum in both of the two most recent previous financial years, further details are required. For Micro Enterprises this will be set at £500k. Please note that the authority is applying this test over two financial years, given the potential negative impact of the COVID-19 pandemic on the most recent financial year. The authority will interpret the meaning of financial year consistent with your response to question 4.1.1, so (for example) where audited accounts are provided, this would apply to the two most recent financial years of the Applicant (or third party, as applicable) for which audited accounts are available. Please note that where the Applicant is a Consortium, the turnover of Consortium members may be aggregated to respond to this question 4.1.2. Please respond to each of the following:	
	(a) Are you relying on the Applicant to respond to this question 4.1.2, or a third party (such as a parent or group company)?	<i>Answer: Applicant / Third Party</i>

	(b) If you are relying on a third party, please provide their details (or confirm where else in your response those details are provided) and confirm that financial information in respect of that third party has been provided in response to question 4.1.1. If you are not relying on a third party, please state N/A.	<i>Answer: Provide details and confirmation / N/A</i>
	(c) For any of the last two financial years, is your turnover (or the turnover of the third party on whom you are relying) equal to or greater than £5 million?	<i>Answer: Yes / No</i> <i>[Please note that if your answer is No your response will fail]</i>
	(d) If you answered "Yes" to question (c), is the relevant turnover less than £10 million per annum in both of the two previous financial years?	<i>Answer: Yes / No</i>
	(e) If you answered "Yes" to question (d), please provide a detailed statement (in the form of a business case or business development plan) demonstrating that you will be able to scale-up so that you can, from an economic and financial perspective, adequately manage the delivery of contracts of a similar and comparable scale <u>or</u> nature to this project, during both the IPP Phase and the Framework Phase. As part of this statement, please cover: ▪ the generation of sufficient funding (including any credit support arrangements); ▪ the appointment / engagement and development of sufficient internal and / or external resources; ▪ the prospects of winning and delivering work for persons other than the authority and the anticipated impact of this on	<i>Answer: Provide details / N/A</i>

	your business; and ▪ the impact of the COVID-19 pandemic on your business and the prospects for recovery. If you answered "No" to question (d), please state N/A.	
4.1.3	The financial capability will be assessed with a report obtained from Creditsafe. This will be obtained for the person (Applicant or third party) relied on by the Applicant in response to question 4.1.2. Where the Creditsafe score is less than 30, or is not available, the authority will use the most recent financial information provided by you in response to question 4.1.1 to identify or calculate the following (so, where you know this applies to you, please provide indicative details / calculations for each): ▪ net income ▪ adjusted current ratio (i.e. current assets / current liabilities (including debt due between 1 and 2 years)) ▪ capital gearing ratio (i.e. long term total borrowings / equity share capital – where equity share capital includes equity share capital and all reserves and long term total borrowings includes debentures, preference shares, finance leases, loans from group companies and other long term loans) ▪ debt to earnings ratio (i.e. total borrowings / EBITDA -	<i>Answer: provide indicative details / calculations where applicable</i>

	where total borrowings includes debentures, preference shares, finance leases, loans from group companies and other long term loans, as well as all short term borrowings such as overdrafts and EBITDA means earnings before interest, taxation, depreciation and amortisation)	
4.1.4	Where you have relied on a third party in response to question 4.1.2, would that person be willing to provide a guarantee (or equivalent security) to cover the Applicant's performance under the Innovation Partnership Contract and Framework Agreement?	<i>Answer: Yes / No</i> <i>[Please note that if your answer is No your response will fail]</i>
4.2	Insurance	
4.2.1	Please self-certify whether you already have, or can commit to obtain, prior to the commencement of the Framework Agreement, the levels of insurance cover indicated below: SMEs and above Employer's (Compulsory) Liability Insurance = £5m per incident For Micro Enterprises: = £1m - Public Liability Insurance = £10m per incident SMEs and above Professional Indemnity Insurance = £10m and for 12 years after the expiry or termination of such contract	

	• For Micro Enterprises: = £1m	
	• For SMEs and above Product Liability Insurance = £5m per incident • For Micro Enterprises: = £1m	
	Please note it is a legal requirement that all companies hold Employer's (Compulsory) Liability Insurance of £5million as a minimum.	

Part 3, Section 4: Financial information (Evaluation)

All	Pass / fail
	Pass thresholds as follows (where a failure to meet the pass threshold constitutes a fail).
4.1	Financial Capability and Capacity
4.1.1	Response indicates one of (a) to (d) and relevant information is attached.
4.1.2	The turnover of the Applicant (or the third party relied on) is equal to or greater than £5 million per annum in any of the two most recent previous financial years. AND EITHER the relevant turnover is equal to or greater than £10 million per annum in any of the two most recent previous financial years OR the statement provided in response to 4.1.2(e) demonstrates to the authority's satisfaction that the Applicant will be able to scale-up so that it can, from an economic and financial perspective, adequately manage the delivery of contracts of this nature and scale, during both the IPP Phase and the Framework Phase. For Micro Enterprises the levels are £1m for both
4.1.3	EITHER the Applicant's (or relevant third party's) Creditsafe rating is greater than or equal to 30. OR the Applicant's (or relevant third party's) Creditsafe rating is less than 30 or a Creditsafe rating is not assigned but the Applicant (or relevant third party) satisfies ALL of the following, by reference to the most recent financial information provided by you in response to question 4.1.1: ▪ net income is positive for the two most recent previous financial years; ▪ adjusted current ratio is greater than or equal to 1.0 for the two most recent previous financial years; ▪ capital gearing ratio is less than or equal to 1.0 for the two most recent previous financial years; and ▪ debt to earnings ratio is less than or equal to 3.0 for the two previous financial years.
4.1.4	Answer "yes", if applicable to the Applicant (i.e. where a third party is relied on in response to question 4.1.2).
4.2	Insurance
4.2.1	Confirmation that the levels of insurance cover you hold match or exceed the specified level or, if not, that you have the ability to (and commit to) obtain

	such levels if required by us to do so.
--	---

Section 5	Technical and Professional Ability	
	Note: This section has a combination of Information only and weighted questions of a maximum of 20%.	
Question number	Question	Response
5.1	Quality Assurance	
5.1.1	Does your organisation hold a recognised quality management certification for example BS/EN/ISO 9000, use the RIBA Quality Management Toolkit or equivalent? (Yes/ No). If your organisation does not hold a recognised quality management certification, please indicate the reason why.	
5.2	Health and Safety	
5.2.1	Does your organisation have a written health and safety at work policy? (Yes/ No) If your organisation does not have a health and safety at work system please state why Does your organisation have a health and safety at work system? (Yes/ No) If your organisation does not have a health and safety at work system please state why?	
5.3	Environmental Management	
5.3.1	Does your organisation have an environmental management system? (Yes/ No) If your organisation does not have an environmental management system please state why?	

5.4	Supplier Diversity	
5.4.1	Diversity Data - Practice Leadership and Practice Make Up Please complete the Diversity monitoring form provided in the SSQ documents. This information will be held anonymously by the TfL and the GLA. This data is required establish a baseline of who is applying for framework opportunities and to understand the diversity of the framework once appointed. The data will be monitored through different procurement processes	
5.4.2	Equality, Diversity and Inclusion (EDI) Does your organisation have a written equal opportunities and/ or equality diversity and inclusion (EDI) policy, to avoid discrimination? (Yes/ No) If your organisation does not have a written equal opportunities policy, please state why? Do you have an executive sponsor or 'Diversity Champion' (or similar) who provides leadership on diversity issues within your organisation? (Yes/ No) If your organisation does not have a 'Diversity champion' (or similar) please state why? Does your organisation have an EDI Action Plan? (Yes/ No) If your organisation does not have an EDI Action Plan please state why? Does your organisation monitor ethnicity and gender pay gaps? (Yes/ No) If your organisation does not monitor ethnicity and gender pay gaps, please state why?	

	Are you signed up to any of the following inclusive work standards? Note this is for information and monitoring purposes only and won't be scored by the GLA • Mayor's Fund for London's Diversity Pledge • Mayor of London's Infrastructure Pledges • Mayor for London Good Work Standard (Pillar 4) • Business in the Community's Race at Work Charter • EY National Equality Standard • Disability Confident • Stonewall Workplace Equality Index • London Living Wage Please note that we reserve the right to request this information during the SSQ evaluation process.	
5.5	Compliance with Equality Legislation	
5.5.1	Does your organisation have a written equal opportunities policy, to avoid discrimination? If the answer is Yes, provide a copy	
5.5.2	Is it your policy as an employer to comply with the Equality Act 2010, or equivalent in the jurisdiction in which you are based, and is it your practice not to treat one group of people less favourably than others in relation to decisions to recruit, train or promote employees?	
5.5.3	Is your policy on race relations and employment equality set out.	
	(i) In instructions to those employees concerned with recruitment, training and promotion?	
	(ii) In documents available to employees, recognised trade unions or other representative groups of employees?	
	(iii) In recruitment advertisements or other literature?	
	(iv) If we asked, could you provide relevant examples of the instructions, documents, recruitment advertisements or other literature?	

5.6	Miscellaneous	
5.6.1	Please confirm you have had experience of working with contracts subject to the law of England and Wales. Yes/No If No, then explain how you would manage this obligation.	
5.6.2	Have you any material pending or threatened claims, litigation, arbitration, or adjudication, or other legal proceedings where the claim value is in excess of £10m? Yes/No If you answer Yes provide details.	
5.6.3	Provide a summary of your business continuity plan detailing arrangements you have had in place for continuing the delivery of works and/or services during major incidents such as COVID-19. If you cannot provide this now, please confirm you will be able to provide one when requested to do so at ITT stage, or prior to commencement of the Framework, should you be successful.	

Part 3, Section 5: Technical and professional ability (Evaluation)

5.1	Quality Assurance
5.1.1.	Yes or No Response
5.2	Health and Safety
5.2.1	Yes or No Response
5.3	Environmental Management
5.3.1	Yes or No Response
5.4	Supplier Diversity
5.4.1	Equality, Diversity and Inclusion (EDI) No = 0 Yes = 10 Maximum Weighted Score 10%
5.4.2	Please respond with a Yes/ No and Information if requested
5.5	Compliance with Equality Legislation
5.5.1	Yes or No Response
5.5.2	Yes or No Response
5.5.3	Yes or No Response
5.6	Miscellaneous
5.6.1	For information only, but suppliers should note that where the outcome of the claim arises during this procurement process this must be notified to the authority where it results in any change to the information submitted in response to this questionnaire, for example where it results in a change in Creditsafe rating (question 4.1.3) or where it confirms a significant or persistent deficiency in the performance of a substantive requirement under a prior public contract, a prior contract with a contracting entity, or a prior concession contract (question 3.1(i)).
5.6.2	For Information Only
5.6.3	Summary for Information Only

Section 6	Modern Slavery	
Question number	Question	Response
6.1	Are you a relevant commercial organisation as defined by section 54 ("Transparency in supply chains etc.") of the Modern Slavery Act 2015 ("the Act")?	
6.2	If you have answered yes to question 7.1 are you compliant with the annual reporting requirements contained within Section 54 of the Act 2015? Please provide the relevant URL to view the statement.	

Part 3, Section 6: Modern Slavery (Evaluation)

6.1	For information only.
6.2	Pass / fail <u>Pass threshold</u> as follows (where a failure to meet the pass threshold constitutes a fail): Answer "yes" and provide the URL OR answer "no" but provides an explanation that demonstrates, to the satisfaction of the authority, the mitigating factors resulting in the non-compliance and that concrete organisational steps have been taken towards compliance with a suitably robust organisational commitment to ensure compliance as soon as practicable.

Standard Selection Questionnaire 3 – Technical

Incorporates Section 7

Section Weight: 80%

Criticality: A minimum score of 9 – meets requirement - per question must be achieved in order to pass each section.

All Organisations expressing an interest in a Lot will be ranked for that Lot and the highest scoring Organisations in each Lot will be invited to Tender.

SSQ Submissions will be scored within the size of enterprise banding set out in the Instructions to Tender. For example, where a lot reserves places for Micro Enterprises, these Micro Enterprises will be scored against each other not alongside SME+ enterprises.

Submission Instructions

You must adhere to the word/page limits specified within each question.

This completed file must be returned in one of the following formats:

1. WORD (.doc) – please ensure that files are saved in Word 97-2003 Document (.doc) format
2. ADOBE (.pdf) – this is the preferred format, but must only be provided as searchable, unprotected files created by “File > Save As > .pdf” from recent Microsoft Word applications or from a PDF Writer. It is not permissible to provide scanned pdf images, as these are not searchable and may not be possible to read.

The file must be named as follows:

GLA81689_SSQ3_<Bidder Name>

The file size of this document once completed should not exceed five Megabytes (5MB). Larger files may take significant time to open over the internet and cause delays in evaluation. To facilitate a 5MB limit, any permitted images should be compressed to a quality suitable for printing on A4 or A3 paper and viewing on a 1024x768 pixel screen.

Provide your response within the spaces provided below. Do not amend this file in any other way.

Section 7	Technical Capability This section is weighted at 80% broken down as follows: • Question 7.1 – 25% • Question 7.2 – 25% • Question 7.3 – 5% • Question 7.4 – 5% • Question 7.5 – 20% In addition, Applicants must score a minimum score of '9 – Meets requirements' per question to Pass.
	Your tender submission should include one detailed project examples that responds to the Lot description. For each Lot that you have selected please submit one PDF detailing one relevant projects that demonstrate ability, competence and your track record of high quality output in the provision of services as set out in the Lot description. Please include the following information for each project; • Project name and type • Brief description of project and relevant images, photographs and drawings • Client organisation name • Client contact name • Year project started/ended • If you delivered the project as part of a team, please list the other members • The fee value, contract value and state your approach to delivery (with reference to project risks and issues and whether the project was delivered within budget and on time) • Name of your organisation's project lead The information provided will be used to score relevant questions in 1.0 Proposed Methodology and 2.0 Skills & Experience. The projects should be illustrated and explained with images and text (11 point Arial only) on A4 pages. This will total 12 pages. Refer to each sub questions for page limits. The same project example can be submitted in multiple Lot application PDFs, if it is relevant to more than one Lot. <i>Please submit each proposal electronically as an individual PDF</i>

	(OrgName_LotNo.pdf)
--	---------------------

Question: 7.1 Lot Capability Weighting: 25%	Quality of the proposal in response to site context, brief, challenges and added value created We are looking for outstanding site and context-specific responses that address the key challenges presented by individual project briefs and incorporates strong sustainability elements and where possible added value which exceeds expectation compared to most projects of comparable scope. In this section we want to know how you approached meeting the client brief, your design process, design methodology rather than describing the final outcome. We want to know how this project fits into the urban and social fabric of London and the Mayor's priorities. Refer back to Lot descriptions if needed. The London context is often challenging and constrained. We are looking for responses that take the context seriously, make it the basis for the project and show how challenges and constraints were overcome to inform the design process. Response to this section should be a maximum of 4 Pages (A4) single sides (11 point Arial only).
Evaluation Approach	• 0 = Characteristics of unacceptable - no demonstration of a site or context specific solution, no demonstration of sustainability elements or added value • 4 = Characteristics of poor – project example lacks clarity and detail and does not meet all stated requirements • 9 = Characteristics of meet requirements – project example provides satisfactory response and generally meets all requirements but may not provide a detailed response to all or any of the following: site context, brief, challenges, sustainability, added value. • 16 = Characteristics of good – project example provides a clear response in relation to site context, brief, challenges, sustainability and added value • 25 = Characteristics of outstanding/ excellent - project example demonstrates a clear and highly sophisticated response to site context, brief, challenges, sustainability and added value which is over and beyond stated requirements and exceeds expectation
Technical Scoring Threshold	Applicants must score a minimum score of '9 – meets requirement' to Pass.

Question: 7.2 Weighting: 25%	Question Demonstration of design quality, innovation, level of ambition and approach to quality output. We are looking for outstanding design quality where ambition exceeds expectation and the final project response meets the ambition of the client brief. We want to understand how your organisation secures high quality outcomes throughout your involvement in a project. Design quality includes the functional as well as aesthetic quality of the project. It will be evaluated on levels including (as applicable); conceptual, strategic, external, internal, materiality, innovation, execution, communication. Innovation could refer to processes or systems that your organisation have developed to ensure projects anticipates future user and client needs. We are also interested to understand how your designs include provide opportunities to include local community input or input from diverse stakeholders. Level of ambition refers to design solutions and strategic proposals that exceed the basic requirements of a brief and relative to comparable projects. Response to this section should be a maximum of 3 Pages (A4) single sides (11 point Arial only). Where appropriate you may have to refer to examples beyond the single case study.
Evaluation Approach	• 0 = Characteristics of unacceptable - no demonstration of a site or context specific solution, no demonstration of sustainability elements or added value • 4 = Characteristics of poor – project example lacks clarity and detail and does not meet all stated requirements • 9 = Characteristics of meet requirements – project example provides satisfactory response and generally meets all requirements but may not provide a detailed response to all or any of the following: site context, brief, challenges, sustainability, added value. • 16 = Characteristics of good – project example provides a clear response in relation to site context, brief, challenges, sustainability and added value • 25 = Characteristics of outstanding/ excellent - project example demonstrates a clear and highly sophisticated response to site context, brief, challenges, sustainability and added value which is over

	and beyond stated requirements and exceeds expectation
Technical Scoring Threshold	Applicants must score a minimum score of '9 – meets requirement' to Pass.

Question: 7.3 Weighting: 5%	Question Approach to delivery and project management We are looking for sophisticated responses which address and outline an approach towards the issues, common risks, budget and time constraints faced by public sector projects. And suppliers will often be expected to be the lead consultant, subconsultant as required to achieve the brief expertise required. Response to this section should be a maximum of 1 Page (A4) single sides (11 point Arial only)
Evaluation Approach	• 0 = Characteristics of unacceptable - no information provided • 4 = Characteristics of poor - not on time or within budget, with limited account of approach to risks and issues provided • 9 = Characteristics of meet requirements - on time or within budget with a fair account of approach to risks and issues • 16 = Characteristics of good - on time and within budget with a clear account of approach to risks and issues • 25 = Characteristics of outstanding/ excellent - on time and within budget with a clear, robust and sophisticated approach to addressing project risks and issues
Technical Scoring Threshold	Applicants must score a minimum score of '9 – meets requirement' to Pass.

Question: 7.4 Weighting: 5%	Question Approach to working with clients and stakeholders Tender opportunities issued through the framework are likely to be; complex with multi-headed client/stakeholder groups with public sector processes and collaborative working. Applicants therefore should demonstrate their approach and experience of public sector clients and stakeholders or at the very least should demonstrate an awareness of these factors through a concise explanation of the approach to working with client/stakeholder groups. Response to this section should be a maximum of 1 Page (A4) single sides (11 point Arial only)
Evaluation Approach	• 0 = Characteristics of unacceptable - no client or explanation provided • 4 = Characteristics of poor -limited explanation of the approach to working with client and/or stakeholders • 9 = Characteristics of meet requirements - satisfactory explanation of the approach to working with client and/or stakeholders • 16 = Characteristics of good - a clear explanation of the approach to working with clients and stakeholders • 25 = Characteristics of outstanding/ excellent - clear and robust explanation of the approach to working with clients and stakeholders
Technical Scoring Threshold	Applicants must score a minimum score of '9 – meets requirement' to Pass.

Question: 7.5 Weighting: 20%	Question Approach to sustainability Tender opportunities issued through the framework will require design teams to contribute design that support London's ambition to be a Zero Carbon City by 2030 and their schemes should positively contribute to the Mayor's Green New Deal. Applicants therefore should demonstrate their approach to designing sustainable projects. The response should show understanding of the key challenges of delivering a sustainable built environment and demonstrate expertise and/or awareness of some but limited to the following themes: sustainable design solutions, adaptive re-use, circular economy, zero carbon, modern methods of construction, green infrastructure. Response to this section should be a maximum of 3 Pages (A4) single sides (11 point Arial only). Where appropriate you may have to refer to examples beyond the single case study.
Evaluation Approach	• 0 = Characteristics of unacceptable - no demonstration of sustainability elements in project or awareness of challenges • 4 = Characteristics of poor – approach example and response lacks clarity and detail and does not meet all stated requirements • 9 = Characteristics of meet requirements – project example provides satisfactory response and generally meets all requirements but may not provide a detailed response to all or any of the following: site context, brief, challenges, sustainability, added value. • 16 = Characteristics of good – project example provides a clear response in relation to site context, brief, challenges, sustainability and added value • 25 = Characteristics of outstanding/ excellent - project example demonstrates a clear and highly sophisticated response to site context, brief, challenges, sustainability and added value which is over and beyond stated requirements and exceeds expectation

Technical Scoring Threshold	Applicants must score a minimum score of '9 – meets requirement' to Pass.
------------------------------------	---

Transport for London

GREATER**LONDON**AUTHORITY



Volume 2

Requirements Architecture and Urbanism (A+U) Framework

Internal Reference Number: GLA810

Version: V 3.0

Date: September 2021

Transport for London

14 Pier Walk, North Greenwich. London

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.

CONTENTS

1. Lot Structure
2. Lot Descriptions
3. Design Challenges

LOT STRUCTURE				
LOT	NAME	SPACES	SME+	MICRO ENTERPRISES
01	Spatial Policy, Urban Strategies and Research	8	5	3
02	Sustainable Cities	8	5	3
03	High Street and Town Centre Recovery and Transformation	10	5	5
04	Landscape, Green Infrastructure and Public Realm	10	6	4
05	Civic, Cultural and Social Infrastructure	8	5	3
06	Commercial, Workspace and Industrial	8	5	3
			MEDIUM ENTERPRISES +	MICRO & SMALL ENTERPRISES
07	Small Sites Housing	10	0	10 (5/5)
08	Housing and Mixed-Use	12	8	4
09	Transport Infrastructure Interface: Over Station/Station Development (Housing and Commercial)	14	10	4
10	Transport Design: Specialist infrastructure	10	6	4
		98	55	43

LOT DESCRIPTIONS	
LOT 01	Spatial Policy, Urban Strategies and Research
Panel users require services related to the proactive planning and shaping of places, projects and London-wide initiatives. To inform this work, they will commission strategic research, design studies and area-based plans to underpin spatial policy. We require practices and practitioners that are of the highest quality, innovative and with the expertise to support and advise on how to best nurture growth across London. Skills in one or more of the following areas are required: urban design, planning policy, strategic and spatial research, master planning, public realm, landscape design and transport. The practices and practitioners on Lot 01 may be required to: • Prepare briefs for area frameworks, masterplans and development schemes and projects. • Assist and support the development of planning frameworks, including identifying visions, objectives and strategic opportunities. • Produce or advise on urban strategies, area plans and area frameworks. • Develop design-related policies and guidance including design codes in line with the new National Model Design Code and proposed changes to the National Planning Policy Framework (NPPF) aimed at improving the design quality of new development • Advise on the urban design and architectural aspects of schemes seeking planning approval (this includes public inquiries) • Undertake research, evidence gathering, analysis and data presentation to underpin future policy and planning. • Advise on strategic regeneration matters in Greater London. The practices and practitioners will have an excellent understanding of the policy issues and challenges surrounding development and urban design in London, a proven ability to influence, work in partnership with and negotiate with a wide range of stakeholders, and a persuasive, authoritative, flexible and sensitive approach.	
LOT 02	Sustainable Cities
Panel users require services related to the development of a zero carbon and sustainable built environment. Practitioners will have significant grasp of the principles and practices of sustainable city making and will demonstrate the necessary strategic and technical skills and experience at to ensure sustainable principles underpin future developments in London. in line with the Mayor's Green New Deal. We require practices and practitioners that have competencies with regard to both the strategic and technical requirements of delivering built outcomes. The practices and practitioners may be required to: • Draft circular economy strategies. • Design zero carbon spatial strategies. • Contribute to analysis and research to contribute to strategy development. • Develop sustainable urban policy development and guidance.	

- Provide building-specific design advice.

Other projects may include production of guidance and parameters on sustainability of major schemes, transport infrastructure and development proposals, including new-build and retrofits. In each case, the aim is to achieve the highest possible environmental sustainability standards, including environmental resilience, resource consumption, energy use and supply.

Successful applicants to this category might also be required to provide design guidance and advice on delivering sustainable buildings and pieces of city in London.

LOT 03	High Streets and Town Centre Recovery and Transformation
---------------	---

Panel users are responding to the many challenges faced by London's network of high streets and town centres. Panel users require practices and practitioners that are design-led, spatially and contextually aware and able to engage with and build the capacity of local communities; providing intelligent, contextual and high quality architectural and place-shaping advice. Practitioners should be able to support the Mayor and his partners to develop strategies that support the night-time economy, develop frameworks for High street Innovation Zones and 15-Minute City Strategies. Support the delivery of the High Streets for All Mission.

Practitioners will have specialist skills in one or more of the following areas: urban design, place-shaping strategies, masterplanning, architecture, public realm, landscape design, social enterprise, community engagement, cultural animation in the public realm, participative and co-design processes.

The practices and practitioners on Lot 03 may be required to:

- Promote asset-based community development and enterprise projects that stimulate business and economic activity and give a sense of liveliness and vibrancy to vacant premises and under-used spaces.
- Deliver local community engagement and capacity building through long term involvement or short-term interventions.
- Prepare briefs for area frameworks, masterplans and development schemes and projects.
- Review and advise on emerging proposals and planning applications for planning authorities and other stakeholders.
- Design and deliver place-specific, innovative and interactive events in high streets, communities and other public places.
- Advise on the design of buildings and or urban strategies, area plans and area frameworks or masterplans.
- Contribute to the development and implementation of procurement strategies, advising on best practice.

The practices and practitioners will have an excellent understanding of the policy issues and challenges surrounding development in and around High Streets and Town Centres in London, a proven ability to influence, work in partnership with and negotiate with a wide range of stakeholders, and a persuasive, authoritative, flexible and sensitive approach.

Successful applicants to this category might also be required to provide design guidance and advice on the architecture and urban design of major schemes and proposals on High Streets and Town Centres.

LOT 04	Landscape, Green Infrastructure and Public Realm
---------------	---

The panel users are seeking to improve the quality and accessibility of hard and soft public realm and spaces, in London, including streets, squares, green and open spaces and green infrastructure. This work includes developing strategies, generating policies and investing in London's public realm. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable landscape, green infrastructure and public realm schemes across a range of scales.

The practices and practitioners on Lot 04 may be required to:

- Work in a multi-stakeholder environment to deliver briefs.
- Lead a multi-disciplinary team including sub-consultants.
- Develop concept designs.
- Produce feasibility studies.
- Produce detailed designs for the public realm.
- Provide technical and construction information.
- Produce monitoring and maintenance plans.

Additionally, we require practices and people who can provide intelligent analyses and research on public realm, streets and green infrastructure. This may contribute to policy and strategy development for areas within London or the city. An excellent understanding of the current and emerging environmental and transport policy context such as the 'Healthy Streets' agenda is essential.

Successful applicants to this category may also provide design guidance and advice relating to the public realm, streetscape, landscape and green infrastructure elements of major transport and development schemes and proposals.

LOT 05	Civic, Cultural and Social Infrastructure
---------------	--

The panel users require services related to non-residential architectural projects delivered by the public sector and its partners in London. Practices and practitioners must demonstrate experience and expertise in one or more of the following fields: healthcare, education, cultural spaces, civic, community and other social infrastructures. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable civic, cultural and social infrastructure schemes across a range of scales.

Projects to be procured through this lot might include civic buildings, education uses, community uses, cafes, libraries, health centres, faith use, play spaces, recreation and sports facilities. The lot could include projects that support many other local services and facilities that contribute to quality of life. Panel users may also require expertise to integrate non-residential uses within housing schemes.

The practices and practitioners on Lot 03 may be required to:

- Work in a multi-stakeholder environment to deliver briefs.
- Lead a multi-disciplinary team including sub-consultants.
- Develop concept designs.
- Produce feasibility studies.
- Produce detailed designs for civic, cultural and social infrastructure project.
- Provide technical and construction information.
- Produce monitoring and maintenance plans.

Projects may comprise new build works and/or refurbishment and or conversion. Consultants may be required to use Building Information Modelling (BIM) where appropriate.

Successful applicants to this category might also be required to provide design guidance and advice on the architecture and urban design of major schemes and proposals.

LOT 06	Commercial, Workspace and Industrial
---------------	---

The panel users require services related to commercial non-residential architectural projects delivered by the public sector and its partners in London. Practices and practitioners must demonstrate experience and expertise in one or more of the following fields, industrial, workspace, office and retail. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable commercial, workspace and industrial schemes across a range of scales.

Projects might include commercial, industrial and other types as required including civic buildings, education uses, community uses, cafes, libraries, open workspace, health centres, utility buildings, bridges and infrastructure. Panel users may also require expertise to integrate non-residential uses within housing schemes.

The practices and practitioners on Lot 06 may be required to:

- Work in a multi-stakeholder environment to deliver briefs.
- Lead a multi-disciplinary team including sub-consultants.
- Develop concept designs.
- Produce feasibility studies.
- Produce detailed designs for commercial, workspace and industrial projects.
- Provide technical and construction information.
- Produce monitoring and maintenance plans.

Projects may comprise new build works and/or refurbishment and or conversion. Consultants may be required to use Building Information Modelling (BIM) where appropriate.

Successful applicants to this category might also be required to provide design guidance and advice on the architecture and urban design of major schemes and proposals.

LOT 07	Small Sites Housing
---------------	----------------------------

The panel users require services related to the design and delivery of housing on small sites. This scale of delivery is increasingly being brought forward by the public sector and its partners to support the Mayor's plans to deliver new homes across London. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable housing schemes across a range of scales.

Small Sites Housing projects will vary in typology, site condition and with differing models of delivery, from community-led to direct public sector delivery, are expected to be deployed by users of the framework. Projects may include both suburban and urban contexts and there is an expectation that practices will have experience delivering projects on small sites or have experience of designing innovative housing typologies that deploy sustainable methods of construction, and experience of delivering community engagement. Where appropriate, consultants may be required to use Building Information Modelling (BIM).

The practices and practitioners on Lot 07 may be required to:

- Lead a multi-disciplinary team including sub-consultants.

- Produce feasibility studies and development briefs for identified sites.
- Produce detailed designs for small site housing.
- Provide technical and construction information.
- Produce monitoring and maintenance plans.
- Produce design guidance for small sites.
- Design new-build housing on a variety of urban and suburban conditions.
- Develop proposals for retrofit, refurbishment and or conversion.

Projects may comprise new build works and/or refurbishment and or conversion. Consultants may be required to use Building Information Modelling (BIM) where appropriate.

Successful applicants to this category might also be required to provide design guidance and advice on the architecture and urban design of major schemes and proposals.

LOT 08	Housing and Mixed-Use
---------------	------------------------------

The panel users require services related to the design and delivery of housing and housing-led mixed-use developments being brought forward by the public sector and its partners to support the mayor's plans to deliver new homes across London. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable housing schemes across a range of scales.

Housing-led projects will vary in type and scale from a single building to a block, street or neighbourhood. Projects may include both suburban and urban contexts and there is an expectation that practices will have experience delivering projects on small sites; further details will be specified in each tender. Where appropriate, consultants may be required to use Building Information Modelling (BIM).

The practices and practitioners on Lot 08 will undertake commissions to:

- Lead a multi-disciplinary team including sub-consultants.
- Deliver development briefs.
- Produce capacity, viability and feasibility studies.
- Design new-build housing led developments.
- Retrofit, refurbishment and or conversion of existing building stock into housing.
- Design Mixed use and mixed tenure schemes.
- Produce detailed designs for housing and mixed-use schemes.
- Provide technical and construction information.
- Produce monitoring and maintenance plans.

Consultants may be required to use Building Information Modelling (BIM) where appropriate and work across all stages of the RIBA workplan.

Successful applicants to this category might also be required to provide design guidance and advice on the architecture and urban design of major schemes and proposals.

LOT 09	Transport Infrastructure Interface: Over Station/Station Development (Housing and Commercial)
---------------	--

The panel users require services related to design and delivery of housing and housing-led mixed-use developments and non-residential projects being brought forward by the public sector and its partners to support the mayor's plans to deliver new homes across London. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable housing schemes across a range of scales. Practices and practitioners should also be able

demonstrate expertise in commercial and commercially led developments, successfully integrated with, and mutually beneficial to transport infrastructure.

We require practices that are able to deliver:

- concept designs options for sites,
- feasibility studies,
- detailed design through to construction information
- monitoring stages for transport architecture and interchanges projects at small and large scales.

Consultants may be required to use Building Information Modelling (BIM) where appropriate and work across all stages of the RIBA workplan.

This includes station designs for all transport modes, over-station development, interior design and fit out, buildings associated with transport infrastructure requirements, and the public realm immediately associated with transport interchanges. In every case, practices are expected to explore all opportunities to create or reinforce places which are safe, attractive and convenient to use.

LOT 10	Transport Design: Specialist infrastructure
---------------	--

The panel users are committed to upgrading the infrastructure and transport networks supporting London, its functionality, the quality of the user experience and the overall design quality and future proofing.

We require practices to support the improvement of the urban infrastructure and transport network through its functional operation, sensitive design integration with the built environment, future proofing, integration of smart and sustainable cities concepts, improved user experience and accessibility.

Projects and services may include:

- Rail and light rail infrastructure, over and underground, including stations and associated infrastructure such as stabling, vent shafts and maintenance
- Surface transport infrastructure, such as bus stations, garages and shelters, bridges, cycle hire and highway infrastructure
- Infrastructure associated with energy, water and waste management, such as energy and recycling centres and sustainable drainage and flood protection
- Development of strategies, feasibility studies research and analysis
- Design development of projects, both small and large scale
- Market engagement with innovative and emerging industries
- Projects may comprise new build works and/or refurbishment and or conversion.

Consultants may be required to use Building Information Modelling (BIM) where appropriate and work across all stages of the RIBA workplan.

Successful applicants to this category may also provide design guidance and advice relating to the infrastructure elements of major development schemes and proposals.

DESIGN CHALLENGES – ITT STAGE**OVERARCHING THEME: Recovery and Transformation**

The Mayor of London, *Sadiq Khan*, working alongside London Councils and the London Recovery Board has developed 9 recovery missions to support London's recovery from Covid-19. The Architecture + Urbanism Framework will be in operation during the short and medium-term recovery post Covid-19. The A+U Framework Practices and practitioners will require the skills and expertise to respond to the inequalities highlighted by the Covid 19 Pandemic and to support and shape a 'Good' recovery and longer-term transformation. . The framework will also require built environment practitioners with the necessary expertise and experience to support public authorities to respond to the climate crisis.

The A+U Framework can support the renewal and recovery of London post-COVID-19, by accessing and making available the talents, technical skills and expertise that the city needs to recover and sustainably transform. The framework will focus on promoting social value, delivering on the priorities of the emerging ecological urbanism agenda, and design methodologies that champion participation, co-production and meaningful community engagement.

Organisation should refer to principles set out in research documents developed through the Good Growth by Design programme and the challenges and opportunities set out in the Good Growth by Design Recovery Roundtables.

For each Lot, Applicants are asked to respond to a there is a specific question. Where a particular site or context is not provided you may use a site of your choice which is relevant to the lot question. In addition, you may choose to supplement your design proposal with any relevant case studies/projects your practice has previously undertaken. Bidders should ensure responses relate to the overall theme – Recovery and Transformation from Covid-19.

LOT		DESIGN SCENARIO
01	Spatial Policy, Urban Strategies and Research	The Mayor values the positive impact that local communities can have when taking part in the development of local plans and strategic spatial policy. Outline how you would develop either a housing renewal or town centre strategy with effective community participation. Develop an innovative policy approach that will support intensifying uses in your identified location.
02	Sustainable Cities	The Mayor announced his commitment for delivering a Green New Deal for London, set out how innovative design tools might transform a Town Centre within an Opportunity Area into a zero-carbon and sustainable circular economy. Outline a vision or strategy (a spatialised climate change action plan) for this location .
03	High Street and Town Centre Recovery and Transformation	In the High Streets for All recovery mission, there is an expectation that the High Streets will continue to play a critical role in the economic and social life of cities. Therefore, outline a strategy to bring new uses and resilience to an existing Town centre location by for instance by proposing new hybrid formats for an existing anchor department store.

04	Landscape, Green Infrastructure and Public Realm	Streets and roads make up around 80 per cent of all London's public space. Provide a landscape and green infrastructure design response or public realm intervention which aims to promote modal shift and promote cycling and walking to and from a High Street or Town Centre in an outer London location. Your responses could make a specific reference to mayoral priorities such as air quality issues, child friendly city agenda or diversity in the public realm.
05	Civic, Cultural and Social Infrastructure	The Mayor has committed to delivering an Institute of Creative and Cultural Industries in London. Formulate a strategy for this ambitious idea. Your approach should include a rationale for its location and a response to both the overarching theme and context of that location. Due consideration should be given to how it will contribute to the civic, cultural, and social infrastructure of London.
06	Commercial, Workspace and Industrial	As London's economy recovers from Covid-19, there is potential to transform the economy and introduce new more sustainable and circular industrial uses within the city. Formulate a strategy to deliver a new multistorey industrial building, the building should have civic presence and be located near to a transport node. The industrial building should contain spaces for green start-ups/micro enterprises, with provision for SME sustainable manufacturing. The approach should outline how the building would be designed as a circular economy exemplar.
07	Small Sites Housing	For London to meet its housing need, a substantial amount of housing needs to be brought forward on Small Sites. Identify a Small Sites Housing proposal (less than 0.25 acres) near a transport node. Show how you would approach the design of scheme that provides at least 4 family homes. The approach should outline how the building would be designed as a circular economy exemplar and support the Urban Greening Factor.
08	Housing and Mixed-Use	A key priority for the Mayor is to accommodate growth in a sensitive and inclusive way. Whilst there is significant demand for Housing the shape and accommodation of many aspects of the economy is in flux. One of major challenges is to meet London's housing need in a low carbon and sustainable way. Outline how you would approach designing a high density (at least 150 homes), mixed-used development on a site on or near a High Street. Your proposal should follow lifetime Carbon and Circular Economy design approaches.
09	Transport Infrastructure Interface: Over Station/Station Development (Housing and Commercial)	Much of TfL's land is around stations, at the hearts of neighbourhood centres that are adapting and changing to suit the emerging needs of their local communities and London. Supporting this change by integrating transport hubs seamlessly into the neighbourhood is a crucial part of our mission, ensuring they contribute social, economic and environmental value. Using an example site, around Northolt station, we would like bidders to demonstrate how an integrated transport hub can

		help create the neighbourhood centre of the future, building on our Design Principles, Sustainable Development Framework and a vision for the surrounding area.
10	Transport Design: Specialist infrastructure	Please set out your ideas for a new bridge that promotes active transport in east London to improve connectivity, green infrastructure and strengthen local economies.

ARCHITECTURE + URBANISM FRAMEWORK

Equalities and Diversity Monitoring Form

The Mayor is keen to see organisations that reflect London's diverse population. In support of this the Architecture + Urbanism Framework has an objective to address the under-representation of women and people from minority groups in public procurement processes and promote equality of opportunity in accessing public sector work, including broadening the range of suppliers and holding larger practices to account on their diversity commitments.

In order that the GLA and TFL can monitor the make-up of tenderers, please can you indicate below the categories appropriate to the directors/partners/"owners" within your organisation.

There is an option to also provide employee information although this is optional and whilst not a requirement of the A+U Procurement, is encouraged as it will support the delivery of this objective.

Our motivation for collecting this data is to ensure we have the data required to better understand who is applying and accessing public work. We will continue to evolve how we collect this information – therefore if you have any feedback please get in touch at ADUP@london.gov.uk.

Please note: This form relates to section 4.1 in the SSQ.

Tender Opportunity:	Architecture + Urbanism Framework
Lot(s) applied for:	

Name of Company:	
-------------------------	--

How many directors/partners/"owners" do you have?	
How many employees do you have?	

Please indicate how many are in each category:

Category	Subcategory	Directors / Partners / "Owners"	Employees
WHITE	British, Irish, English, Scottish, Welsh, Greek or Greek Cypriot, Turkish or Turkish Cypriot and any other White background		

Category	Subcategory	Directors / Partners / "Owners"	Employees
MIXED	White and Black Caribbean, White and Black African, White and Asian, Black and Asian, Black and Chinese, Black and White or any other Mixed background		
Category	Subcategory	Directors / Partners / "Owners"	Employees
ASIAN OR ASIAN BRITISH	Indian or British Indian, Pakistani or British Pakistani, Bangladeshi or British Bangladeshi, Other Asian and British Asian, Mixed Asian.		
Category	Subcategory	Directors / Partners / "Owners"	Employees
BLACK OR BLACK BRITISH	Caribbean, African, other Black and Black British, Mixed Black		
Category	Subcategory	Directors / Partners / "Owners"	Employees
OTHER ETHNIC GROUPS	Chinese		
	Middle Eastern:		
	Arabian		
	Any Other Ethnic Group		

Category	Subcategory	Directors / Partners / "Owners"	Employees
GENDER	Male		
	Female		
	Non-Binary		

Category	Subcategory	Directors / Partners / "Owners"	Employees
SEXUAL ORIENTATION	LGBTQ+ (Lesbian, Gay, Bisexual, Transgender +)		

As defined by the Equality Act 2010, a person is considered to have a disability if they have "a physical or mental impairment that has a substantial and long-term adverse effect upon their ability to carry out normal day-to-day activities".

Disability	Directors / Partners / "Owners"	Employees
How many consider that they have a disability?		

ETHNICITY CLASSIFICATIONS – CLARIFICATIONS

This guidance provides further clarification on the definition of some of the ethnicity categories.

Under ethnic classification there are 5 main categories; White, Mixed, Asian, Black and Other Ethnic, each of which is sub-divided into more specific categories – these reflect the groupings used in the National Census.

CATEGORIES	DEFINITION INCLUDES
WHITE GROUPS	
Other White	a) All European Countries, all Republics formerly USSR, all states formerly Yugoslavia. b) Australian, New Zealand, Canadian, American, South American, White South African, White Rhodesian. c) Any combination of these white groups – Anglo American, Greek, Norwegian, Swiss, Polish, English, Scottish, Irish, French, Austrian.
MIXED GROUPS	
White & Black Caribbean	Any combination from “White” group together with any from the “Black Caribbean” group, e.g. Anglo Caribbean, Anglo West Indian, Black Jamaican & White, Trinidad & English, British & West Indian, Caribbean English, French Jamaican, Portuguese & West Indian.
White & Black African	Any combination from “Black African” group with any from “White” group, e.g., Black African & American, Afro American, Afro European, Afro White, Nigerian English, Anglo Ghanaian, English Eritrean.
White & Asian	Any combination from “Asian” group with any from “White” group, e.g., American & Indian, Anglo Bangladeshi, Anglo Burmese, Anglo Filipino, Filipino.
Black & Asian	Any combination from “Asian” group with any “Black” group, e.g. African & Asian, Afro Asian, Afro Caribbean & Indian, Indo Caribbean, Caribbean & Indian, Nigerian & Indian, Black Caribbean & Filipino.
Black & Chinese	Any combination of “Black” with “Chinese”, e.g., Afro Chinese, Chinese & Jamaican, Chinese & Mauritian, Black American & Chinese.

CATEGORIES	DEFINITION INCLUDES
Black & White	“Black” not defined as African or Caribbean, with any from “White”, e.g. American & Black, Black American & White Irish, Black & European, Black & Italian, British & Guyanese, Black British & White Asian, Black & Hispanic.
Chinese & White	Any combination of “Chinese” with any from “White” group, e.g., Chinese & French, Chinese & English, Chinese & Welsh, Anglo Chinese, Sino American, Sino European.
Any Other Mixed Background	Other than specified above, e.g., Arab, Anglo Burmese and Italian, Mixed Indian Irish, Anglo-Indo Mauritian, Anglo Tongan, Asian & Iranian, Chinese & Asian, Chinese & Vietnamese, European Arab.
ASIAN GROUPS	
Indian or British Indian	Any description that falls within the geographical boundary of India, e.g. Bengali, Bengal Goan, British Indian, Ceylon, Singhalese, Sri Lankan, Sri Lankan Tamil, Tamil.
Pakistani or British Pakistani	Any description that falls within the geographical boundary of Pakistan.
Bangladeshi or British Bangladeshi	Any description that falls within the geographical boundary of Bangladesh.
Other Asian & British Asian	Any Asian description, other than Indian, Pakistani, Bangladeshi, e.g. Burmese, British Burmese, East African Asian, Hong Kong, Japan, Korea, Malaya, Maldives, Singapore, Thailand, Vietnam.
Mixed Asian	Any mix of countries and descriptions given about or in the geographical boundaries of Asia, e.g., Asian & Pakistani, Indian & Filipino, Sri Lankan & Bangladeshi, Vietnamese & Cambodian, Asian Malay.
BLACK GROUPS	
Caribbean	All islands within the West Indies area marked around the Caribbean Sea, e.g. Jamaican, Grenada. Haiti, Barbuda, Trinidad, Dominican Republic, St Vincent, West Indian, Tobago, Antigua, St Lucia.
African	Any African country, e.g. Kenya, Eritrea, Ethiopia, Ghana, Gambia, Malawi, Mauritius, Namibia, Seychelles, Somalia, Sudan, Uganda, Zambia.
Other Black & Black British	e.g. Aborigine, Black English, Black American, Black Scottish, Black Scottish Ghanaian, British Nigerian, British Somali.
Mixed Black	e.g. African and Caribbean, Somali Jamaican.

CATEGORIES	DEFINITION INCLUDES
OTHER ETHNIC GROUPS	
African (previously not defined)	Any country of origin not included in “Black” group or “White” group, e.g. Algeria, Egypt, Libya, Morocco, Tunisia.
Middle Eastern	All countries identified on world maps as “Middle East”, e.g. Bahrain, Israel, Iran, Iraq, Jordan, Kuwait, Lebanon, Palestine, Persia, Oman, Qatar, Saudi Arabia, Yemen.
Arabian	All countries identified on world maps as Arabian.
Any Other Group	e.g. Chamorro, Fijian, Honduras, Inuit/Eskimo, Maori, Native American Indian, Tonga, Samoa.

APPENDIX A:**Grade Definitions****Partner/Director**

General	For a partnership, a Partner in the practice; for a limited company, any employee who carries the title “Director” (or “Associate Director” or other similar title) and who is normally chargeable to projects. Member of a company generally in overall charge of the management, policy and conduct of the firm’s business including maintaining effective communication channels and is able to commit the company to undertake all major contracts. Responsible for all grades of personnel.
Typical Education /Qualifications and Experience	• Hold appropriate professional qualifications applicable to the discipline commissioned to perform and/or corporate membership of a major institution. • Must have relevant work experience spanning several major programmes. • The ability to demonstrate key involvement in delivering projects of high value and complexity. • Overall responsibility for project(s) and for supervision, control and development of subordinate personnel. • Significant management responsibility and direction within the consultancy including client liaison, specialist skills or experience.
Responsibilities	• Develop client relationships. • Review enquiries for consultancy services, prepare fee proposals and negotiate commissions. • Manage and control all the personnel efficiently, and in compliance with all relevant statutory instruments procedures, rules, regulations, standing orders and instructions and the adopted procurement method. • Develop and maintain effective communication channels, between the consultancy and TfL and external consultants and other bodies as necessary.

	• Ensure that sufficient personnel are assigned for the commission and that they are suitably qualified and motivated to perform the duties allocated to them. • Oversee all commission activities and ensure full adherence. • Comply with all the projects safety and quality assurance procedures and requirements, including audits, and ensure that all consultancy personnel do likewise. • Facilitate and ensure that training needs, both personal and that of the consultancy personnel, are identified and addressed.
--	---

Principal Consultant

General	Reporting to Partner / Director. Member of a company who is able to deputise for the Director. The person will have the ability to manage and control teams and ensure that there are sufficient teams of personnel assigned to commissions. Responsible for all grades of consultants and support staff.
Typical Education /Qualifications and Experience	• Hold appropriate professional qualifications applicable to the discipline commissioned to perform and/or corporate membership of a major institution. • Must have relevant work experience spanning several programmes. • The ability to demonstrate key involvement in delivering projects of high value and complexity. • Must have technical skills appropriate to the discipline. • Responsibility for project(s) and for supervision, control and development of junior personnel. • Significant management responsibility and direction within the Consultancy including client liaison, specialist skills or experience.
Responsibilities	• Deputise for the Partner/Director on all aspects of the project. • Manage and control a team(s) of consultants effectively and in compliance with all relevant procedures, rules, regulations, standing orders and instructions and the adopted procurement method. • Communicate effectively with other members of the project team and with other TfL departments and external consultants and bodies where necessary. • Ensure that sufficient personnel are assigned for the commission and that they are suitably qualified and motivated to perform the duties allocated to them. • Supervise, control and develop personnel assigned

	• Ensure that the team's activities meet the objectives of the commission. • Comply with all the project's safety and quality assurance procedures and requirements and ensure that all team members do likewise. • Ensure that all appropriate training, both personal and that the team personnel, is undertaken.
--	---

Senior Consultant

General	Reporting to Partner / Director or Principal Consultant. Person holding corporate membership of a professional body recognised by TfL/GLA and has the ability to demonstrate key involvement in delivering projects of high value and complexity. Responsible for all grades of consultants and support staff on behalf of the Director/Partner.
Typical Education /Qualifications and Experience	• Hold appropriate professional qualifications applicable to the discipline commissioned to perform and/or corporate membership of a major institution. • Must have relevant work experience spanning several programmes / projects • The ability to demonstrate key involvement in delivering projects of high value and complexity. • Must have substantial experience and technical skills appropriate to the discipline. • Responsibility for project(s) and for supervision, control and development of junior personnel. • Significant management responsibility and direction within the organisation including client liaison, specialist skills or experience.
Responsibilities	• Deputise for the Partner/Director or Principal Consultant on all aspects of the Project. • Manage and control a team(s) of consultants effectively and in compliance with all relevant procedures, rules, regulations, standing orders and instructions and the adopted procurement method. • Communicate effectively with other members of the Project Team and with other TfL departments and external consultants and bodies where necessary. • Ensure that sufficient personnel are assigned for the

	commission and that they are suitably qualified and motivated to perform the duties allocated to them. • Supervise, control and develop personnel assigned • Ensure that the team's activities meet the objectives of the commission. • Comply with all the project's safety and quality assurance procedures and requirements and ensure that all team members do likewise. • Ensure that all appropriate training, both personal and that the team personnel, is undertaken.
--	---

Consultant

General	Reporting to Principal Consultant / Senior Consultant. A person with the ability to assist in the management and control of a project team to ensure delivery of the required projects. Responsible for Junior Consultant / administration staff
Typical Education /Qualifications and Experience	• Hold appropriate professional qualifications applicable to the discipline commissioned to perform and/or corporate membership of a major institution. • Must have relevant work experience spanning several projects • Must have some transport experience and technical skills appropriate to the discipline. • Responsibility for project(s) and for supervision, control and development of junior personnel.
Responsibilities	• Deputise for the Principal Consultant/ Senior Consultant on all aspects of the project. • Assist in the management and control of a project team of consultants to ensure efficiency and compliance with all relevant procedures, rules, regulations, standing orders and instructions and the adopted procurement method. • Communicate effectively with other members of the Project Team and with other TfL departments and external consultants and bodies as necessary. • Supervise, control and develop personnel assigned. • Ensure that own and assigned personnel activities meet the objectives of the commission. • Comply with all safety and quality assurance requirements and ensure that all team personnel to likewise • Ensure that all appropriate training, both personal and that of assigned personnel, is undertaken.

Junior consultant

General	Reporting to Senior Consultant/Consultant. A person with the relevant experience capable of working on some aspects of the delivery of the required project. Responsible for support staff.
Typical Education /Qualifications and Experience	• Must have relevant work experience in at least one completed project.
Responsibilities	• Assist the Consultant where appropriate. • Supervise the support staff assigned (if appropriate). • Work in compliance and ensure that all assigned personnel comply with all relevant procedures, rules, regulations, standing orders and instructions and the adopted procurement method. • Ensure that own and assigned personnel's activities meet the objectives of the commission. • Comply with all safety and quality assurance requirements and ensure that all assigned personnel do likewise. • Ensure that all appropriate personal training is undertaken.

Appendix B: Reserved Information

Instructions

All bidders must notify TfL within this appendix (on the Reserved Information sheet of this workbook) of any information that they intend to submit during the procurement process, which they consider to be eligible for exemption from disclosure under the Freedom of Information Act (FOIA).

All such information must be referred to as reserved information. All information not identified as reserved information in this appendix will be made available by TfL on request.

Information which the bidder wishes to put forward as reserved information must clearly describe, with supporting detail:

- (a) The information itself, or class(es) of information; and
- (b) Why the bidder considers the information to be 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;
 - (iii) The information will be disclosed by you to TfL, *and* the nature of the information together with 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; and/or
 - (v) Any other specific exemption under the FOIA.

TfL may disclose your reasons for exemption and any additional or supporting information as reserved information.

Bravo Project No. 18341
TfL Ref. PRO1626

GREATER **LONDON** AUTHORITY

Transport for London



Volume 1 The Invitation to Tender Architecture and Urbanism (A+U) Framework

TfL Reference Number: GLA81869

Version: 5.0

Date: 17th June 2022

Transport for London

14 Pier Walk, North Greenwich, London, SE10 0ES

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.

Table of Contents

1	Introduction	5
1.1	Document Structure	6
2	Background	8
2.1	Introduction	8
2.2	Transport for London – Overview.....	8
2.3	Further Information	8
3	The Procurement Process	10
3.1	Introduction	10
3.2	The Procurement Process	10
3.3	Format of Tenders	11
3.4	Bidders' Costs.....	11
3.5	Procurement Timeline	11
3.6	Clarifications	12
3.7	Presentations / Clarifications	13
3.8	Compliant Tenders.....	13
3.9	Submission Arrangements and Administrative Instructions	13
3.10	Rejection of Tenders.....	14
4	Bidders' TENDERS.....	15
4.1	Introduction	15
5	Response Evaluation.....	18
5.1	Introduction	18
5.2	Abnormally Low Tender	20
5.3	ITT Weightings Guidance	21
6	Notice to Bidders	28
6.1	Confidentiality	28
6.2	Freedom of Information.....	28
6.3	Equality and Diversity	30
6.4	Disclaimer	31
6.5	Good Faith	32
6.6	Accuracy of Information	32
6.7	Intellectual Property Rights	32

6.8	Changes in Circumstances	33
6.9	Conflict of Interest	34
6.10	Bid Costs	34
6.11	Selection of Suppliers	34
6.12	Data Transparency	34
7	FORM OF TENDER.....	35
8	Conflict of Interest Declaration.....	38
9	Non-Collusion Declaration.....	40

List of Tables

Table 1:	Procurement Timetable	12
Table 2:	Lot Structure	17
Table 3:	Evaluation Table	23

Appendices

Appendix A: Framework Response Template

Appendix B: Reserved Information

1 INTRODUCTION

Overview

This Invitation to Tender (ITT) is being issued to those bidders who have qualified for this procurement advertised in the UK Find a Tender Service (FTS) Reference No. 2021/S 000-025709.

This procurement has been instructed by the Greater London Authority (GLA). The procurement process is being conducted by Transport for London (TfL) on behalf of the GLA. The Architecture and Urbanism (A+U) Framework will be a joint GLA and TfL Framework Panel.

This ITT forms part of a competitive procurement for the award of a Framework Agreement for “Architecture and Urbanism Framework” and is to be conducted in accordance with the Restricted Procedure, under Directive 2014/24/EU (public) on the award of public sector contracts, as implemented in the UK by the Public Contracts Regulations 2015.

This procurement is being conducted in accordance with Transport for London’s and the GLA’s drive to deliver best value whilst meeting its own requirements. At the end of this procurement process, TfL and GLA may choose to award Framework Agreements. Any Framework Agreements which Transport for London/GLA awards, will be to the bidders who submitted the most economically advantageous tenders.

You are required to respond to all sections of this ITT.

1.1 Document Structure

This ITT contains 5 volumes. These are:

1. Volume 1 – Invitation to Tender
2. Volume 2 – Specification
3. Volume 3 – EDI Action Plan
4. Volume 4 – Pricing Schedule
5. Volume 5 – Terms and Conditions of the Framework Agreement

Volume 1 (The Invitation) includes sections as set out in the Table of Contents of this document.

Volume 2 (Specification) sets out GLA/ TfL's requirements for the Scope of Services to be provided per Lot and the design challenge specification, including associated technical scoring criteria.

Volume 3 (EDI Action Plan) sets out the instructions and template for bidders to complete the EDI Action Plan.

Volume 4 (Pricing Schedule).

Volume 5 (The Draft Framework Agreement) will form the basis for the contract between Transport for London and the successful bidder and contains the following:

- Terms and Conditions
- Schedule 1 - Key Agreement Information
- Schedule 2 - Special Conditions Of Agreement
- Schedule 3 – Framework Services
- Schedule 4 – Rates
- Schedule 5 – Request Form Templates
- Schedule 5a - Request Form (Identified Service Provider)
- Schedule 5b - Request Form (Mini-Competition)
- Schedule 6 - Call-Off Contract Templates
- Schedule 6a - Call-Off Contract – Draft Template
- Schedule 7 - Form For Variation Templates
- Schedule 7a - Form For Variation
- Schedule 7b – Call-Off Contract Variation

You should note that the scope of services per lot listed in Volume 2 of this ITT will ultimately form Schedule 3 of the contract and the successful bidder(s) will be required to carry out the Services in accordance with the terms of the Framework Agreement.

2 BACKGROUND

2.1 Introduction

This section provides you with background information on the Architecture and Urbanism (A+U) Framework tender, which is being led by TfL and the GLA.

TfL is conducting a competitive tender for this contract for a duration of 3 years with an option to extend for up to a further 1 year.

2.2 Transport for London – Overview

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 6,000 traffic lights, TfL also regulates London's taxis and private hire vehicles and the Congestion Charge scheme.

Further background on what TfL does can be found on the TfL website here:

<https://tfl.gov.uk/corporate/about-tfl/what-we-do>

2.3 Further Information

Further information on TfL can be found on the following website, and TfL expects that you will review the publicly available material relating to various aspects of this procurement.

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

2.4 Greater London Authority (GLA) - Overview

The Greater London Authority (GLA) was established by the GLA Act 1999. GLA is a unique form of strategic citywide government for London. It is made up of a directly elected Mayor - the Mayor of London - and a separately elected Assembly - the London Assembly.

Further background to the GLA can be found here:

<http://www.london.gov.uk/about-us>

3 THE PROCUREMENT PROCESS

3.1 Introduction

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

3.2 The Procurement Process

TfL is conducting this procurement through the restricted procedure to identify a service provider(s) for the A+U Framework requirement.

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

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

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

3.3 Format of Tenders

The format for your tender can be found in Section 4.

3.4 Bidders' Costs

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

3.5 Procurement Timeline

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

Table 1: Procurement Timetable

Procurement activity	Timeframe guide
ITT Issued	17 JUNE 2022
ITT clarification deadline	11 JULY 2022 at 18:00
Tenders due	22 JULY 2022 at 18:00
Evaluation of tenders	AUGUST to SEPTEMBER 2022
Notify bidders	OCTOBER 2022
Standstill Period	OCTOBER 2022
Preferred bidder confirmation of commitments, contract signing	NOVEMBER 2022
Contract start and mobilisation	NOVEMBER 2022

3.6 Clarifications

PLEASE NOTE: You must submit any questions relating to this ITT via the clarifications facility on TfL's e-Tendering portal (found at: <https://procontract.due-north.com>) no later than the ITT clarification deadline set out in Table 1 (Procurement Timetable) of paragraph 3.5.

Subject to the provisions in paragraph 3.9, TfL/GLA will endeavour to respond within [**five** (5) working days] to clarification questions, which have been transmitted to TfL via the TfL e-Tendering portal prior to the ITT clarification deadline set out in Table 1 (Procurement Timetable) of paragraph 3.5.

You should be aware that:

- if, in TfL's view, questions are of a general nature, TfL will provide copies of questions in a suitably anonymous form, together with answers, to all bidders;
- if, in TfL's view, questions are of a specific nature, TfL will provide copies of questions, together with answers, only to the bidder seeking clarification; and

- the clarification process will be conducted on the basis of the equal, transparent and non-discriminatory treatment of bidders.

PLEASE NOTE: TfL reserves the right not to answer ITT clarification questions, which it receives after the ITT clarification deadline set out in Table 1 (Procurement Timetable) of paragraph 3.5.

3.7 Presentations / Clarifications

As detailed in Table 1 (Procurement Timetable) of paragraph 3.5 above, TfL reserves the right to conduct Presentation / Clarification meetings as part of the evaluation process. TfL may clarify elements of your or other bidders' submissions and reserves the right to:

- re-visit the evaluation scoring; and
- ask further clarification questions.

3.8 Compliant Tenders

A compliant tender must:

- comply with the submission arrangements and conditions set out in Section 3.9 (Submission Arrangements and Administrative Instructions) below; and
- address all category modules as further described in Section 4 (Bidders' Tenders) of this Volume 1.

3.9 Submission Arrangements and Administrative Instructions

This paragraph describes submission arrangements for bidders' tenders.

You must upload your tender to the online e-Tendering portal at <https://procontract.due-north.com>

For help on uploading your tender, please refer to the video tutorials, FAQ's and help pages found in the Help Centre 'Responding to Tenders' section of the e-tendering website <https://supplierhelp.due-north.com/>.

If you encounter any problems please, first refer to the above referenced FAQ's and video tutorials. If the problem persists please contact 'log a ticket' on the supplier support portal (<http://www.proactis.com/Support>) in good time and inform the relevant tender co-ordinator of your issue. 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. If you encounter a problem with using the e-procurement system website that will

prevent you from completing the ITT before the closing date and time you must:

Log the problem with the e-procurement website helpdesk taking note of the time and contact details at the helpdesk, and contact the below named point of contact.

The point of contact for this procurement process is:

Shaheen Lodhi – Senior Category Manager - Consultancy
Transport for London
shaheenlodhi@tfl.gov.uk

All documents, which comprise your tender, must be received by TfL no later than **18:00 on 22 JULY 2022**. You are advised to upload your tender allowing an adequate amount of time before this deadline in order to ensure that there is sufficient time to overcome any IT problems, which may accompany the uploading of the tender. **PLEASE NOTE:** TfL reserves the right to reject any tender, if it has been received after the deadline set out in this paragraph 3.9.

You must provide clear contact details for any post-submission clarification questions that TfL may have and ensure adequate staff cover during the evaluation period.

3.10 Rejection of Tenders

Tenders may be rejected if:

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

4 BIDDERS' TENDERS

4.1 Introduction

The purpose of this section is to provide you instructions on how to structure and present your tender to enable TfL to carry out its evaluation of your tender.

Please adhere to submission requirements for each section for the format and maximum length of documentation. You should also place emphasis upon brevity and clarity in all aspects of your tender. Tenders should also be concise, contain only relevant information and be structured to reflect the category and modular structure of this ITT. You should note that:

- all documents and materials, which comprise the tender, must be written in English;
- the tender must contain table of contents, which includes all appendices that detail each part of your tender;
- the response to each module of the ITT must begin on a new page and must be in the sequence set out in this Volume 1;
- the name and number of the relevant module of the ITT must appear at the top of each page of the part of the your tender, which relates to that module;
- all additional information, which is outside the scope of the information specifically requested in the modules, must be in clearly referenced annexes. However, TfL reserves the right not to take the additional information into account, when it evaluates the tender; and
- all tenders become the property of TfL upon submission and will be subject to the Freedom of Information Act 2000 (see [Paragraph 6.2](#) for further details).

Your tender must comprise three (3) elements:

- The Technical Submission
- The Financial (price) Submission
- The Commercial Submission.

The Technical Submission must cover all the Services.

The Financial Submission will consist of your response to the Pricing Template set out in Volume 4.

The Commercial Submission will consist of your response to the draft Framework Agreement acceptance of Terms & Conditions, completed Reserved Information schedule and completed Form of Tender.

Your tender should demonstrate your ability to meet the requirements listed in Volume 2 (The Requirements) and your proposals for doing so.

4.2 Lot Structure

The A+U Framework is organised into 10 different categories of work or 'Lots' with each one requiring a particular type of architecture, design and/ or urbanism expertise. The table below clarifies the maximum amount of bidders that will be awarded a place per Lot. These will be the top ranked bidders in both technical and commercial scores combined.

In line with the A+U Framework's strategic objective to broaden the range of suppliers on the framework and access to public sector opportunities, a specific number of spaces have been reserved per lot for bidders classified as micro and/or SME, depending on lot size and scope. These spaces will be awarded first to the highest ranking eligible bidders. All remaining bidders will then ranked and allocated the remaining spaces. The number of reserved spaces per lot is identified in the Table 2 below.

LOT	Final Spaces	
	Total No. Spaces ¹	Reserved Micro/ SME Spaces ²
1 Spatial Policy, Urban Strategies and Research	8	3
2 Sustainable Cities	5	2
3 High Street and Town Centre Recovery and Transformation	10	5
4 Landscape, Green Infrastructure and Public Realm	10	4
5 Civic, Cultural and Social Infrastructure	10	5
6 Commercial, Workspace and Industrial	8	3
7 Small Sites Housing	10	10
8 Housing and Mixed Use	12	4
9 Transport Infrastructure Interface: Over Station/ Station Development	14	4
10 Transport Design Specialist infrastructure	10	4
TOTALS	97	44

Notes:

[1] This column indicates the total number of spaces per lot, regardless of bidder size. TfL/GLA reserve the right to amend the maximum amount of bidders based upon the combined technical and commercial scores.

[2] This column indicates the number of reserved spaces per lot and the minimum number of micro and/or SME bidders that will be awarded a place.

TABLE 2 – Lot Structure

5 RESPONSE EVALUATION

5.1 Introduction

The evaluation process will be conducted in a fair, equal and transparent manner in accordance with UK and EU procurement rules.

The award criteria have been developed to assist TfL/GLA in deciding which bidders to award a contract to on the basis that their response represents the most economically advantageous tender. The award criteria are for use by those bidders, who have been invited to tender for the proposed contract, their professional advisers and other parties essential to preparing responses to the ITT and for no other purpose.

For Restricted procedures:

TfL/GLA reserves the right to revisit the responses to any questions asked in the SSQ to ensure that any changes to suppliers' circumstances are taken into account during the tendering evaluation. You are required at all times during the tender process to inform TfL/GLA of any changes to your circumstances, which changes impact on your response to the SSQ, your selection or your suitability to tender. Tenders will be rejected from the evaluation process, where a bidder subsequently fails a SSQ selection criterion due to a change in circumstance. At a later stage you may be asked to confirm that there has not been a material change to:

- information you provided at pre-qualification stage which may impact on your eligibility to tender, or
- your tender, which may change the evaluation results.

Failure to disclose all material information (facts that we regard as likely to affect our evaluation process), or disclosure of false information at any stage of this procurement process may result in ineligibility for award. You must provide all information requested and not assume that TfL has prior knowledge of any of your information.

We actively seek to avoid conflicts of interest and reserve the right to reject tenderers as ineligible where we perceive an actual or potential conflict of interest. You must advise and discuss all potential conflicts of interest with the TfL contact named in Paragraph 3.6 prior to submission of your completed tender.

Completed tenders will be evaluated by TfL Procurement and Commercial and GLA staff, supported by other experts:

- each question will be scored as indicated;
- pass/fail criteria will apply as indicated, and failures will be allocated where threshold scores for failure are indicated;
- indicated weightings will be applied to scored responses, and those tenders with no fails will be ranked;
- selection criteria (SSQ) will be revisited, and any changes verified for continuing eligibility to tender;
- Bidders must achieve a minimum of 50% in the technical submission to pass.

Volume 2, clarifies the maximum amount of bidders that will be awarded a place per Lot. These will be the top ranked bidders in both technical and commercial scores.

In line with the A+U Framework's strategic objective to broaden the range of suppliers on the framework and access to public sector opportunities, a minimum number of spaces have been reserved per lot for bidders classified as micro and/or SME, depending on lot size and scope. These spaces will be awarded first to the highest ranking eligible bidders. All remaining bidders will then be ranked and allocated the remaining spaces. Volume 2 clarifies the number of spaces reserved per lot.

However, TfL/GLA reserve the right to amend the above maximum amount of bidders based upon the combined technical and commercial scores.

The Technical Submission must respond to the Design Challenge set out in Volume 2 with reference to the Services set out in the associated Lot Description and should be structured into the categories specified in 5.3 of this Volume 1.

The Financial Submission will consist of your response to the Pricing Template set out in Volume 4.

The Commercial Submission will consist of your response to the draft Framework Agreement acceptance of Terms & Conditions, completed Reserved Information schedule and completed Form of Tender.

Your tender should demonstrate your ability to meet the requirements listed in Volume 2 (The Specification) and your proposals for doing so.

5.2 Abnormally Low Tender

Your price 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 price proposal received from all bidders, with reference to the methods proposed by you.

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

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

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 tender 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 tender.

5.3 ITT Weightings Guidance

Table 3 – ITT Evaluation Weightings

Submission	Module Name and Description	Category Weighting		Overall Weighting
SSQ Criteria Revisited	Selection SSQ Criteria	Pass/ Fail		Pass/ Fail
Technical	<u>Design Challenge Response</u> (Design Methodology, Skills and Experience)		70%	75%
	Quality of Proposal	55%		
	Social Value	10%		
	EDI	5%		
	EDI Action Plan (Practice Policies and Systems)	5%	5%	
Financial		25%		25%
Commercial		Pass/ Fail		Pass/ Fail

5.4 Technical Submission Requirements

Please refer to Volume 2 for the detailed evaluation criteria.

5.5 Financial Submission Requirements

Commercial Scoring Method - Inverse pricing proportion

Evaluation of the Bidder's commercial submission will involve checking:

- (i) that every rate required has been entered by the Bidder;
- (ii) that there are no obvious anomalies; and
- (iii) that there are no qualifications in the Tenders.

The Authority will seek to clarify and understand any anomalies it finds.

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

This will be used per Grade where marks will be allocated as per the weighting:

Commercial Capability	Scoring (25%)
Director	2%
Principle Consultant	7%
Senior Consultant	7%
Consultant	7%
Junior Consultant	2%

The difference in % weighting for the various Grades reflects that the majority of business requirements involve those Grades allocated the higher weighting.

Rates will be scored on a Lowest Rate = Highest score basis:

In the case of the Consultant schedule of rates the maximum number of points will be given to the lowest rate proposed. All other offers receive points in inverse proportion, e.g. according to the following formula:

$$p = y * t/z$$

where:

p = points for the offer being evaluated

y = maximum number of points for the offer

t = price of the lowest priced rate

z = price of the rate being evaluated

Costs of Employment to the Bidder for all consultants

Calculate your maximum cost of employment at Partner/Director, Principal Consultant, Senior Consultant, Consultant and Junior Consultant grades by Lot. Please be reminded when determining your maximum charge-out rates that your commercial submission is worth 25% of your total score.

A “standard” day is defined as a minimum of 8 hours, with additional time as reasonably required, between the core hours Monday to Friday between 8 am and 8 pm.

Bidders should assume there are 232 working days in the year in calculating daily costs and rates for this ITT.

The costs required under the section are the payroll costs for each grade and sub-category, which must expressly include as a minimum the items listed below:

- basic salary,
- bonuses/commissions etc,
- National Insurance Contributions, or Social Security costs, or equivalent,
- employers pension contributions,
- other employee benefits such as private health Insurance, and
- company car allowance.

Standard Percentage Mark Up

For each grade in each Lot you are applying for please provide your standard percentage mark-up for overheads to include:

- expenses (e.g. travel costs)
- facilities including accommodation, utilities, software and hardware, etc.
- training costs
- company equipment such as mobile phones
- professional subscriptions paid by the company)
- insurance cover
- quality inspection and reviews
- support staff

Any incidental expenses (travel, photocopying, etc) and ongoing management/supervisory/quality assurance costs involved in administering this framework agreement and any subsequent call-off contracts should be included under this heading.

For each grade (irrespective of Lot) please provide your standard percentage mark-up to cover profit.

Percentage mark ups are capped for the Framework across categories for the life of the Framework.

Charge-out rates

TfL requires all Bidders to submit their maximum charge-out rates for each Lot and grade (Partner/Director, Principal Consultant, Senior Consultant, Consultant and Junior Consultant). Full descriptions of the roles covered by these grades are detailed in Appendix A.

TfL wishes to gain an understanding of the structure of the charge-out rates so that it can work closely with selected Bidders in order to realise the best possible value for money for each Call-off Contract.

For the purposes of this model, TfL will assume that daily charge-out rates for each role can be calculated by applying the percentage mark up to the daily costs of employment. i.e. Maximum Charge-out (Day) rate = (Costs of Employment) x (% Overhead + % Profit)

Grade	Employment Cost	Overhead (%)	Profit (%)	100% + (Total percentage mark up)	Charge out (Day) rate GBP
a	b	c	d	$E=100\%+c+d$	$F=(b \times e)$
Consultant	400	10%	8%	118%	472
Director	600	12%	10%	122%	732

Participating Bidders will be notified via TfL's e-tendering portal of the evaluation outcome and final decision on framework award. TfL reserves the right to request 'Best and Final Offers' from Bidders before making a final decision.

During the course of our evaluation of tenders, you may be asked to answer questions about your submissions and other matters related to your bid. You must respond to such questions as quickly as possible but, in any event, within 2 working days or, if a deadline is specified, responses must be submitted by that deadline. Failure to respond may result in us rejecting the tender. Any amendments to the tender proposal arising from these discussions with you will be taken into account in the final evaluation.

5.6 Other:

Assessment Criteria Overview of the Programme

The A+U Framework will operate using a streamlined award criterion consisting of 5 distinct categories across the 3 stages of procurement (SSQ, ITT and Call Off).

Efforts have been made to ensure there is no duplication of information requested at each stage, with each stage in the process providing the opportunity to request an additional layer of detail/ sophistication as required.

		Weighting by Procurement Stage				
		SSQ ¹	ITT ²	Call-Off ³		
				Direct Award (< £75k)	Mini Competition (£75k-£150k)	Mini Competition (>£150k)
Assessment Category	Design Methodology	30%	55%	Pass/ Fail	55%	55%
	Skills & Experience	50%	15%	Pass/ Fail	25%	25%
	Practice Policies & Systems ⁴	20%	5%	N/A	N/A	N/A
	Diversity Monitoring ⁵	Pass/ Fail	Pass/ Fail	N/A	N/A	N/A
	Financial	Pass/ Fail	25%	Pass/ Fail	20%	20%

Notes:

[1] These are the weightings that were applied at SSQ stage for each of the assessment categories.

[2] These are the weightings that will be applied to this ITT stage for each of the assessment categories.

[3] These are the weightings that will be applied at Call-Off stage once the framework is in use for each of the assessment categories. These weightings are mandatory and are proportional to the fee and size of projects being procured. Further information on operation of Call-Off stage will be available in the A+U Framework User Guide.

[4] Monitoring of EDI Practice Policies & Systems will be carried out at framework level annually through the completion and updating of the EDI Action Plan submitted by suppliers at ITT stage.

[5] Diversity monitoring will be carried out at framework level annually.

6 NOTICE TO BIDDERS

6.1 Confidentiality

The contents of this ITT are strictly confidential and shall not be disclosed to any third party other than for the purpose of developing your proposal, after having obtained a similar obligation from that third party to treat any such information disclosed as strictly confidential. Furthermore, you shall not disclose any details of its proposals to any other person.

You should be aware that this ITT and any response to this ITT may be disclosed under the Freedom of Information Act 2000 or the Environmental Information Act 2004.

6.2 Freedom of Information

In relation to this ITT bidders shall provide all assistance reasonably requested by TfL to ensure that TfL complies with the Freedom of Information Act 2000 (FOIA) and/or the Environmental Information Regulations 2004 (EIR) and all related or subordinate legislation.

TfL and its subsidiaries are obliged by law under FOIA/EIR to supply the public with information relating to all areas of its work and are under a duty to operate with openness and transparency unless an exemption applies.

TfL shall be responsible for determining whether information is exempt information under the FOIA/EIR and for determining what information will be disclosed in accordance with the legislation. Further information is available from: www.tfl.gov.uk/foi

An individual may request:

- to be informed whether TfL holds information of the description requested; and
- if so, to have that information communicated to him or her.

Without prejudice to TfL's rights and obligations under the FOIA/EIR, you should be aware that the rules about disclosure apply regardless of where the information held by or on behalf of TfL originated from, and as such the following types of information (without limitation to the generality of the foregoing) may be subject to disclosure:

- information in any tender submitted to TfL;

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

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

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

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

Additional information and guidance:

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

6.3 Equality and Diversity

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

TfL/GLA will proactively conduct its procurement process in line with the GLA Group's Responsible Procurement Policy. Within its obligations as a Best Value authority, and in compliance with EU and UK legislation, TfL/GLA will adopt the principles of 'Reduce, Reuse, Recycle' and 'Buy Recycled'. TfL/GLA is committed to applying these principles in its procurement of goods, works and services, where the required criteria for performance and cost effectiveness can be met. TfL will actively promote 'Responsible Procurement' throughout its supply chain.

Further details on TfL's policies on Responsible Procurement can be found on TfL's website at:

<https://tfl.gov.uk/corporate/publications-and-reports/procurement-information?intcmp=3408>

TfL/GLA expects its suppliers to have in place and implement policies to promote these principles.

6.4 **Disclaimer**

Neither the receipt of this document by any person, nor the supply of any information is to be taken as constituting the giving of investment advice by TfL/GLA or any of its advisers to any bidder.

Information provided does not purport to be comprehensive or verified by TfL/GLA or its advisers. Neither TfL/GLA nor its advisers accept any liability or responsibility for the adequacy, accuracy or completeness of any of the information or opinions stated in the ITT documents.

No representation or warranty, express or implied, is or will be given by TfL/GLA or any of its officers, employees, servants, agents or advisers with respect to the information or opinions contained in the ITT or on which the ITT is based. Any liability in respect of such representations or warranties, howsoever arising, is hereby expressly disclaimed but nothing in this ITT shall exclude or restrict liability for fraudulent misrepresentations.

No information in this document is, or should be relied upon as, an undertaking or representation as to TfL/GLA's ultimate decision in relation to the agreement. TfL/GLA reserves the right without prior notice to change the procurement process detailed in this ITT or to amend the information provided, including, but not limited to, changing the timetable, the scope and nature of the procurement and the procurement process. In particular, TfL/GLA reserves the right to issue circulars to bidders providing further information or supplementing and/or amending the procurement process for this ITT. In no circumstances shall TfL/GLA incur any liability in respect of any changes. This will be subject to the requirements of public law, the UK and EU procurement rules and Treaty on the functioning of the European Union (TFEU) rules and general principles.

Direct or indirect canvassing of the Mayor, any members of the Greater London Authority, employees, directors, board members, agents and advisers of TfL/GLA and any of its subsidiaries by any person concerning the Agreement or any related procurement process and any attempt to procure information from

any of the foregoing concerning the Agreement may result in the disqualification of the person and/or the relevant organisation from consideration for the Agreement.

TfL/GLA reserves the right without prior notice not to follow up this document in any way and/or to terminate the procurement process without awarding an Agreement at any time.

TfL/GLA reserves the right to award the Agreement in whole or in part or not at all as a result of the tendering competition commenced by the FTS Notice 2021/S 000-025709.

6.5 Good Faith

In submitting a response to this ITT, you undertake to provide its submission in good faith and that you will not at any time communicate to any person (other than TfL/GLA, its advisers or third parties directly concerned with the preparation or submission of its response) the content (or approximate amount) or terms (or approximate terms) of your response or of any arrangements or agreements to be entered into in relation to your response.

In submitting a response to this ITT you undertake that the principles described in this section have been, or will be, brought to the attention of all consortium members, sub contractors, and associated companies which are or will be providing services or materials connected with your response.

6.6 Accuracy of Information

In submitting a response to this ITT you undertake that:

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

6.7 Intellectual Property Rights

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

6.8 Changes in Circumstances

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

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

TfL/2021/S 000-025709. reserves the right to approve (subject to conditions) or reject the changes referred to above (including any changes to the basis on which you pre-qualified to receive this ITT). A rejection of the changes may result in you being excluded from further participation in the procurement process.

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

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

6.9 Conflict of Interest

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

6.10 Bid Costs

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

6.11 Selection of Suppliers

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

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

6.12 Data Transparency

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

7 FORM OF TENDER

I confirm and accept that:

1. The information provided in the Invitation to Tender (ITT) document GLA81689 – Architecture and Urbanism (A+U) Framework 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 Invitation to Tender document or on which such documents are based or with respect to any written or oral information made or to be made available to any interested Supplier or its professional advisers, and any liability therefore is excluded.
2. The provision of 6.1 of the ‘Notice to Bidders’ section of Volume 1 of the ITT has been and will continue to be complied with.
3. Nothing in the ITT document or provided subsequently has been relied on as a promise or representation as to the future. TfL has the right, without prior notice, to change the procedure for the competition or to terminate discussions and the delivery of information at any time before the signing of any agreement.
4. TfL reserves the right (on behalf of itself and its group companies) to award the contract for which tenders are being invited in whole, in part or not at all.
5. This tender shall remain open for acceptance by TfL and will not be withdrawn by us for a period of 9 months from the date fixed for return.
6. The information provided by us is true and accurate.

Having made due allowances for the full requirement in the ITT documents we hereby offer to provide the Services to TfL (or any member of the GLA Group) in accordance with the terms and conditions stated therein:

At the rates detailed in the schedule of Charges.

Note, by completing box 1 you agree to our terms and conditions of Framework Agreement. If we offer a contract in the belief that your bid is compliant and you then attempt to negotiate alternative conditions we WILL withdraw our offer.

1.	I agree to accept the Conditions of Framework Agreement attached to this ITT.	
Name		Date
Signed		

Please complete the following

Position		For and on behalf of (company name)	
Telephone	Facsimile:	E.Mail	
TfL Reference No			

8 CONFLICT OF INTEREST DECLARATION

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

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

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

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

other than TfL/GLA?	
Are there any other activities not reported under the previous questions that may give rise to a conflict of interest with respect to their work with TfL e.g. through personal or working relationships with current or former employees or through prior employment with TfL or third party suppliers or in connection with the GLA81689 – Architecture and Urbanism Framework.	

I, as representative of all companies associated with the Applicants submission, hereby confirm that I have read and understood the above statements and that I will make full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest.

I agree that if I become aware of any information that might indicate that this disclosure is inaccurate, I will notify TfL promptly and no later than 28 days of becoming aware of such information and undertake to take such action as TfL may reasonably direct.

Signature:	
Name:	
Designation:	
Company:	
Date:	

9 NON-COLLUSION DECLARATION

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

Declaration

Expression of interest for: GLA81689 – Architecture and Urbanism Framework

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 the GLA81689 – Architecture and Urbanism Framework.
- 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.

Signed		Date	
Position			
For and on behalf of:			

Transport for London

GREATERLONDONAUTHORITY



Volume 2

Specification

Internal Reference Number: GLA810

Version: V 3.0

Date: June 2022

Transport for London

14 Pier Walk, North Greenwich. London

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.

CONTENTS

- 1. INTRODUCTION**
- 2. LOT STRUCTURE**
- 3. TENDER INSTRUCTIONS**
- 4. SCOPE OF SERVICES & DESIGN CHALLENGE BY LOT**
 - a. Lot 01: Spatial Policy, Urban Strategies & Research
 - b. Lot 02: Sustainable Cities
 - c. Lot 03: High Streets & Town Centre Recovery & Transformation
 - d. Lot 04: Landscape, Green Infrastructure & Public Realm
 - e. Lot 05: Civic, Cultural & Social Infrastructure
 - f. Lot 06: Commercial, Workspace & Industrial
 - g. Lot 07: Small Sites Housing
 - h. Lot 08: Housing & Mixed Use
 - i. Lot 09: Transport Infrastructure Interface: Overstation/ Station
Development (Housing & Commercial)
 - j. Lot 10: Transport Design: Specialist Infrastructure
- 5. TECHNICAL SCORING CRITERIA**

1. INTRODUCTION

Recovery and Transformation

The context of London's recovery from the Covid-19 pandemic is extremely challenging. This crisis has exposed long-standing inequalities in our society, disproportionately affecting different communities, and has made a significant impact on London's economy. Our suburbs are also changing and local economies and high streets have been particularly affected.

This is also however, an opportunity. We can use our recovery from COVID-19 to reimagine our city as a place with a better long-term future for Londoners. One which is more resilient than it was before, with thriving neighbourhoods and improved wellbeing – a safer, fairer, greener and more prosperous city for all Londoners.

The Mayor of London, Sadiq Khan, working alongside London Councils and the London Recovery Board, has developed [9 recovery missions](#) to support London's recovery from Covid-19. This mission based approach, inspired by UCL's Professor Mariana Mazzucato, requires a collaborative effort between the public, private and voluntary sectors to pool expertise, resources and efforts to meet these shared goals.

London's architecture, design and urbanism sector has a crucial role to play in the mission based approach. The Architecture and Urbanism (A+U) Framework is looking for practitioners with the necessary skills and expertise to respond to the inequalities highlighted by the Covid-19 pandemic and to support and shape a sustainable and equitable recovery and longer-term transformation for London.

The framework will support good city making at both the strategic and detailed ends of the design process. There are several key areas of focus including housing design, civic infrastructure, town centre renewal, transport infrastructure, landscape and public realm. Overarching aims include supporting economic recovery; the creation of social value; supporting public authorities to respond to the climate crisis; and promoting design methodologies that champion participation, co-production and meaningful community engagement.

The 'Recovery and Transformation' theme has therefore been used to identify the ten design challenges – one per Lot – included within this Invitation to Tender (ITT).

2. LOT STRUCTURE

The A+U Framework is organised into 10 different categories of work or ‘Lots’ with each one requiring a particular type of architecture, design and/ or urbanism expertise. The table below clarifies the maximum amount of bidders that will be awarded a place per Lot. These will be the top ranked bidders in both technical and commercial scores combined from ITT stage.

In line with the A+U Framework’s strategic objective to broaden the range of suppliers on the framework and access to public sector opportunities, a specific number of spaces have been reserved per lot for bidders classified as micro and/or SME, depending on lot size and scope. These spaces will be awarded first to the highest ranking eligible bidders. All remaining bidders will then be ranked and allocated the remaining spaces. The number of reserved spaces per lot is identified in the table below.

LOT		A+U Framework Spaces	
		Total No. Spaces ¹	Reserved Micro/ SME Spaces ²
1	Spatial Policy, Urban Strategies and Research	8	3
2	Sustainable Cities	5	2
3	High Street and Town Centre Recovery and Transformation	10	5
4	Landscape, Green Infrastructure and Public Realm	10	4
5	Civic, Cultural and Social Infrastructure	10	5
6	Commercial, Workspace and Industrial	8	3
7	Small Sites Housing	10	10
8	Housing and Mixed Use	12	4
9	Transport Infrastructure Interface: Over Station/ Station Development	14	4
10	Transport Design Specialist infrastructure	10	4
TOTALS		97	44

Notes:

[1] This column indicates the approximate total number of spaces per lot, regardless of bidder size. TfL/GLA reserve the right to amend the maximum amount of bidders based upon the combined technical and commercial scores.

[2] This column indicates the number of reserved spaces per lot and the minimum number of micro and/or SME bidders that will be awarded a place. They will be allocated to the highest ranking eligible bidders.

3. TENDER INSTRUCTIONS

In response to the relevant 'Design Challenge' set out in Section 4 of this ITT Volume, please submit an illustrated design response.

3.1 **Design Challenge Response Guidelines**

We are mindful of the resource burden that procurement processes such as this entail - particularly on smaller practices - and therefore offer the following guidelines to assist bidders with preparing their ITT response.

We do not require a fully resolved and/ or developed design proposal as this was assessed at SSQ stage. Instead, the ITT stage will assess bidders' ability to respond to an appropriate design challenge, the quality of ideas, and the design approach/ methodology that would be undertaken to execute them.

The design challenge response should therefore:

- Clearly represent a 'design idea' or concept in relation to the requirements of the design challenge.
- Demonstrate a clear design approach and methodology.
- Not attempt to present a resolved architectural design – there will be no extra marks awarded for fully developed or resolved designs.

Where a particular site or context is not provided bidders may use a site of their choice which is relevant to the lot challenge. Bidders are welcome to use a previous project or design competition proposal as the basis of their ITT response and develop it accordingly so that it satisfies the requirements of the design challenge.

Bidders can also choose to supplement their response with any relevant case studies/ projects they have previously undertaken to help demonstrate their ideas as long as the overall page limit is adhered to.

Bidders should:

- Ensure where appropriate that responses relate to the overall theme – Recovery and Transformation from Covid-19.
- Refer to principles set out in research documents developed through the Good Growth by Design programme and the challenges and opportunities set out in the Good Growth by Design Recovery Roundtables.
- Demonstrate design innovation, ambition and quality.

The design challenge response will be scored against the following categories:

1. Quality of the proposal in relation to the Lot design challenge
 - a. Demonstration of design quality, innovation and level of ambition in relation to the design challenge. (30%)
 - b. Approach to sustainability (15%)
 - c. Clarity and quality of the proposal's visual imagery and written communication. (10%)
2. Approach to developing a social value led design methodology (10%)
3. Approach to assembling a diverse multidisciplinary team (5%)

Please refer to Section 5 of this ITT volume for the detail of each category requirement and the corresponding assessment criteria.

3.2 Resources

The following resources and further reading are available to assist bidders with responding to the ITT opportunity. Not all documents are relevant to every lot/ design challenge.

General Reading:

GGbD Designing a City for All Londoners

GGbD Recovery Roundtables: Ten Calls to Action

GGbD Recovery Roundtable Reports by theme:

- High Streets and Town Centres - Recovery Roundtable Report
- Ecological Urbanism - Recovery Roundtable Report
- Equality, Diversity and Inclusion - Recovery Roundtable Report
- Child-Friendly City - Recovery Roundtable Report
- Public London - Recovery Roundtable Report
- Housing Design - Recovery Roundtable Report
- Social Infrastructure - Recovery Roundtable Report

Good Growth by Design Inquiries, GLA/ TfL Research and Guidance Documents:

- Design for a Circular Economy
- Making London Child-Friendly
- Good Quality Housing for all Londoners
- Public London Charter (Draft)
- Expanding London's Public Realm
- Connective Social Infrastructure
- Places of Work
- High Streets and Town Centres
- TfL Property Design Principles
- TfL Sustainable Development Framework

3.3 Submission Instructions

- Bidders should submit a separate design challenge response for each Lot they have been invited to tender for.
- The response should be formatted at A3 (portrait or landscape) with images compressed to a quality suitable for viewing on a 1024x768 pixel screen.
- The files must be named as follows, inserting the lot number and bidder name as appropriate:

GLA81689_ITT_Lot<x>_<Bidder Name>_Design Challenge

- The submission should be no more than seven single-sided A3 pages. Bidders must adhere to the page and/or word limits specified within each section.
- Font: Arial size 11pt
- Additional information supplied outside of the seven page document, for example in appendix documents or hyperlinks, will not be read or scored.

- Completed submissions should be returned in ADOBE (.pdf) format as a searchable and unprotected file. It is not permissible to provide scanned PDF images as these are not searchable and may be unreadable.
- The file size of the completed document should not exceed five Megabytes (5MB). Larger files may take significant time to open over the internet and cause delays in evaluation.
- Your response will be evaluated according to the criteria in Section 5 of this ITT Volume.

4. SCOPE OF SERVICES & DESIGN CHALLENGES

Lot 01: Spatial Policy, Urban Strategies & Research

Lot Description

Please note: This lot description will form the scope of services within Schedule 3 of the final Framework Agreement for successful bidders.

Panel users require services related to the proactive planning and shaping of places, projects and London-wide initiatives. To inform this work, they will commission strategic research, design studies and area-based plans to underpin spatial policy.

We require practices and practitioners that are of the highest quality, innovative and with the expertise to support and advise on how to best nurture growth across London. Skills in one or more of the following areas are required: urban design, planning policy, strategic and spatial research, master planning, public realm, landscape design and transport.

The practices and practitioners on Lot 01 may be required to:

- Prepare briefs for area frameworks, masterplans and development schemes and projects.
- Assist and support the development of planning frameworks, including identifying visions, objectives and strategic opportunities.
- Produce or advise on urban strategies, area plans and area frameworks.
- Develop design-related policies and guidance including design codes in line with the new National Model Design Code and proposed changes to the National Planning Policy Framework (NPPF) aimed at improving the design quality of new development
- Advise on the urban design and architectural aspects of schemes seeking planning approval (this includes public inquiries)
- Undertake research, evidence gathering, analysis and data presentation to underpin future policy and planning.
- Advise on strategic regeneration matters in Greater London.

The practices and practitioners will have an excellent understanding of the policy issues and challenges surrounding development and urban design in London; a proven ability to influence, work in partnership with and negotiate with a wide range of stakeholders; and a persuasive, authoritative, flexible and sensitive approach.

ITT Design Challenge – Lot 01

The Mayor values the positive impact that local communities can have when taking part in the development of local plans and strategic spatial policy. Outline how you would develop either a housing renewal or town centre strategy with effective community participation. Develop ideas for an innovative place-based piece of research and/or policy approach that will support intensifying uses in your identified location.

Your response should demonstrate an understanding of the connections between decarbonisation, greener and more connected neighbourhoods.

Lot 02: Sustainable Cities

Lot Description

Please note: This lot description will form the scope of services within Schedule 3 of the final Framework Agreement for successful bidders.

Panel users require services related to the development of a zero carbon and sustainable built environment.

Practitioners will have significant grasp of the principles and practices of sustainable city making and will demonstrate the necessary strategic and technical skills and experience to ensure sustainable principles underpin future developments in London, in line with the Mayor's Green New Deal. We require practices and practitioners that have competencies with regard to both the strategic and technical requirements of delivering built outcomes.

The practices and practitioners may be required to:

- Draft circular economy strategies.
- Design zero carbon spatial strategies.
- Contribute to analysis and research to support strategy development.
- Develop sustainable urban policy development and guidance.
- Provide building-specific design advice.

Other projects may include production of guidance and parameters on sustainability of major schemes; transport infrastructure; and development proposals, including new-build and retrofits. In each case, the aim is to achieve the highest possible environmental sustainability standards, including environmental resilience, resource consumption, energy use and supply.

Successful applicants to this category might also be required to provide design guidance and advice on delivering sustainable buildings and pieces of city in London.

ITT Design Challenge – Lot 02

The Mayor announced his commitment for delivering a Green New Deal for London. Set out how innovative design and research tools could be used to transform a Town Centre into a net zero carbon and sustainable circular economy exemplar. Outline a spatial vision or strategy of what this place might be like.

Your response should demonstrate an understanding of the connections between decarbonisation, greener and more connected neighbourhoods, improving mental and physical health, and tackling inequalities.

Lot 03: High Streets & Town Centre Recovery & Transformation

Lot Description

Please note: This lot description will form the scope of services within Schedule 3 of the final Framework Agreement for successful bidders.

Panel users are responding to the many challenges faced by London's network of high streets and town centres. Panel users require practices and practitioners that are: design-led; spatially and contextually aware; able to engage with and build the capacity of local communities; and can provide intelligent, contextual and high quality architectural and place-shaping advice. Practitioners should be able to support the Mayor and his partners to: develop strategies that support the night-time economy; develop frameworks for High street Innovation Zones and 15-Minute City Strategies; and support the delivery of the High Streets for All Mission.

Practitioners will have specialist skills in one or more of the following areas: urban design, place-shaping strategies, masterplanning, architecture, public realm, landscape design, social enterprise, community engagement, cultural animation in the public realm, participative and co-design processes.

The practices and practitioners on Lot 03 may be required to:

- Promote asset-based community development and enterprise projects that stimulate business and economic activity and give a sense of liveliness and vibrancy to vacant premises and under-used spaces.
- Deliver local community engagement and capacity building through long term involvement or short-term interventions.
- Prepare briefs for area frameworks, masterplans and development schemes and projects.
- Review and advise on emerging proposals and planning applications for planning authorities and other stakeholders.
- Design and deliver place-specific, innovative and interactive events in high streets, communities and other public places.
- Advise on the design of buildings and or urban strategies, area plans and area frameworks or masterplans.
- Contribute to the development and implementation of procurement strategies, advising on best practice.

The practices and practitioners will have an excellent understanding of the policy issues and challenges surrounding development in and around High Streets and Town Centres in London; a proven ability to influence, work in partnership and negotiate with a wide range of stakeholders; and a persuasive, authoritative, flexible and sensitive approach.

Successful applicants to this category might also be required to provide design guidance and advice on the architecture and urban design of major schemes and proposals on High Streets and Town Centres.

ITT Design Challenge – Lot 03

In the [High Streets for All recovery mission](#), there is an expectation that the High Streets will continue to play a critical role in the economic and social life of cities. Outline a strategy to bring [new uses and resilience](#) to an existing Town Centre location. For instance, by proposing new hybrid formats for an existing anchor department store or other more traditional formats.

Your response should consider how growth of a net zero carbon economy can be supported in an existing Town Centre location.

Lot 04: Landscape, Green Infrastructure & Public Realm

Lot Description

Please note: This lot description will form the scope of services within Schedule 3 of the final Framework Agreement for successful bidders.

The panel users are seeking to improve the quality and accessibility of hard and soft public realm and spaces in London, including streets, squares, green and open spaces and green infrastructure. This work includes developing strategies, generating policies and investing in London's public realm. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable landscape, green infrastructure and public realm schemes across a range of scales.

The practices and practitioners on Lot 04 may be required to:

- Work in a multi-stakeholder environment to deliver briefs.
- Lead a multi-disciplinary team including sub-consultants.
- Develop concept designs.
- Produce feasibility studies.
- Produce detailed designs for the public realm.
- Provide technical and construction information.
- Produce monitoring and maintenance plans.

The panel users require practices and practitioners who can provide intelligent analyses and research on public realm, streets and green infrastructure. This may contribute to policy and strategy development for areas within London or the city. An excellent understanding of the current and emerging environmental and transport policy context such as the '[Healthy Streets](#)' agenda is essential.

Successful applicants to this category may also provide design guidance and advice relating to the public realm, streetscape, landscape and green infrastructure elements of major transport and development schemes and proposals.

ITT Design Challenge – Lot 04

Streets and roads make up around 80 per cent of all London's public space. Provide a landscape and green infrastructure design response and/or public realm intervention which aims to promote a modal shift towards cycling and walking to and from a High Street or Town Centre in an outer London location.

Your response should demonstrate an understanding of air quality and Healthy Streets principles, and could also make a specific reference to mayoral agendas such as the [Public London Charter](#), [child friendly city](#) or [diversity in the public realm](#).

Lot 05: Civic, Cultural & Social Infrastructure

Lot Description

Please note: This lot description will form the scope of services within Schedule 3 of the final Framework Agreement for successful bidders.

The panel users require services related to non-residential architectural projects, delivered by the public sector and its partners in London. Practices and practitioners must demonstrate experience and expertise in one or more of the following fields: healthcare; education; cultural spaces; civic, community and other social infrastructures. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable civic, cultural and social infrastructure schemes across a range of scales.

Projects to be procured through this lot might include civic buildings, education uses, community uses, cafes, libraries, health centres, faith use buildings, play spaces, recreation and sports facilities. The lot could include projects that support many other local services and facilities that contribute to quality of life. Panel users may also require expertise to integrate non-residential uses within housing schemes.

The practices and practitioners on Lot 05 may be required to:

- Work in a multi-stakeholder environment to deliver briefs.
- Lead a multi-disciplinary team including sub-consultants.
- Develop concept designs.
- Produce feasibility studies.
- Produce detailed designs for civic, cultural and social infrastructure project.
- Provide technical and construction information.
- Produce monitoring and maintenance plans.

Projects may comprise new build works and/or refurbishment and or conversion. Consultants may be required to use Building Information Modelling (BIM) where appropriate.

Successful applicants to this category might also be required to provide design guidance and advice on the architecture and urban design of major schemes and proposals.

ITT Design Challenge – Lot 05

The Mayor has committed to delivering an Institute of Creative and Cultural Industries in London. Formulate a place-based design strategy for this idea. Your approach should include a rationale for its location and a response to both the overarching theme and context of that location, including potential users. Due consideration should be given to how it will contribute to the civic, cultural, and social infrastructure of London.

Your response should include a strategy to create a net zero carbon building.

Lot 06: Commercial, Workspace & Industrial

Lot Description

Please note: This lot description will form the scope of services within Schedule 3 of the final Framework Agreement for successful bidders.

The panel users require services related to commercial non-residential architectural projects, delivered by the public sector and its partners in London. Practices and practitioners must demonstrate experience and expertise in one or more of the following fields: industrial, workspace, office and retail. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable commercial, workspace and industrial schemes across a range of scales.

Projects might include commercial or industrial spaces, civic buildings, education uses, community uses, cafes, libraries, open workspace, health centres, utility buildings, bridges and infrastructure. Panel users may also require expertise to integrate non-residential uses within housing schemes.

The practices and practitioners on Lot 06 may be required to:

- Work in a multi-stakeholder environment to deliver briefs.
- Lead a multi-disciplinary team including sub-consultants.
- Develop concept designs.
- Produce feasibility studies.
- Produce detailed designs for commercial, workspace and industrial projects.
- Provide technical and construction information.
- Produce monitoring and maintenance plans.

Projects may comprise new build works and/or refurbishment and or conversion. Consultants may be required to use Building Information Modelling (BIM) where appropriate.

Successful applicants to this category might also be required to provide design guidance and advice on the architecture and urban design of major schemes and proposals.

ITT Design Challenge – Lot 06

As London's economy recovers from Covid-19, there is potential to transform and introduce new more sustainable places of work within the city. Formulate a design strategy to deliver a new multistorey mixed workspace and industrial building that has a civic presence and is located near a transport node. The building could – for instance - contain spaces for green start-ups/micro enterprises, with provision for SME sustainable manufacturing.

The approach should outline how the building would be designed as a circular economy exemplar.

Lot 07: Small Sites Housing

Lot Description

Please note: This lot description will form the scope of services within Schedule 3 of the final Framework Agreement for successful bidders.

The panel users require services related to the design and delivery of housing on small sites. This scale of delivery is increasingly being brought forward by the public sector and its partners to support the Mayor's plans to deliver new homes across London. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable housing schemes across a range of scales.

Small Sites Housing projects will vary in typology, site condition and delivery model. Delivery models from community-led to direct public sector delivery, are expected to be deployed by users of the framework. Projects may include both suburban and urban contexts. There is an expectation that practices will have experience delivering projects on small sites, or have experience of designing innovative housing typologies that deploy sustainable methods of construction, and experience of delivering community engagement. Where appropriate, consultants may be required to use Building Information Modelling (BIM).

The practices and practitioners on Lot 07 may be required to:

- Lead a multi-disciplinary team including sub-consultants.
- Produce feasibility studies and development briefs for identified sites.
- Produce detailed designs for small site housing.
- Provide technical and construction information.
- Produce monitoring and maintenance plans.
- Produce design guidance for small sites.
- Design new-build housing on a variety of urban and suburban conditions.
- Develop proposals for retrofit, refurbishment and or conversion.

Projects may comprise new build works and/or refurbishment and or conversion. Consultants may be required to use Building Information Modelling (BIM) where appropriate.

Successful applicants to this category might also be required to provide design guidance and advice on the architecture and urban design of major schemes and proposals.

ITT Design Challenge – Lot 07

For London to meet its housing needs, a substantial amount of housing needs to be brought forward on Small Sites. Identify a 'Small Site' housing proposal (less than 0.25 acres) near a transport node. Show how you would approach the design of a scheme that provides at least 4 family homes.

The approach should outline how the building would be designed as a circular economy exemplar and support the Urban Greening Factor.

Lot 08: Housing & Mixed Use

Lot Description

Please note: This lot description will form the scope of services within Schedule 3 of the final Framework Agreement for successful bidders.

The panel users require services related to the design and delivery of housing and housing-led mixed-use developments being brought forward by the public sector and its partners to support the mayor's plans to deliver new homes across London. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable housing schemes across a range of scales.

Housing-led projects will vary in type and scale from a single building to a block, street or neighbourhood. Projects may include both suburban and urban contexts and there is an expectation that practices will have experience delivering projects on small sites; further details will be specified in each tender.

The practices and practitioners on Lot 08 will undertake commissions to:

- Lead a multi-disciplinary team including sub-consultants.
- Deliver development briefs.
- Produce capacity, viability and feasibility studies.
- Design new-build housing led developments.
- Retrofit, refurbishment and or conversion of existing building stock into housing.
- Design Mixed use and mixed tenure schemes.
- Produce detailed designs for housing and mixed-use schemes.
- Provide technical and construction information.
- Produce monitoring and maintenance plans.

Consultants may be required to use Building Information Modelling (BIM) where appropriate and work across all stages of the RIBA workplan.

Successful applicants to this category might also be required to provide design guidance and advice on the architecture and urban design of major schemes and proposals.

ITT Design Challenge – Lot 08

A key priority for the mayor is to accommodate growth in a sensitive and inclusive way. One of the major challenges is to meet London's housing need in a low carbon and sustainable way. Outline how you would approach designing a high density (at least 150 homes), net zero carbon, mixed-used development on a site on or near a High Street.

Your proposal should address climate resilience, including flood and heat risk, and consider how to reduce water consumption.

Lot 09: Transport Infrastructure Interface: Overstation/ Station Development (Housing & Commercial)

Lot Description

Please note: This lot description will form the scope of services within Schedule 3 of the final Framework Agreement for successful bidders.

The panel users require services related to design and delivery of housing; housing-led mixed-use developments; and non-residential projects being brought forward by the public sector and its partners - to support the mayor's plans to deliver new homes across London. Panel users require practices and practitioners that have the expertise to deliver well designed, highly sophisticated, contextually sensitive and sustainable housing schemes across a range of scales. Practices and practitioners should also be able demonstrate expertise in commercial and commercially led developments, successfully integrated with, and mutually beneficial to transport infrastructure.

We require practices that are able to deliver:

- concept designs options for sites,
- feasibility studies,
- detailed design through to construction information
- monitoring stages for transport architecture and interchanges projects at small and large scales.

Consultants may be required to use Building Information Modelling (BIM) where appropriate and work across all stages of the RIBA workplan.

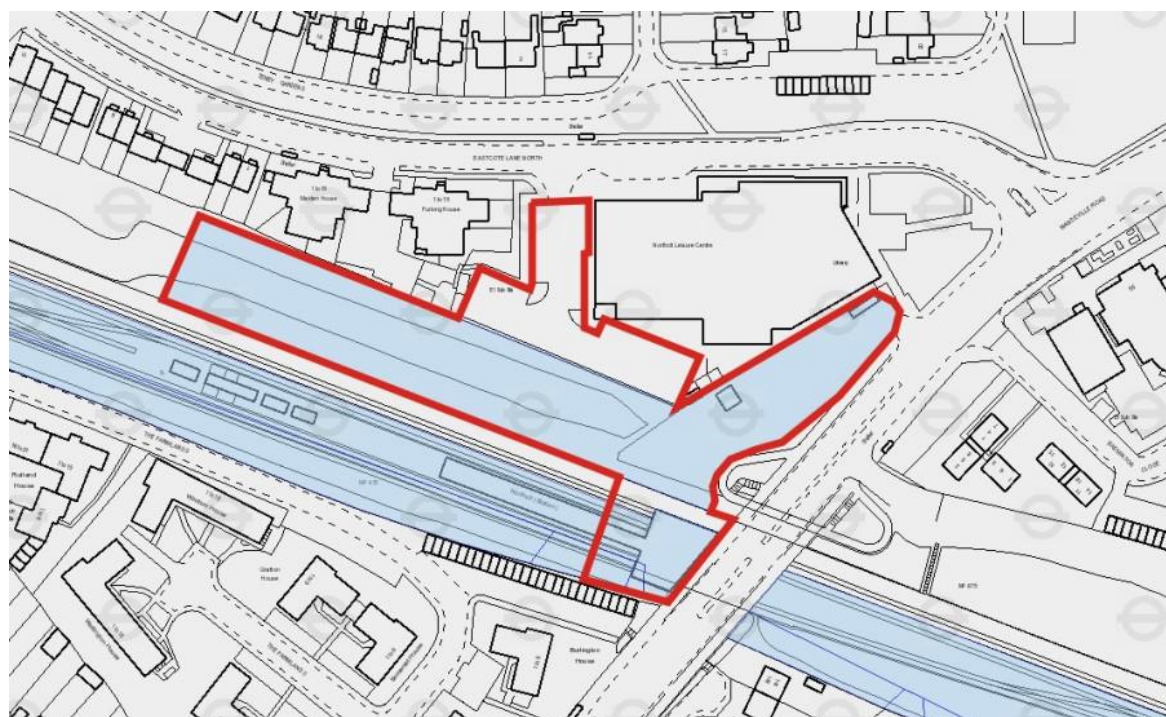
Projects may include station designs for all transport modes, over-station development, interior design and fit out, buildings associated with transport infrastructure requirements, and the public realm immediately associated with transport interchanges. In every case, practices are expected to explore all opportunities to create or reinforce places which are safe, attractive and convenient to use.

ITT Design Challenge – Lot 09

Much of TfL's land is around stations, at the hearts of neighbourhood centres that are adapting and changing to suit the emerging needs of their local communities and London. Supporting this change by integrating transport hubs seamlessly into the neighbourhood is a crucial part of our mission, ensuring they contribute social, economic and environmental value.

Using the example site, around Northolt station, and building on our [Design Principles](#), [Sustainable Development Framework](#), we would like bidders to demonstrate how an integrated transport hub can help create the neighbourhood centre of the future and a vision for the surrounding area.

Lot 09 site around Northolt Station:



Lot 10: Transport Design: Specialist Infrastructure

Lot Description

Please note: This lot description will form the scope of services within Schedule 3 of the final Framework Agreement for successful bidders.

The panel users are committed to upgrading the infrastructure and transport networks supporting London, its functionality, the quality of the user experience and the overall design quality and future proofing.

We require practices to support the improvement of the urban infrastructure and transport network through its functional operation, sensitive design integration with the built environment, future proofing, integration of smart and sustainable cities concepts, improved user experience and accessibility.

Projects and services may include:

- Rail and light rail infrastructure, over and underground, including stations and associated infrastructure such as stabling, vent shafts and maintenance
- Surface transport infrastructure, such as bus stations, garages and shelters, bridges, cycle hire and highway infrastructure
- Infrastructure associated with energy, water and waste management, such as energy and recycling centres and sustainable drainage and flood protection
- Development of strategies, feasibility studies research and analysis
- Design development of projects, both small and large scale
- Market engagement with innovative and emerging industries
- Projects may comprise new build works and/or refurbishment and or conversion.

Consultants may be required to use Building Information Modelling (BIM) where appropriate and work across all stages of the RIBA workplan.

Successful applicants to this category may also provide design guidance and advice relating to the infrastructure elements of major development schemes and proposals.

ITT Design Challenge – Lot 10

The Mayor's Transport Strategy sets out his plans to transform London's streets, improve public transport and create opportunities for new homes and jobs. To achieve this, the Mayor wants to encourage more people to walk, cycle and use public transport.

Please set out your ideas for a new bridge near an existing transport interchange that promotes active travel, improves wider connectivity and access to green infrastructure, and takes steps to create a better public transport experience for different types of users.

Your proposal should consider equitable access, [Healthy Streets](#) principles and how it can make London more climate resilient, enhancing Air Quality.

5. TECHNICAL SCORING CRITERIA

The design challenge response will be assessed as part of the overarching 'Design Methodology' and 'Skills & Experience' award criteria, with an overall weighting of 70%.

Bidders must score 50% to pass.

1. Quality of the proposal in relation to the Lot design challenge.

Weighting 55%

Response to this section should be a maximum of 4x A3 pages (single sides) and should include images, text and diagrams/ sketches. The context of all 4 pages will be used to assess the requirements of 1.1, 1.2 and 1.3 below.

Please also include a written 500 word rationale (excluding tables, captions and annotations) to describe the proposal within the page limit.

1.1 Sub Weighting: 30%	Demonstration of design quality, innovation and level of ambition in relation to the design challenge. We are looking for highly sophisticated, innovative, and well considered design solutions in relation to the lot design challenge and the overall theme of 'Recovery and Transformation'. We would expect to see responses that effectively articulate: • A clear understanding of the design challenge. • How the proposed design response has been informed by a site-specific place-based context, including urban and socioeconomic conditions. • How design quality outcomes might be secured through a bespoke approach to considerations such as functionality, typology, aesthetics, efficiency, maintenance, materiality, sustainability and/ or operation. • How the response takes into account the relevant policy and best practice context, for example Mayoral agenda's and policies, GGbD design inquiries, GGbD Recovery Roundtables, and/ or the London Recovery Missions.
---	--

Assessment Criteria	Score	Rationale
	25 - Excellent	The submission demonstrates a highly original, place-based, characterful, and well-crafted design response that clearly addresses the design challenge and overall theme of 'Recovery and Transformation'. The proposal demonstrates a high level of ambition which would significantly add to the world-class aspirations for the built environment of London. Approach to design quality outcomes and relevant policy/ best practice context is excellent, demonstrating an innovative and progressive design concept.
	16 - Good	The submission demonstrates a good place-based, characterful, and well-crafted design response that addresses the design challenge and overall theme of 'Recovery and Transformation'. The proposal is ambitious and would add to the world-class aspirations for the built environment of London. Approach to design quality outcomes and relevant policy/ best practice context is clear, demonstrating a design concept that is equal to current best practice.
	9 - Satisfactory	The submission demonstrates a well-considered and clear design response that somewhat addresses the design challenge and overall theme of 'Recovery and Transformation'. Elements of the proposal would add to the world-class aspirations for the built environment of London. Approach to place-based context, design quality outcomes and relevant policy/ best practice context is partially explored, demonstrating an adequate design concept that meets requirements.
	4 - Poor	The submission demonstrates an incomplete design response that does not respond to a site context and only partially addresses the design challenge and overall theme of 'Recovery and Transformation'. Approach to design quality outcomes and relevant policy/ best practice context is tenuous, and the design concept is unclear.
	0 - Unacceptable	An appropriate understanding of the requirements has not been met. The proposal is incoherent and would detract from the aspirations for the built environment of London.

1.2 Sub Weighting: 15%	Approach to sustainability. Your response should incorporate approaches to relevant place-based sustainability principles, methods and/ or policies, as stipulated in the lot design challenge. We are looking for bidders that can effectively integrate sustainability into their design ideas and add further value to the design and delivery process, to support the Mayor's Green New Deal and help achieve London's ambition to be a Zero Carbon City by 2030.	
Assessment Criteria	Score	Rationale
	25 - Excellent	The submission clearly responds to the required sustainability principles, methods and/ or policies listed, and demonstrates a coherent place-based approach that is seamlessly integrated into the overall design challenge response. Sustainability is highlighted as a key thread running through the design idea, demonstrating how multiple sustainability factors have the potential to add value to each substantive element of the proposal. Understanding of relevant sustainability policy/ best practice context is excellent, demonstrating an innovative and progressive approach to integrating sustainability within a design idea.
	16 - Good	The submission clearly responds to the required sustainability principles, methods and/ or policies listed, and demonstrates a coherent place-based approach that is integrated into the overall design challenge response. Multiple sustainability factors are identified with the potential to add value to each substantive element of the proposal. Understanding of relevant sustainability policy/ best practice context is good, demonstrating a confident best practice approach to integrating sustainability within a design idea.
	9 - Satisfactory	The submission responds to some of the required sustainability principles, methods and/ or policies listed, and demonstrates a satisfactory approach that is somewhat relevant to the overall design challenge response. At least one sustainability factor has been identified and implemented in line with standard industry practice. Understanding of relevant sustainability policy/ best practice context is acceptable.

	4 - Poor	The submission is limited in terms of addressing the required sustainability principles, methods and/ or policies listed, and demonstrates a poor approach that has little relevance to the overall design challenge response. Ideas presented are vague or basic and the understanding presented of relevant sustainability policy/ best practice is severely limited.
	0 - Unacceptable	An appropriate understanding of the requirements has not been met. The proposal fails to address the required sustainability elements and/ or demonstrate an appropriate level of awareness of the challenges involved in incorporating sustainability principles into a design idea.
1.3 Sub Weighting: 10%	Clarity and quality of the proposal's visual imagery and written communication. Your submission should clearly illustrate and communicate your design solution. We are looking for proposals which demonstrate the added value design can bring to realising social, economic and environmental outcomes and the overarching Recovery and Transformation theme. The supporting statement should clearly articulate the approach and solution to the lot design challenge and in doing so specifically address how innovative design solutions can encourage and trail blaze ideas that support a mission based approach to London's recovery from Covid-19, particularly with regard to social inclusion and diversity. We are looking for individual and bespoke responses to address this point.	
Assessment Criteria	Score	Rationale
	25 - Excellent	The design response is communicated with outstanding quality and clarity, and clearly presents the proposed design idea in relation to the requirements of the design challenge. All visual imagery is well considered and used effectively to articulate the proposal, and the 500-word statement is well written. Overall, the level of visual and written communication in the submission is of exceptional quality.
	16 - Good	The design response is communicated with quality and clarity, and clearly presents the proposed design idea in relation to the requirements of the design challenge. All visual imagery is well considered and used effectively

		to articulate the proposal, and the 500-word statement is well written. Overall, the level of visual and written communication in the submission is of good quality.
	9 - Satisfactory	The design response is communicated with adequate quality and clarity and presents the proposed design idea in relation to the requirements of the design challenge. Some visual imagery is used effectively to articulate the proposal and the 500-word statement is legible. Overall, the level of visual and written communication in the submission is of satisfactory quality but may not fully communicate the design response.
	4 - Poor	The presentation of the design response is unclear and of poor quality, with limited evidence presented to link the idea to the design challenge. Either the visual imagery or the 500 word statement is partially complete/ missing. Overall, the level of visual and written communication in the submission is of poor quality and does not communicate the design response.
	0 - Unacceptable	An appropriate understanding of the requirements has not been met. The proposal is incoherent and fails to effectively communicate the proposal.

2. Approach to developing a social value led design methodology.

Weighting 10%

Response to this section should be a maximum of 2x A3 pages (single sides) and can include text, images and diagrams/ sketches.

	This is the social value qualitative assessment and foregrounds the importance of embedding social value within built environment design and delivery processes. Using your design challenge response as a starting point, explain your approach to embedding social value into your design methodology and how the proposed approach incorporates the diverse views and/ or needs of your design response's end users. We would expect to see responses that articulate some of the approaches set out below (although not all approaches will be relevant to every lot): • Approach to local engagement, participation and co-design • Approach to designing for the various needs of the project users, existing local communities and future community needs, with specific regard to promoting physical, social and economic accessibility • Approach to collaborating with groups (with protected characteristics) within the existing community who are historically under-represented in the authorship of the shared, local built environment • Approach to ensuring communities can engage with and benefit from proposed development in the design, delivery, and operational phases. • Approach to utilising local supply chains and contributing to the local economy. You can also refer to previous experience with developing and delivering social value led design processes to further demonstrate how your practice has the expertise to deliver the approach you set out. We are keen to see how your previous experience has informed your proposed approach.	
Assessment Criteria	Score	Rationale
	25 - Excellent	The proposal demonstrates an excellent understanding of how to approach securing social value as part of a design methodology and identifies a broad range of high-quality examples and processes with a clear understanding of

		their positive impacts on end users and project outcomes. An in-depth and innovative approach to local and diverse engagement processes have been effectively incorporated in the proposed methodology, including specific examples for hard-to-reach groups.
	16 - Good	The proposal demonstrates a good understanding of how to approach securing social value as part of a design methodology and identifies specific high-quality examples and processes with a clear understanding of their positive impacts on end users and project outcomes. Best practice local and diverse engagement processes have been effectively incorporated in the proposed methodology.
	9 - Satisfactory	The proposal demonstrates a satisfactory understanding of how to approach securing social value as part of a design methodology. Standard industry approaches to engagement and consultation are identified with a limited understanding of their impact on end users or project outcomes. The approach is limited in terms of its overall approach.
	4 - Poor	The proposal demonstrates a poor understanding of how to approach securing social value as part of a design methodology. The incorporation of standard industry approaches to engagement and consultation are limited with no understanding of their impact on end users or project outcomes. The approach is under-developed.
	0 - Unacceptable	An appropriate understanding of the requirements has not been met. The approach fails to incorporate social value into the design methodology and would not meet the social value expectations of bidders within the framework.

3. Approach to assembling a diverse multidisciplinary team.

Weighting 5%

Responses to this section should be a maximum of 1x A3 pages (single side) and can include text, images and diagrams/ sketches.

	This is the EDI qualitative assessment and foregrounds the importance of diversity and inclusion skills and expertise as an intrinsic element of designing for London's diverse communities and places. Using your design response as a starting point, explain your approach to assembling an appropriately diverse project team in order to respond effectively to the different lived experiences of your design response's proposed end users. Your response should demonstrate how your proposed skills and expertise help to deliver the social value led design methodology outlined in Q2 and the design outcome overall. We would expect to see responses that articulate some of the approaches set out below (although not all approaches will be relevant to every lot): • The diversity of your organisation/ consortium. • The types of local organisations and experts that would be needed to deliver your design methodology. • Approach to working with under-represented led practices/ specialists/ suppliers through collaboration, incubation and or sub-contracting as part of the project team, not only for the purposes of community engagement. • Approach to sharing cultural capital with under-represented groups through processes such as mentoring, outreach and training opportunities. The response can also refer to previous experience to explain how your practice has the expertise to deliver the approach you set out.	
Assessment Criteria	Score	Rationale
	25 - Excellent	The submission demonstrates an excellent understanding of the approach needed assemble a diverse project team that is capable of effectively responding to the different lived experiences of the proposal's end users. The approach is innovative, multifaceted, and clearly links to both the design methodology and overall

		design response, with the potential to create high quality inclusive project outcomes.
	16 - Good	The submission demonstrates a good understanding of the approach needed assemble a diverse project team that is capable of effectively responding to the different lived experiences of the proposal's end users. The approach is multifaceted, and links to both the design methodology and overall design response, with the potential to create high quality inclusive project outcomes.
	9 - Satisfactory	The submission demonstrates a satisfactory understanding of the approach needed assemble a diverse project team that would be somewhat capable of effectively responding to the different lived experiences of the proposal's end users. The approach is limited, and links to either the design methodology or overall design response. The potential to create high quality inclusive project outcomes is limited.
	4 - Poor	The submission demonstrates a poor understanding of the approach needed assemble a diverse project team that would be capable of responding to the different lived experiences of the proposal's end users. The approach is under-developed with no link to either the design methodology or overall design response.
	0 - Unacceptable	An appropriate understanding of the requirements has not been met. The approach fails to demonstrate how the bidder would assemble a diverse project team and how this is integral to both project outcomes and design methodologies.



Volume 3

EDI Action Plan

Internal Reference Number: GLA810

Version: V 1.0

Date: June 2022

Transport for London

14 Pier Walk, North Greenwich. London

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.

CONTENTS

- 1. OVERVIEW**
- 2. REQUIREMENTS AND GUIDANCE**
- 3. ASSESSMENT CRITERIA**

APPENDIX – EDI ACTION PLAN TEMPLATE (to be completed by bidders)

1. OVERVIEW

The Mayor of London's equality, diversity and inclusion (EDI) strategy 'Inclusive London' sets out the future of London as a diverse, inclusive and integrated city, where everyone should be able to reach their full potential and prosper.

The creation of diverse and accessible local places and economies are key priorities for the Architecture and Urbanism (A+U) Framework, and the GLA/ TfL are committed to work with their suppliers to champion sustainable, accessible and inclusive growth in London. To achieve a fairer, more inclusive built environment requires both a more diverse built environment workforce and better practices of inclusive design. It is the only way we will be able to deliver a city that works better for all.

The built environment can exclude groups and create new inequalities if it is not designed and managed in an inclusive way. This means how we design and who is involved in that process is vital to creating a more equal, safe city for Londoners to live. The Mayor believes the architecture and design sector should reflect the diversity of London itself and his commitment and leadership on this agenda aims to create an environment which gives people from all backgrounds equal opportunities.

In line with the A+U Framework objective to address the under-representation of women and people from minority groups in public procurement processes, the EDI Action Plan is being introduced as a scored requirement of the A+U Framework procurement process to encourage employers to improve, adopt best practice, achieve high standards in working conditions, diversity and inclusion, and hold bidders to account on their diversity commitments.

2. REQUIREMENTS AND GUIDANCE

The 'EDI Action Plan' requires you to outline how as an organisation you will take steps to address equality, diversity and inclusion principles within the operation of your business. Where applicable you should outline how you propose to remove or minimise disadvantages suffered by people due to their protected characteristics, take steps to meet the needs of people from protected groups where these are different from the needs of other people, and enable people from protected groups to progress within your organisation. Please outline how you intend to monitor the impact of these actions. As part of setting the objectives you should include:

- Current position/ baseline - to understand the existing context and allow for ongoing evaluation and reporting of progress
- Actions/ Tasks – to put forward a clear approach for meeting your objective
- When/ Key Dates – to outline a timeframe for meeting the objective and/ or undertaking the action/ task associated
- Person Responsible/ Resource Required – to allocate who will be responsible for the action/ task identified, and/ or whether you require additional resources to meet the objective
- Measure of success – to establish what success will look like if the objective is met in terms of outcome and/ or KPI's

Please note that the objectives selected will vary depending on the situation and size of your organisation, and several actions/ tasks may be required to deliver each objective.

In order to hold bidders to account on their diversity commitments, progress against the actions will be monitored at framework level on an annual basis for all successful bidders at ITT stage.

Evaluating and Progressing Workforce Diversity

The following themes are examples of approaches which together contribute to effective inclusive practice and workforce diversity. These themes follow the GLA's Diversity and Inclusion Action Standard and can be used as a starting point to encourage the EDI ambitions of A+U Framework bidders and help with identifying appropriate objectives for the EDI Action Plan template.

- Diversity and Inclusion foundations - managers are trained in best practice in recruitment, including countering discrimination. Ensure E&D training is in place for staff at all levels of the organisation; Processes in place so staff can challenge discrimination of all kinds.
- Workforce representation - ensuring that the workforce represents the London labour market.
- Recruitment - Making sure that there is equality of opportunity for applicants and that pay is equitable;
- Career Development and Reward - Making career progression explicit and taking positive action, if necessary, to create a level playing field. Ensuring that pay and other awards are fair and free of bias.
- Inclusive culture - creating the right environment so that each member of staff can reach their potential.

Please also refer to the [Good Work Standard](#) which sets out the Mayor's expectations for employers and can also assist with identifying EDI objectives.

Example EDI Objectives

EDI objectives should be focused around addressing equality, diversity and inclusion principles in order to ensure London's employers have fair and inclusive employment practices to retain and help their employees progress. This may include a focus on those groups that experience major barriers at work. Examples of EDI objectives include:

- To create a workforce that is reflective of the diversity of London
- Adopt and/or improve Fair Employment practices that promote equality, diversity, fairness, inclusion and respect in the workplace, including working with employment agencies
- Ensure that appropriate employment and EDI policies are in place and are regularly monitored and reviewed
- Ensure that there is an effective EDI training programme in place for staff at all levels of the organisation, and that EDI training is effectively resourced
- To eradicate any form of bullying or harassment from the organisation
- Ensure that all staff receive appropriate EDI training and that subcontractors adopt similar approaches
- To provide access to training and development opportunities for people in the locality, for example those in schools and colleges in the area
- Doing business responsibly, including prompt & fair payment to supply chains
- Job creation and employee development programme, including apprenticeship schemes and work experience placements targeted at local people with diverse representation.
- Fair pay & labour conditions e.g., responsible use of zero hours contracts, payment of London Living Wage (LLW)
- Promoting health & well-being in the workplace

Further Reading and Guidance

The Good Growth by Design (GGbD) [Supporting Diversity Handbook](#) offers a roadmap for built environment professionals to think about diversity at every stage of a career. It sets out the barriers and challenges faced by underrepresented groups. It also showcases steps already being taken by committed individuals and organisations. In doing so, it seeks to demonstrate how leadership on these issues can be taken at every level.

Submission Requirements

- Bidders should complete the EDI Action Plan template in the appendix document and identify 5 no. actions for how your practice or bidding consortia will achieve a workforce diversity target that is proportional to the [working age population of London](#).

- The response should be written in Arial font size 11pt and be a maximum of 2 A3 pages long once the table has been completed.
- Please submit one EDI Action Plan per bidding practice or consortia.
- The files must be named as follows, inserting the bidder name as appropriate:
GLA81689_ITT_<Bidder Name>_EDI Action Plan
- Your response will be evaluated according to the criteria in Section 3 of this ITT Volume.

3. ASSESSMENT CRITERIA

The EDI Action Plan will be assessed as part of the overarching 'Practice Policies & Systems' award criterion with an overall weighting of 5%.

Bidders must score a '9 – Acceptable' to pass.

Submitted EDI Action Plans will be scored according to the following criteria:

Score	Assessment Rationale
25 - Excellent	The EDI action plan demonstrates an excellent understanding of how the bidding organisation can achieve the goal of being more representative of London's population. The identified objectives are targeted and address more than three different themes related to evaluating and progressing workforce diversity and demonstrate best practice innovation. All columns in the template are completed to a high level of detail. The action plan is communicated with outstanding quality and clarity.
16 – Good	The EDI action plan demonstrates a very good understanding of how the bidding organisation can achieve the goal of being more representative of London's population. The identified objectives are targeted and address more than three different themes related to evaluating and progressing workforce diversity. All columns in the template are completed to a good level of detail. The action plan is communicated with quality and clarity.
9 - Acceptable	The EDI action plan demonstrates an acceptable understanding of how the bidding organisation can achieve the goal of being more representative of London's population. The identified objectives address at least three different themes related to evaluating and progressing workforce diversity. All columns in the template are completed to a sufficient level of detail but may need further development to be targeted. The action plan is adequately communicated in terms of quality and clarity.
4 - Poor	The EDI action plan demonstrates a somewhat acceptable and satisfactory plan to achieve the aim of being more representative of London's population. The identified objectives address at least one theme related to evaluating and progressing workforce diversity but do not contain sufficient information regarding baseline, actions, key dates and/ or measures of success. The action plan has been communicated satisfactorily.
0 – Unacceptable	The EDI action plan is incoherent and does not meet the expectations required. The action plan fails to clearly communicate how the aim of a more diverse and representative workforce would be achieved and provides limited detail on the approach required to meet the stated objectives.

A+U Framework - EDI Action Plan

This template should be completed in accordance with Volume 3 of the A+U Framework ITT documents. *Please remove and replace the text examples highlighted in yellow.*

Bidder/ Consortia Name: <insert>

Objective	Current Position/ Baseline	Actions/ Tasks	When/ Key Dates	Person Responsible/ Resource Required	Measure of Success
1	To create a workforce that is reflective of the diversity of area We do not currently collect employee data on ethnicity, faith etc There are no links with educational institutions or local communities The E&D policy has not been reviewed in the last three years	Collate workforce diversity data on all equality groups (Data to be reviewed in line with the Equality Act 2010) Carry out employee EDI survey Develop links with local schools/ colleges and or young people, representing diverse communities Monitor data on a six monthly basis Review and update policy	April 2019 (survey) September 2019 (Educational links) September 2020 (targets)	Director of HR	Workforce is increasingly reflective of gender, ethnic, disability diversity By 2020: X% of staff are women X% of staff are BAME 8% of staff are disabled
2					
3					
4					
5					

Practice Mentoring Programme

In line with the Good Growth by Design programme's 'Supporting Diversity' pillar and the ambition to work towards a more representative built environment sector, we are exploring how we might set up and/ or support a Practice Mentoring Programme. The intention is to equip emerging practices, led by people from groups currently underrepresented in the built environment sector, with the tools and networks needed to succeed at procuring and delivering public work. As part of the programme it is envisaged that participating practices would be matched with an established mentor practice.

Please indicate in the box below whether you are interested in becoming a mentor practice.

We are interested in becoming a mentor practice for the Practice Mentoring Programme

Y

☐

N

☐

GLA81689 - Architecture and Urbanism Framework

Invitation to Tender Pricing

Section Weight: 25%

Submission Instructions

A separate submission of this section must be completed for each Lot you have been invited to apply for. Each file must be named as follows:

ITT4_<Bidder Name>

E.g. "ITT4_Acme Ltd.xls"

No additional information may be provided via separate file attachments – your complete response to this section must be contained within this file.

Files must be returned in one of the following formats:

1. EXCEL (.doc) – please ensure that files are saved in Excel 97-2003 Document (.xls)

The file size of this document once completed should not exceed five Megabytes (5MB).

Provide your response within the spaces provided on the following sheets.

Do not amend this file in any other way.

format.

GLA81689 - Architecture and Urbanism Framework

Lot	Grade	General capped Cost of Employment (GBP)	Overhead %	Profit %	Maximum Charge Out (Day) Rate (GBP)
Lot 1 - Spatial Policy, Urban Strategies and Research					
	Director				£0
	Principal Consultant				£0
	Senior Consultant				£0
	Consultant				£0
	Junior Consultant				£0
Lot 2 - Sustainable Cities					
	Director				£0
	Principal Consultant				£0
	Senior Consultant				£0
	Consultant				£0
	Junior Consultant				£0
Lot 3 - High Street and Town Centre Recovery and Transformation					
	Director				£0
	Principal Consultant				£0
	Senior Consultant				£0
	Consultant				£0
	Junior Consultant				£0
Lot 4 - Landscape, Green Infrastructure and Public Realm					
	Director				£0
	Principal Consultant				£0
	Senior Consultant				£0
	Consultant				£0
	Junior Consultant				£0
Lot 5 - Civic, Cultural and Social Infrastructure					
	Director				£0
	Principal Consultant				£0
	Senior Consultant				£0
	Consultant				£0
	Junior Consultant				£0
Lot 6 - Commercial, Workspace and Industrial					
	Director				£0
	Principal Consultant				£0
	Senior Consultant				£0
	Consultant				£0
	Junior Consultant				£0
Lot 7 - Small Sites Housing					
	Director				£0
	Principal Consultant				£0
	Senior Consultant				£0
	Junior Consultant				£0
Lot 8 - Housing and Mixed-Use					
	Director				£0
	Principal Consultant				£0
	Senior Consultant				£0
	Consultant				£0
	Junior Consultant				£0
Lot 9 - Transport Infrastructure Interface: Over Station/Station Development (Housing and Commercial)					
	Director				£0
	Principal Consultant				£0
	Senior Consultant				£0
	Consultant				£0
	Junior Consultant				£0
Lot 10 - Transport Design: Specialist infrastructure					

A+U SSQ Stage 2

	Director				£0
	Principal Consultant				£0
	Senior Consultant				£0
	Consultant				£0
	Junior Consultant				£0