

BRIEFING PACK

**TfL Professional Services Framework
Rail Engineering
Ref: PSF- 91310**

Internal Use Only

Rail Engineering Framework

Briefing pack

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1. Key Features

TfL Professional Services Frameworks – Key Features

1. Two daily charge out rates (maximum), one for Secondments and one for Services – *“for the purpose of this framework agreement, a secondment is classed as an individual or team of individuals working in the main on TfL premises on a timecharge basis.”*
2. Specialist Consultant – *“is a consultant who is a specialist/expert in his field within his industry. Maximum Charge Out Rates shall not apply to the Specialist Consultants at the Employer’s sole discretion.”*

The day rates for Specialist Consultants should be agreed only by Commercial teams and should be treated as exceptions rather than the rule.

3. Maximum daily Charge Out Rates are based on a minimum of 8 hours per day input.
4. Mini competition and call-off processes specific to secondments, low value services and high value services respectively.
5. Short form of contract for secondments and low risk services (PI set at £1M, liability capped at £1M, etc). Long form of contract for high risk and/or high value services.
 - The long form of contract is the default for this Framework. Should you wish to use the short form of contract it must be referenced within the mini completion/sourcing process.
 - The long form of contract includes unlimited liability which should be capped, as appropriate for each call off, upon consideration of associated risk(s). In addition, the Insurance levels as stated are minimum levels and should be set as appropriate for each requirement.
6. Inclusion of a suite of optional KPIs within the Framework(s) - to be incorporated, as appropriate, for each requirement.
7. Utilisation and volume discounts are not included in the new Frameworks.

2. Framework Sub Categories

Framework Agreement: Rail Engineering	
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(a)	Power
(b)	Premises
(c)	Rolling Stock
(d)	Signalling
(e)	Track
(f)	Railway Engineering
(g)	Command, Control and Telecoms
(h)	Systems Engineering

3. Framework Award by Supplier

Rail Engineering - Framework Award by Supplier

Sub-Categories	Power	Premises		Rolling Stock	Signalling		Track				Railway Engineering			
Bidder	01 Power Engineering	02 Stations Engineering	03 Depot Engineering, Plant and Equipment	04 Rolling Stock Engineering	05 Signalling Design Engineering	06 Signalling Installation, Testing and Maintenance	07 Track Design	08 Permanent Way Audit and Inspection	09 Track Asset Management	10 Plant and Equipment	11 Railway Project Development	12 Logistics and Possession Management	13 Incident Investigation	14 Railway Assurance
Abbot Risk Consulting														PASS
AECOM	PASS	PASS	PASS		PASS		PASS	PASS			PASS		PASS	PASS
Altran UK Limited														PASS
Amey OW—No longer on framework			PASS				PASS							
Arqiva														
Atkins Ltd					PASS					PASS				
Capita Property & Infrastructure Limited			PASS	PASS	PASS				PASS		PASS		PASS	
CH2M Hill United Kingdom	PASS	PASS	PASS	PASS	PASS		PASS		PASS	PASS	PASS	PASS		PASS
DEG Signal					PASS									
EC Harris LLP					PASS				PASS					PASS
ENOTRAC UK Ltd	PASS													
ERA Technology														
Firstco														
Gutteridge Haskins and Davey Ltd								PASS	PASS	PASS		PASS		
Hyder Consulting (UK) Limited	PASS	PASS	PASS		PASS		PASS				PASS	PASS		
SNC Lavalin				PASS				PASS	PASS	PASS			PASS	PASS
Jacobs U.K. Limited	PASS	PASS	PASS		PASS		PASS				PASS	PASS		
Kelly Integrated Transport Services Ltd						PASS								
Lloyd's Register Rail Limited										PASS			PASS	PASS
Morgan Sindall		PASS	PASS											
Mott MacDonald Limited	PASS	PASS	PASS	PASS	PASS		PASS	PASS	PASS		PASS		PASS	PASS
Ove Arup & Partners Ltd				PASS	PASS				PASS					PASS
WSP – Parsons Brinckerhoff	PASS	PASS			PASS		PASS					PASS		PASS
Parsons Group International Limited														
PCG Assoc						PASS						PASS	PASS	
Pell Frischmann	PASS	PASS	PASS								PASS			PASS
QinetiQ Limited														
Robert West Consulting Ltd		PASS												
Signalling Installation and Maintenance Services Ltd						PASS								
Stockton Engineering														PASS
Systra				PASS										
telent Technology Services Limited														
Xanta Limited						PASS		PASS	PASS	PASS		PASS	PASS	

Aecom Ltd and URS Infrastructure & Architecture have merged. Aecom Ltd will be the leading organisation. Interfleet have now changed their name and are known as SNC Lavalin

Sub-Categories	Command Control & Telecoms							Systems Engineering						
	15 Railway Control System Engineering	16 Information Security Engineering	17 SCADA	18 Comms Engineering	19 Wireless Comms	20 CCTV	21 PA Systems	22 Electro Magnetic Compatibility (EMC)	23 Human Factors (HF)	24 Systems Engineering	25 Simulation and Modelling	26 High Integrity Software Based Systems	27 RAM Reliability, Availability, Maintainability	28 System Safety Engineering
Abbot Risk Consulting														
AECOM	PASS			PASS		PASS		PASS	PASS	PASS	PASS		PASS	PASS
Altran UK Limited												PASS		
Amey OW – No longer on framework			PASS			PASS	PASS							
Arqiva					PASS									
Atkins Ltd			PASS		PASS			PASS		PASS	PASS			
Capita Property & Infrastructure Limited														
CH2M Hill United Kingdom		PASS		PASS	PASS	PASS	PASS	PASS		PASS	PASS		PASS	
DEG Signal														
EC Harris LLP									PASS					
ENOTRAC UK Ltd														
ERA Technology												PASS		
Firstco		PASS												
Gutteridge Haskins and Davey Ltd	PASS										PASS			PASS
Hyder Consulting (UK) Limited		PASS		PASS		PASS	PASS		PASS	PASS			PASS	
SNC Lavalin								PASS						PASS
Jacobs U.K. Limited				PASS	PASS	PASS	PASS		PASS					
Kelly Integrated Transport Services Ltd														
Ricardo Rail								PASS				PASS		PASS
Morgan Sindall														
Mott MacDonald Limited	PASS		PASS	PASS	PASS	PASS	PASS	PASS	PASS	PASS	PASS		PASS	PASS
Ove Arup & Partners Ltd							PASS			PASS		PASS		PASS
WSP – Parsons Brinckerhoff	PASS	PASS	PASS	PASS		PASS	PASS		PASS		PASS	PASS	PASS	PASS
Parsons Group International Limited										PASS				
PCG Assoc														
Pell Frischmann				PASS		PASS	PASS		PASS					
QinetiQ Limited													PASS	
Robert West Consulting Ltd														
Signalling Installation and Maintenance Services Ltd														
Stockton Engineering														
Systra			PASS									PASS		
telent Technology Services Limited		PASS			PASS									
Xanta Limited														

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4. Framework Award by Sub Category

Rail Engineering – Framework Award by Sub Category

01 Power Engineering	02 Stations Engineering	03 Depot Engineering, Plant & Equipment	04 Rolling Stock Engineering	05 Signalling Design Engineering	06 Signalling, Installation, Testing and Maintenance	07 Track Design
Jacobs U.K. Limited	Pell Frischmann	AECOM	Mott MacDonald Limited	Arcadis Consulting (UK) Limited	Kelly Integrated Transport Services Ltd	Arcadis Consulting (UK) Limited
AECOM	AECOM	Capita Property & Infrastructure	SYSTRA	Mott MacDonald Limited	PCG Associates	AECOM Ltd
Arcadis Consulting (UK) Limited	Jacobs U.K. Limited	CH2M Hill United Kingdom	CH2M Hill United Kingdom	AECOM Ltd	Signalling Installation and Maintenance Services Ltd	Jacobs U.K. Limited
Mott MacDonald Limited	Mott MacDonald Limited	Jacobs U.K. Limited	SNC Lavalin	CH2M Hill United Kingdom	Xanta Limited	Amey QW – No longer on framework
WSP – Parsons Brinckerhoff	CH2M Hill United Kingdom	Arcadis Consulting (UK) Limited	Capita Property & Infrastructure	Capita Property & Infrastructure		WSP – Parsons Brinckerhoff
ENOTRAC UK Ltd	Arcadis Consulting (UK) Limited	Mott MacDonald Limited	Ove Arup & Partners Ltd	Jacobs U.K. Limited		Mott MacDonald Limited
CH2M Hill United Kingdom	Morgan Sindall	Morgan Sindall		Atkins Ltd		CH2M Hill United Kingdom
Pell Frischmann	WSP – Parsons Brinckerhoff	Pell Frischmann		WSP – Parsons Brinckerhoff		
	Robert West Consulting Ltd	Amey QW – No longer on framework		DEG Signal		
				Ove Arup & Partners Ltd		

08 Permanent Way Audit & Inspection	09 Track Asset Management	10 Plant & Equipment	11 Railway Project Development	12 Logistics & Possession Management	13 Incident Investigation	14 Railway Assurance
Mott MacDonald Limited	Capita Property & Infrastructure	SNC Lavalin	AECOM	Arcadis Consulting (UK) Limited	AECOM Ltd	AECOM
AECOM Ltd	Arcadis Consulting (UK) Limited	Ricardo Rail	Pell Frischmann	WSP - Parsons Brinckerhoff	PCG Associates	WSP – Parsons Brinckerhoff
Gutteridge Haskins & Davey Ltd	CH2M Hill United Kingdom	CH2M Hill United Kingdom	Jacobs U.K. Limited	Jacobs U.K. Limited	Capita Property & Infrastructure	Mott MacDonald Limited
Xanta Limited	Gutteridge Haskins & Davey Ltd	Atkins Ltd	Capita Property & Infrastructure	Xanta Limited	Ricardo Rail	Pell Frischmann
SNC Lavalin	SNC Lavalin	Xanta Limited	CH2M Hill United Kingdom	Gutteridge Haskins & Davey Ltd	Mott MacDonald Limited	SNC Lavalin
	Mott MacDonald Limited	Gutteridge Haskins & Davey Ltd	Mott MacDonald Limited	CH2M Hill United Kingdom	AECOM	Arcadis Consulting (UK) Limited
	Xanta Limited		Arcadis Consulting (UK) Limited	PCG Associates	Xanta Limited	Ricardo Rail
	Ove Arup & Partners Ltd				SNC Lavalin	Altran UK Limited
						Abbot Risk Consulting
						CH2M Hill United Kingdom
						Ove Arup & Partners Ltd
						Stockton Engineering

15 Railway Control System Engineering	16 Information Security Engineering	17 SCADA	18 Communications Engineering	19 Wireless Communications	20 CCTV	21 PA Systems
WSP – Parsons Brinckerhoff	Arcadis Consulting (UK) Limited	Parsons Brinckerhoff	Arcadis Consulting (UK) Limited	Arqiva	Jacobs U.K. Limited	Mott MacDonald Limited
Mott MacDonald Limited	Firstco	Mott MacDonald Limited	AECOM	Mott MacDonald Limited	Arcadis Consulting (UK) Limited	Jacobs U.K. Limited
AECOM Ltd	CH2M Hill United Kingdom	SYSTRA	Mott MacDonald Limited	Jacobs U.K. Limited	Mott MacDonald Limited	Arcadis Consulting (UK) Limited
Gutteridge Haskins & Davey Ltd	WSP – Parsons Brinckerhoff	Amey QW – No longer on framework	WSP – Parsons Brinckerhoff	telent Technology Services Limited	Pell Frischmann	Pell Frischmann
AECOM	telent Technology Services Limited	Atkins Ltd	Pell Frischmann	Atkins Ltd	WSP – Parsons Brinckerhoff	Ove Arup & Partners Ltd
			CH2M Hill United Kingdom	CH2M Hill United Kingdom	AECOM	WSP – Parsons Brinckerhoff
			Jacobs U.K. Limited		Amey QW – No longer on framework	Amey QW – No longer on framework
					CH2M Hill United Kingdom	CH2M Hill United Kingdom

22 Electromagnetic Compatibility (EMC)	23 Human Factors (HF)	24 Systems Engineering	25 Simulation & Modelling	26 High Integrity Software Based Engineering	27 RAM (Reliability, Availability, Maintainability)	28 System Safety Engineering
AECOM	Arcadis Consulting (UK) Limited	Atkins Ltd	AECOM	Ricardo	WSP – Parsons Brinckerhoff	Mott MacDonald Limited
Mott MacDonald Limited	Pell Frischmann	Mott MacDonald Limited	Mott MacDonald	Altran UK Limited	Arcadis Consulting (UK) Limited	Gutteridge Haskins & Davey Ltd
Atkins Ltd	AECOM Ltd	CH2M Hill United Kingdom	WSP – Parsons Brinckerhoff	Ove Arup & Partners Ltd	CH2M Hill United Kingdom	SNC Lavalin
SNC Lavalin	Mott MacDonald Limited	Arcadis Consulting (UK) Limited	CH2M Hill United Kingdom	SYSTRA	Mott MacDonald Limited	AECOM Ltd
Lloyd's Register Rail Limited	Jacobs U.K. Limited	AECOM Ltd	Atkins Ltd	WSP – Parsons Brinckerhoff	AECOM Ltd	WSP – Parsons Brinckerhoff
CH2M Hill United Kingdom	WSP – Parsons Brinckerhoff	Ove Arup & Partners	Gutteridge Haskins & Davey Ltd	ERA Technology	QinetiQ Limited	Ove Arup & Partners Ltd
		Parsons Group International Limited				Ricardo Rail

Aecom Ltd and URS Infrastructure & Architecture have merged. Aecom Ltd will be the leading organisation.

Hyder Consulting and EC Harris have now become Arcadis Consulting (UK) Limited

Parsons Brinckerhoff are now known as WSP Parsons Brinckerhoff

Morgan Sindall taken over by Baker Hicks Limited

5. Vendor Number and Outline Agreement Numbers

Vendor Number and Outline Agreement Numbers

Sub-Categories	Vendor Number	Power	Premises		Rolling Stock	Signalling		Track				Railway Engineering			
		01 Power Engineering	02 Stations Engineering	03 Depot Engineering, Plant and Equipment	04 Rolling Stock Engineering	05 Signalling Design Engineering	06 Signalling, Installation, Testing and Maintenance	07 Track Design	08 Permanent Way Audit and Inspection	09 Track Asset Management	10 Plant and Equipment	11 Railway Project Development	12 Logistics and Possession Management	13 Incident Investigation	14 Railway Assurance
Abbot Risk Consulting	10014739														4600004253/10
AECOM	12000158	4600005123	4600005124/10	4600005124/20		4600005125	4600005126/10	4600005126/20				4600005127/10		4600005127/20	4600005127/30
Altran UK Limited	10010028														4600004360/10
Amey QW—No longer on framework	10018771			4600004259/10			4600004260/10								
Arqiva	12000345														
Atkins Ltd	10000310					4600004262/10					4600004263/10				
Capita Property & Infrastructure Limited	14000114			4600004266/10	4600004267/10	4600004357/10			4600004268/10		4600004269/10		4600004269/20		
CH2M Hill United Kingdom	10025375	4600004270/10	4600004271/10	4600004271/20	4600004272/10	4600004273/10	4600004274/10		4600004274/20	4600004274/30	4600004275/10	4600004275/20			4600004275/30
DEG Signal	10020002					4600004278/10									
	10018146														
ENOTRAC UK Ltd	10017626	4600004283/10													
ERA Technology	14000075														
Firstco	10015539														
Gutteridge Haskins and Davey Ltd	12001823							4600004286/10	4600004286/20	4600004286/30		4600004287/10			
Arcadis (UK) Limited	10000758	4600004290/10	4600004291/10	4600004291/20		4600004292/10	4600004293/10			TBC	4600004294/10	4600004294/20			TBC
SNC Lavalin	10007337				4600004297/10			4600004298/10	4600004298/20	4600004298/30				4600004299/10	4600004299/20
Jacobs U.K. Limited	10018379	4600004301/10	4600004302/10	4600004302/20		4600004303/10	4600004304/10				4600004305/10	4600004305/20			
Kelly Integrated Transport Services Ltd	TBC							TBC							
Ricardo	12000281									4600004308/10				4600004309/10	4600004309/20
Morgan Sindall	13000065		4600004359/10	4600004359/20											
Mott MacDonald Limited	10000725	4600004311/10	4600004312/10	4600004312/20	4600004313/10	4600004314/10	4600004315/10	4600004315/20	4600004315/30		4600004316/10		4600004316/20	4600004316/30	
Ove Arup & Partners Ltd	10007901				4600004319/10	4600004320/10				4600004321/10					4600004322/10
WSP – Parsons Brinckerhoff	10018810	4600007087	4600007088			4600007089	4600007090					4600007091			4600007092
Parsons Group International Limited	10001980														
PCG Associates	12000961							4600005057					4600004333/10	4600004333/20	
Pell Frischmann	10006939	4600004334/10	4600004335/10	4600004335/20							4600004336/10				4600004336/20
QinetiQ Limited	10013409														
Robert West Consulting Ltd	12000156		4600004339/10												
Signalling Installation and Maintenance Services Ltd (SIMS)	14001066						4600005193								
Stockton Engineering	12001712														4600004340/10
Systra	10006724				4600004341/10										
telent Technology Services Limited	13000145														
Xanta Limited	12001918						4600005056	4600004355/10	4600004355/20	4600004355/30		4600004356/10	4600004356/20		

Please Note: Parsons Brinckerhoff have now been novated over to WSP – Parsons Brinckerhoff

Sub-Categories		Command Control & Telecoms								Systems Engineering					
Bidder	Vendor Number	15 Railway Control System Engineering	16 Information Security Engineering	17 SCADA	18 Comms Engineering	19 Wireless Comms	20 CCTV	21 PA Systems	22 Electro Magnetic Compatibility (EMC)	23 Human Factors (HF)	24 Systems Engineering	25 Simulation and Modelling	26 High Integrity Software Based Systems	27 RAM Reliability, Availability, Maintainability	28 System Safety Engineering
Abbot Risk Consulting	10014739														
AECOM	12000158	4600005128/10			4600005128/20		4600005128/30		4600005129/10	4600005130/10	4600005130/20	4600005129/20		4600005130/30	4600005130/40
Altran UK Limited	10010028												4600004361/10		
Amey-QW—No longer on framework	10018771			4600004261/10			4600004261/20	4600004261/30							
Arqiva	12000345					4600004358/10									
Atkins Ltd	10000310			4600004264/10		4600004264/20			4600004265/10		4600004265/20	4600004265/30			
Capita Property & Infrastructure Limited	14000114														
CH2M Hill United Kingdom	10025375		4600004276/10		4600004276/20	4600004276/30	4600004276/40	4600004276/50	4600004277/10		4600004277/20	4600004277/30		4600004277/40	
DEG Signal	10020002														
	10018146														
ENOTRAC UK Ltd	10017626														
ERA Technology	14000075												4600004284/10		
Firstco	10015539		4600004285/10												
Gutteridge Haskins and Davey Ltd	12001823	4600004288/10										4600004289/10			4600004289/20
Arcadis Consulting (UK) Limited	10000758		4600004295/10		4600004295/20		4600004295/30	4600004295/40		4600004296/10	4600004296/20			4600004296/30	
SNC Lavalin	10007337								4600004300/10						4600004300/20
Jacobs U.K. Limited	10018379				4600004306/10	4600004306/20	4600004306/30	4600004306/40		4600004307/10					
Kelly Integrated Transport Servuces Ltd	TBC														
Ricardo Rail	12000281								4600004310/10				4600004310/20		4600004310/30
Morgan Sindall	13000065														
Mott MacDonald Limited	10000725	4600004317/10		4600004317/20	4600004317/30	4600004317/40	4600004317/50	4600004317/60	4600004318/10	4600004318/20	4600004318/30	4600004318/40		4600004318/50	4600004318/60
Ove Arup & Partners Ltd	10007901							4600004323/10			4600004324/10		4600004324/20		4600004324/30
WSP – Parsons Brinckerhoff	13001075	4600007093	4600007094	4600007095	4600007096		4600007097	4600007098		4600007099		4600007100	4600007101	4600007102	4600007103
Parsons Group International Limited	10001980										4600004332/10				
PCG Assoc	12000961														
Pell Frischmann	10006939				4600004337/10		4600004337/20	4600004337/30		4600004338/10					
QinetiQ Limited	10013409													4600005032.	
Robert West Consulting Ltd	12000156														
Signalling Installation and Maintenance Services Ltd (SIMS)	14001066														
Stockton Engineering	12001712														
Systra	10006724			4600004342/10									4600004343/10		
telent Technology Services Limited	13000145		4600004344/10			4600004344/20									
Xanta Limited	12001918														

6. Company & Account Manager Details

Company & Account Manager Details

Supplier	Account Manager	Contact Email	Company Registration No.	Address	Phone
Abbott Risk Consulting Limited	Steven Hughes	steven.hughes@consultarc.com	SC234532	11 Albyn Place, Edinburgh, EH2 4NG	0778 9176 401
AECOM Limited	Rory Poole	rory.poole@aecom.com	1846493	St George's House, 5 St. George's Road, Wimbledon, London, England, SW19 4DR	0790 1978 441
Altran UK Limited	John Napier	john.napier@altran.com	3302507	22 St Lawrence Street, Southgate, Bath, BA1 1AN C/A Shackleton House, 4 Battlebridge Lane, London SE1 2HP	01225 823 797 0 7815 085 804
Amey OW—No longer on framework	Kevin Haws	Kevin.Haws@amey.co.uk	3033245	The Sherard Building, Edmund Halley Road, Oxford, OX4 4DQ C/A The Colmore Building, Birmingham, B4 6AT	07736 600403 0121 212 5165
Arqiva Limited	Richard Harajda	Richard.Harajda@arqiva.com	2487597	Crawley Court, Crawley, Winchester, Hampshire, SO21 2QA	
Atkins Limited	Neil Sutehall	Neil.Sutehall@atkinsglobal.com	688424	Woodcote Grove, Ashley Road, Epsom, KT18 5BW C/A; Nova North, 11 Bressenden Place, Westminster London, SW1E 5BY	020 7121 2185 07769 239 240 07747 100 984
Capita Property and Infrastructure Limited	Christopher Witt	Christopher.witt@capita.co.uk	2018542	30 Berners Street, London W1T 3LR	020 3037 7327
CH2M Hill United Kingdom	David Sandercock	david.sandercock@ch2m.com	2533469	Elms House, 43 Brook Green, London, W6 7EF	(0)20 3479 8402
DEG Signal Ltd	Russell Gell	Russell.Gell@degsignal.co.uk	3128616	Aspect House, Crusader Park, Warminster, BA12 8BT	01985 212020 M: 07884 656016
ENOTRAC	Marco Zilberstein	marco.zilberstein@enotrac.com marco.zilberstein@enotrac.co.uk adminuk@enotrac.com	2766532	Chancery House, St Nicholas Way, Sutton, Surrey, SM1 1JB	020 8652 1884 020 8652 1884 07490 217 118
RINA Consulting Limited (ERA Technology)	Nick Holmes-Mackie	nick.holmes-mackie@era.co.uk	7419599	Cleeve Road, Leatherhead, KT22 7SA	01372 367 345
Firstco Limited	Stephen Haynes	stephen.haynes@firstco.uk.com	3574901	4 Celbridge Mews, London, W2 6EU	(0)20 7034 0833
Gutteridge Haskins and Davey	Wynand Norden	Wynand.Norden@ghd.com	5528602	Thornton Science Park, Pool Lane, Ince, Chester, CH2 4NU Level 6, 10 Fetter Lane, London EC4A 1BR	
Arcadis Consulting (UK) Limited	Mark Jackson	mark.jackson@arcadis.com	2212959	Arcadis House, 34 York Way, London, N1 9AB	020 3014 9000
SNC-LAVALIN RAIL & TRANSIT LTD	Hugh Fraser	Hugh.Fraser@snclavalin.com	3062722	Woodcote Grove, Ashley Road, Epsom, KT18 5BW	07799 864687
Kelly Rail UK Limited	Mario Dufourg	mario.dufourg@kelly.co.uk	04411283	Kelly House, Fourth Way, Wembley, Middlesex, HA9 OLH	0208 4240909
Jacobs U.K. Limited	Thomas Darcy	tom.darcy@jacobs.com Mason.baker@jacobs.com	2594504	1180 Eskdale Road, Winnersh, West Berkshire RG41 5TU C/A Tower Bridge Court, 226 Tower Bridge Road, London, SE1 2UP	0203 980 2251 0783.421.1724 07779 511 114
Ricardo Rail Limited	Connor Crawford	Connor.Crawford@ricardo.com business.development@ricardo.com	3226319	Edward Lloyd House, 8 Pinnacle Way, Pride Park, Derby, DE24 8ZS	01332 268 700 07540 753 387
Baker Hicks Limited	James Howles	James.Howles@baker-hicks.com	6256571	Kent House, 14-17 Market Place, London, W1W 8AJ	+44 (0)20 7549 3260
Mott MacDonald Limited	Neil Henderson	neil.henderson@mottmac.com	1243967	Mott MacDonald House, 8-10 Sydenham Road, Croydon CR0 2EE	020 8774 2305 07941 783 383 Kelly Poulton (PA) 020 8774 2346
Ove Arup and Partners Ltd	Shirley Brooks	Shirley.Brooks@arup.com tfl@arup.com	1312453	13 Fitzroy Street, London, W1T 4BQ	079 2086 3050 020 7755 3861
WSP UK Limited	Luke Wooller	Luke.Wooller@wsp.com	2554514	WSP House, 70 Chancery Lane, London WC2A 1AF	07980-164-999
Parsons Group International Limited	Pierre Advani	pierre.advani@parsons.com	3393325	Vice-President, Europe 121 Rue d'Aguesseau - 92100, Boulogne-Billancourt, France	P: +33 (0) 155602381 M: +33 (0)604626926
PCG Associates Ltd	Ray Bush	ray.bush@pcgassociates.co.uk	5331146	Hamilton House, Mabelton Place, London, WC1H 9BB	(0)20 7554 8674
Pell Frischmann Consulting Engineers	Ian Clarke	iclarke@pellfrischmann.com	4403030	5 Manchester Square, London, W1U 3PD	01279 507346
QinetiQ Limited	Jack Castle	jacastle@qinetiq.com	3796233	Building 240, The Close, Bristol Business Park, Coldharbour Lane, Bristol, BS16 1FJ	01252 392 485, 07920 153 462
Robert West Consulting Ltd	Tim Williams	timwilliams@robertwest.co.uk	2901674	Delta House, 175-177 Borough High Street, London, SE1 1HR	(0)20 7939 9916
Signalling Installation and Maintenance Services Ltd	David Steer	dsteer@sims-uk.com	02953526	5 Gorst Road, Park Royal, London, England, NW10 6LA	020 7481 9798

Stockton Engineering Management Ltd	Stephen Turner	stephen@stocktonlondon.com	5598847	140 Buckingham Palace Road, London SW1W 9SA C/A: 4th Floor, Queen Anne's Business Centre, Minster House, 272-274, Vauxhall Bridge Road, Victoria, London, SW1V 1BB	(0)20 7824 5153
Systra Limited	Sarah White	swhite@systra.com	3383212	Dukes Court, Duke Street, Woking, Surrey, GU21 5BH	01483 616292.
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7. Evaluation Criteria

Evaluation Criteria

Bidders at ITT stage were evaluated using the following scoring criteria:

Criterion	Scoring (%)	Section Weighting (%)
Technical proposal – General		
Resource planning and deployment	15	20
Corporate Knowledge Management	5	
Technical proposal – Discipline Specific		
Response to example scenario (demonstration of capabilities)	20	40
Staff CVs	20	
Commercial proposal - Sub-Category Specific		
Maximum charge out day rates for each Consultant grade for:		
Consultant secondments working mainly on TfL Premises	20	40
Consultant services	20	

Appendix A
Schedule 3 Framework Capability Statements

Schedule 3

Rail Engineering Framework Capability Statements

(a) POWER

The supplier shall demonstrate their knowledge and ability to communicate with and advise their client in the following areas:

1) Power Engineering

- Power SCADA specialism
- AC Power Modelling and Studies (including DNO and National Grid infrastructure assessments)
- DC Power Modelling
- Train Simulation and Multi Train Simulation for Power System Modelling
- Power Quality Studies (including DNO and National Grid infrastructure assessments)
- Power System Reliability Modelling
- Harmonic Profile Modelling (including DNO and National Grid infrastructure assessments)
- AC Protection Studies
- Asset Management deep technical support e.g. review of age profiles and specialist asset condition assessments
- High Voltage specialist technical support e.g. Specialist advice and support on partial discharge monitoring and testing
- Development of HV Power electrical design, including concept and detailed design
- Earthing systems specialist advice and technical support

(b) PREMISES

The supplier shall demonstrate their knowledge and ability to communicate with and advise their client in the following areas:

1) Stations Engineering:

- Platforms and associated furniture
- Station buildings, inc staff facilities & equipment rooms
- Station control rooms
- Station planning guidelines
- Platform train interface
- Fire compliance of materials
- Fire engineering within a metro rail system and compartmentation
- Fire detection and suppression

2) Depot Engineering, Plant and Equipment:

- Depots and non-rolling stock depots
- Fire compliance of materials
- Fire engineering within a metro rail system and compartmentation
- Fire detection and suppression
- Plant & equipment and on-track plant

(c) ROLLING STOCK

The supplier shall demonstrate their knowledge and ability to communicate with and advise their client in the following areas:

1) Rolling Stock Engineering

- Brakes
- Doors
- Car bodies
- Bogies
- Crashworthiness
- Mechanical design
- Electrical design, installation and protection (high / low voltage)
- Auxiliary systems design
- Pneumatic system design
- Structural integrity
- Fire performance of materials
- Propulsion systems
- Train management system design and functionality
- On-train diagnostic systems – e.g. saloon CCTV, incident recorder systems
- Automatic Train Operation (ATO) systems
- Automatic Train Protection systems
- Train performance
- Wheelset design
- Wheel rail interface
- Optimisation of train performance in low adhesion conditions
- Noise, ride & vibration
- Rolling stock maintenance
- Rolling stock testing and commissioning

- Depot equipment (and associated equipment/systems)
- Rolling stock audits and inspections
- Human factors, cab design and driver ergonomics

(d) SIGNALLING

The supplier shall demonstrate their knowledge and ability to communicate with and advise their client in the following areas:

1) Signalling Design Engineering

- Signalling design
- Point operating equipment
- Remote condition monitoring
- Automatic Train Control (ATC) systems, including coded track and Communications Based Train Control Systems that provide Automatic Train Operation (ATO) and Automatic Train Protection (ATP)
- Automatic Train Supervision (ATS) systems and Train Describer systems
- Assurance activities for product and system acceptance
- General technical support

(e) TRACK

Permanent Way is an asset which varies widely in both age and environment from the deep tube environment through to the sub surface tunnels to open areas. The supplier is required to provide technical and professional advice on the Permanent Way asset and provide pragmatic solutions. The supplier shall also demonstrate their knowledge and ability to communicate with and advise their client in the following areas:

1) Track design

- Track design including running rail and conductor rail design
- Gauging assessment including platform train interface
- Train arrestor design
- Longitudinal timber design
- Track component design
- Standards including specifications

2) Permanent Way Audit and Inspection

- Audit
- Inspection
- Standards including specifications

3) Track Asset Management

- Strategy
- Noise and Vibration
- Wheel Rail Interface
- Standards including specifications

4) Plant and Equipment

- Assessment of track plant for track renewals including on track plant
- Assessment of track plant for maintenance including on track plant
- Approval of track plant including on track plant
- Standards including specifications

(f) RAILWAY ENGINEERING

The supplier shall demonstrate their knowledge and ability to communicate with and advise their client in the following areas:

1) Railway Project Development

The objectives of railway project development are to:

- Work with stakeholders and agree the requirements of the problem to be solved.
- Identify possible solutions, their feasibility, benefits, costs and risks.
- Prepare a business case to justify works to implement a solution.

The supplier shall demonstrate competence and capability in the following areas to achieve these objectives;

- Legislation, standards and TfL Pathway
- Lifecycle processes and project controls
- Requirements elicitation, negotiation, specification, and documentation
- Concept formulation, working with stakeholder to explore options, establish success criteria, agreement of risks and consensus around concept
- Railway business cases creation in accord with the TfL Business Case Development Manual and WebTag

2) Logistics and Possession Management

The supplier will provide technical and professional advice for the capability which also requires experience in the following specialist areas:

- demand planning and scheduling,
- supply receiving and storing,
- stock picking and distribution,
- returns management,
- negotiating of work sites and
- planning and negotiation of track access and optimizing programme of works.

3) Incident Investigation

Incident Investigation involves accident investigation including accident assessment, repair assessment and brake investigations on assignments such as depot derailments and collision damage.

The supplier shall demonstrate:

- Usage of specialist tools and techniques required by TfL during accident investigations
- Their experience in leading an investigation, engaging with TfL specialists as required
- Their ability to communicate and advise on technical aspects of most railway systems and investigation analysis of simulated or actual accident scenarios that involve railway systems
- Their knowledge and experience in the understanding of accident mechanisms, their immediate causes, causal factors and root causes
- Their competence in applying investigative techniques including root cause analysis
- Their ability to preserve and manage evidence captured in a controlled manner
- Their knowledge and experience in assessment of damage to assets
- Their knowledge and experience in assessment of remedial works necessary to recover damaged assets and bring them back to full service operation
- Usage of specialist tools and techniques to be able to be an expert witness
- The ability to present their findings and conclusions, in terms of immediate causes, causal factors and root causes, in clear, logical structured report with recommendations that appropriately address the root causes identified.

4) Railway Assurance

The supplier shall demonstrate:

- A full working knowledge of Railway and other Guided Transport Systems (Safety) Regulations 2006 (as amended) and other statutory obligations, regulatory guidance, the London Rail & Underground Safety Management Systems, applicable European / British Standards, building regulations and appropriate industry standards and their ability to directly support the client in their application
- Compliance with TfL and LUL standards including the ability to meet safety requirements
- Their knowledge and ability to act as an Independent Safety Assessor (ISA) and Vehicle Acceptance Body (VAB) or Notified Body (NoBo).

(g) COMMAND, CONTROL AND TELECOMS

1) Railway control system engineering

Railway Control Systems include signalling control, customer information systems, and station, line and network control systems.

The supplier will be expected to supply advice, studies, surveys, reports, design and supervision services which will in turn, rely and depend on skill, competence and capabilities including but not limited to the following capability details.

The supplier shall demonstrate competence in:

- Railway control system requirements
- Railway control system design including
 - Functional analysis and design,
 - Operations planning and scheduling,
 - Timetabling and ticketing systems,
 - Timetabling development and testing,
 - Station, terminal and crew management,
 - Operational rules and standards,
 - Emergency planning.
 - Design integration, testing and commissioning of signal control, telephony, data, ERP, SCADA, CCTV and PA networks.
- Railway control system testing.
- Railway control system documentation
- TfL railway domain knowledge

Knowledge and understanding of the assets, processes and roles that are used in the railway environments of London Underground, the Docklands Light Railway, London Overground and Croydon Tramlink and those areas of these railways that interface with, adjoin or are in close proximity to Network Rail.

2) Information Security engineering

Information security engineering is a set of risk-based technical and procedural controls to minimise vulnerabilities of engineering systems to electronic (or cyber) threats throughout the asset lifecycle. In the TfL Railway Environments, particular systems are critical to the safe and reliable operation of the railway, such a signalling systems, power SCADA, PA, and CCTV systems.

The supplier will be expected to supply advice, studies, test procedures, analysis, reports, design and supervision services which will, in turn, rely and depend on skill, competence and capabilities including but not limited to the following capability details:

The supplier shall demonstrate competence in:

- The use of information security competence frameworks
- Information security legislation and standards
- Information security documentation
- Auditing of compliance with security objectives, policies, standards and processes.
- Managing cryptographic systems to provide governance and control of electronic security.
- Advising on management of security and information risk consistent with HMG IA policy, standards and guidance.
- Information security design and implementation
- TfL Railway Environment domain Knowledge

Knowledge and understanding of the assets, processes and roles that are used in the railway environments of London Underground, the Docklands Light Railway, London Overground and Croydon Tramlink.

3) SCADA

SCADA is an acronym for Supervisory Control and Data Acquisition. SCADA systems are used to monitor and control plant or equipment in many applications such as telecommunications, electrical power control and railway transportation.

The supplier will be expected to supply advice, studies, test procedures, analysis, reports, design and supervision services which will, in turn, rely and depend on skill, competence and capabilities including but not limited to the following capability details:

The supplier shall demonstrate competence in:

- SCADA requirements including legislation and standards, operational and maintenance requirements
- Design, development and implementation of SCADA architectures; distributed, networked, cloud-based
 - Telecoms networks – LAN's / WAN's, fibre-based transmission, wireless
 - PLC's/ RTU's design applications in SCADA type plant/ environments
 - PLC/ RTU programming / ladder logic/ IEC 61131-3
 - SCADA protocols – Modbus-TCP, Ethernet, TCP/IP, DNP3, IEEE 60870-5
 - SCADA standards - IEEE 60870, IEEE C37.1-2007
- SCADA testing and commissioning
- Preparing SCADA documentation
- TfL Transport Networks including TfL Railway Environment domain Knowledge

Knowledge and understanding of the SCADA systems, other assets, processes and roles that are used in the railway environments of London Underground, the Docklands Light Railway, London Overground and Croydon Tramlink.

4) Communications Engineering

Communication systems are deployed throughout TfL's transport networks to enable and support operations, maintenance and support services in wide range of geographic locations. Support is

provided locally and at line and network control centers. These systems provide key interfaces and functions to TfL's staff, customers and third parties. They facilitate normal, degraded and emergency mode of service operation but also interface with the emergency services during incidents.

The supplier will be expected to supply advice, studies, surveys, reports, design and supervision services which will in turn, rely and depend on skill, competence and capabilities including but not limited to the following capability details:

The supplier shall demonstrate competence in:

- Telecoms networks requirements including legislation, standards, operational and maintenance requirements.
 - R&TTE regulations 2000
 - EMC regulations 2006
 - Wireless & Telegraphy Act 2006
 - EMC legislation and principles
 - The regulatory and spectrum management framework
- The design, testing, commissioning maintenance and operation of communication systems including:
 - Analysis and design methods and processes
 - The application of RAM.
- Design, testing, commissioning, maintenance and operation of communications systems assets including:
 - Analogue radio systems
 - Digital trunk Radio- TETRA (ETSI 300 series)
 - Antennas – directional / arrays/ patch antennas/ leaky feeders
 - Smart antennas – MIMO technology
 - CCTV
 - Public address
 - Telephony systems
 - Data networks
 - IP networks
- Preparing communication system documentation
- TfL domain knowledge
- The understanding and application of communications engineering in transport system environments in general and within TfL railway environments in particular.

5) Wireless Communications

Wireless Communications Systems, transfer data between points that are not connected by an electrical conductor, most commonly using electromagnetic energy. A variety of radio based systems are in use on the TfL transport networks from LF (low frequency) for inductively coupled services to Microwave services in the GHz bands. Wireless devices and services may range from asset tags to complex digital trunk radio systems.

The supplier will be expected to supply advice, studies, surveys, reports, design and supervision services which will in turn, rely and depend on skill, competence and capabilities including but not limited to the following capability details.

The supplier shall demonstrate competence in:

- Wireless communications systems requirements including legislation and standards.
- Wireless communications system design, testing, commissioning, operations and maintenance.
- Wireless communications systems modelling and tools.
- Signalling and rolling stock compatibility.
- Testing and the use of test equipment to undertake investigations or demonstrate compliance.
- Asset management and software configuration of wireless communications systems assets.
- Preparing wireless communications systems documentation.
- TfL wireless communications systems domain knowledge.
- Knowledge and understanding of wireless communications engineering and the assets that are deployed in the various TfL transport networks and the TfL railway environments. This includes TETRA, and also those areas of the LU railway that interfaces with, adjoin to, or are in close proximity of, Network Rail.

6) Closed Circuit Television Systems CCTV

TfL transport networks are major users of CCTV systems. LU alone has over 16000 camera units. These include a range of technologies from legacy analogue systems to new IP-based CCTV systems using Cat5e structured cabling.

CCTV systems provide visual and video information for command, control, security and incident management for transport services.

The supplier shall demonstrate competence in:

- CCTV requirements including standards, legislation and regulations, operational and maintenance requirements.
- **The design of analogue and digital CCTV systems.**
- Installing, configuring, commissioning and operating analogue and digital CCTV systems.
- Design, testing, commissioning and operation of CCTV transmission systems
- Using CCTV calibration / test equipment
- Design, commissioning and testing of OPO CCTV systems for railway operations.
- Preparing documentation for CCTV systems
- TfL Railway Environment domain CCTV knowledge

- The understanding and application of CCTV engineering and the CCTV assets deployed in TfL transport environments and the TfL railway environments in particular.

7) Public Address Systems

Public address systems PA are used in TfL railway stations as a passenger information system and in sub-surface and tube stations also as a voice alarm in emergencies.

The supplier will be expected to supply advice, studies, surveys, reports, design and supervision services which will in turn, rely and depend on skill, competence and capabilities including but not limited to the following capability details.

The supplier shall demonstrate competence in:

- PA system requirements including legislation and standards.
- PA system design, configuration, commissioning and operation including:
 - PA system equalisation
 - Designing and configuring high-impedance speaker chains
 - Configuring and setting up BSEN 5839-8 PAVA systems
 - PA related Environmental noise issues
 - Class 1 & 2 environmental noise measurements
 - PA system (electrical and acoustic) measurements
 - Fire regulations compliant installation practice
- PA Documentation
- TfL Railway Environment domain PA Knowledge
- Knowledge and understanding of PA systems engineering and the PA assets that are deployed in the railway environments of London Underground, the Docklands Light Railway, London Overground and Croydon Tramlink.

(h) SYSTEMS ENGINEERING

1) Electromagnetic compatibility (EMC)

Electromagnetic compatibility is the understanding, management and control of electromagnetic interference arising from the emission of electromagnetic energy from systems and the impact of that phenomenon on other systems that are susceptible to it. The objective of EMC is to control emissions and susceptibility, so that adverse effects are avoided.

The supplier will be expected to supply advice, studies, surveys, reports, design and supervision services which will in turn, rely and depend on skill, competence and capabilities including but not limited to the following capability details:"

The supplier shall demonstrate competence in:

- EMC requirements
- EMC documentation
- EMC modeling and tools
- Signalling and rolling stock compatibility
- EMC Testing
- Risk based approach to EMC, a risk based and economic approach to the management and control of EMC.
- TfL Railway Environment domain EMC Knowledge

Knowledge and understanding of the EMC characteristics of the assets that are used in the railway environments of London Underground, the Docklands Light Railway, London Overground and Croydon Tramlink and those areas of these railways that interface with, adjoin or are in close proximity to Network Rail.

2) Human Factors (HF)

Human Factors is the understanding of interactions between humans and other elements of a transport system, and the application of theory, principles, data and methods to the design of the transport system in order to optimize human well-being and overall system performance.

The supplier will be expected to supply advice, studies, surveys, reports, design and supervision services which will in turn, rely and depend on skill, competence and capabilities including but not limited to the following capability details:"

The supplier shall demonstrate competence in:

- HF requirements
- HF documentation
- Process change
- Human Factors analysis and design
- Alarm design
- Human Reliability

- TfL Transport including Railway Environment domain knowledge

Knowledge and understanding of the application of Human Factors in transport environments and the TfL railway environments in particular.

3) Systems Engineering

Systems engineering is a technique that aims to manage engineering risk in the design and implementation of projects/programmes of works by considering the problem as a whole rather than disparate parts.

The supplier will be expected to supply advice, studies, surveys, reports, design and supervision services which will in turn, rely and depend on skill, competence and capabilities including but not limited to the following capability details:"

The supplier shall demonstrate competence in:

- Systems engineering standards and reference bodies of knowledge
- Systems engineering documentation
- Lifecycle processes and project controls
- Requirements elicitation, documentation and management,
- Validation and verification
- Design: formulating concepts
- Design: architecture and architecture description
- Configuration management
- TfL transport including railway environment domain knowledge
- Knowledge and understanding of the application of systems engineering in transport environments and the TfL railway environments in particular

4) Simulation and Modelling

Railway system performance engineering aims understand the behaviour of railway performance as a whole and how constituent parts interact. Modelling tool-sets are used to mimic the behaviours of complex real systems. TfL applies this understanding at different stages throughout the lifecycle to allow railway performance to be managed as an emergent property and ensure the railway performs as intended, efficiently and effectively.

The supplier will be expected to supply advice, studies, surveys, reports, design and supervision services which will in turn, rely and depend on skill, competence and capabilities including but not limited to the following capability details:

The supplier shall demonstrate competence in:

- Systems Performance Engineering Delivery, analysis, modelling & simulation techniques, including the application of the following tools:
 - Train systems models/ simulators, e.g. LU's Railway Engineering Simulator
 - DC traction infrastructure/ power models/ simulators
 - Tunnel Ventilation Modelling (TVM) using the Subway Environment Simulation (SES) software.
 - Heat strain risk and ambience benefits appraisals using LUL's Heat Strain Risk Tool (HSRT)
 - Computation fluid dynamics models (CFD)
 - Railway performance, scheduling and journey time analysis
 - DC traction power, ventilation, cooling and refrigeration design analysis
- Simulation and Modelling documentation
- Systems Performance Engineering Tools Development
 - Knowledge of Intel and/or Sun computers, their operating systems and commonly used development systems
 - Object-oriented coding techniques using C++, produce and implement structured, and well-documented code, and software testing plans
 - Development of engineering modelling & simulation tools within Windows and Unix environments
 - Development of data pre-processing and post-processing programs and scripts
- Engineering and System Engineering Knowledge
 - Requirements capture and production of requirement specifications
 - Fluid dynamics, heat transfer and thermodynamics
 - Use of systems engineering tools
 - Dynamic system measurements and testing
 - Mechanical engineering principles
 - Safety legislation and railway operating rules and regulations
 - TfL railway environments domain knowledge
 - Risk management principles

5) High Integrity Software Based Systems

Software systems are increasingly at the core of modern transport networks. TfL undertakes the following roles within the transport network: operator, specifier, intelligent client and overall integrator. In general, TfL prefers not to specify and procure bespoke software, due to the impacts of risk, time and cost. This strategy results in the need to leverage supplier's products where necessary, with adaptation and modification for the particular transport application's environment and needs. Managing the specification, development, test, migration and performance of (supplier) software is often critical to the successful delivery of transport projects and transport systems.

The supplier will be expected to supply advice, studies, reports, analytical, modelling, testing and supervision services which will in turn, rely and depend on skill, competence and capabilities including but not limited to the following capability details:

The supplier shall demonstrate competence in:

- Software system requirements
- Software systems documentation
- Software development and testing
- Software quality and delivery
- Software capability assessments
- TfL Railway Environment domain Knowledge
- Knowledge and understanding of the use of high integrity software in transport environments and the TfL railway environments in particular.

6) Reliability Availability Maintainability (RAM)

TfL's customers and stakeholders expect Transport Systems within London to be reliable and affordable.

- Reliability is the probability that a system will continue to perform correctly to a particular time.
- Availability is the ability of a system to be in a state to perform correctly at any time.
- Maintainability is the probability that a maintenance action can be carried out within a stated time interval. Maintainability also includes the cost of planned maintenance activities required to support safe and reliable operation in service.

The objective of RAM within TfL is to manage the reliability, availability and cost of transport networks so that the performance of these three parameters improves continuously and the adverse effects of any changes are avoided.

The supplier will be expected to supply advice, studies, reports, analytical, modelling, testing and supervision services which will in turn, rely and depend on skill, competence and capabilities including but not limited to the following capability details:

The supplier shall demonstrate competence in:

- RAM requirements
- RAM evidence
- RAM application over the life cycle
- RAM application to software based systems
- Reliability Growth Prediction:
- TfL Railway Environment domain RAM Knowledge

The understanding and application of RAM in transport system environments in general and within TfL railway environments in particular.

7) System Safety Engineering

System safety engineering is the identification, understanding, management and control of safety hazards that originate from incorrect operation or use and that could harm the customers or staff of a transport system.

The objective of System Safety Engineering is to demonstrate that the transport system is free from harm and that safety risks are managed to acceptable levels.

The supplier will be expected to supply advice, studies, surveys, reports, safety cases, design and supervision services which will in turn, rely and depend on skill, competence and capabilities including but not limited to the following capability details:"

The supplier shall demonstrate competence in:

- Safety requirements including legislation and standards
- Safety documentation
- Safety modelling and tools
- Engineering safety management processes
- Safety risk assessment
- Risk control
- Specifying safety targets and related requirements.
- TfL Railway Environment domain safety knowledge
- The understanding and application of system safety engineering in transport environments and the TfL railway environments in particular.

Appendix B

Grade Definitions

Grade Definitions

Partner/Director

General	<p>For a partnership, a Partner in the practice; for a limited company, any employee who is a “Company Director” as defined in the Companies Act 2006.</p> <p>Responsible for all grades of personnel.</p>
Typical Education /Qualifications and Experience	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

<p>General</p>	<p>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.</p> <p>Responsible for all grades of consultants and support staff.</p>
<p>Typical Education /Qualifications and Experience</p>	<ul style="list-style-type: none"> • 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 substantial transport 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 Consultancy including client liaison, specialist skills or experience.
<p>Responsibilities</p>	<ul style="list-style-type: none"> • 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

<p>General</p>	<p>Reporting to Partner / Director or Principal Consultant. Person holding corporate membership of a professional body recognised by TfL and has the ability to demonstrate key involvement in delivering projects of high value and complexity.</p> <p>Responsible for all grades of consultants and support staff on behalf of the Director/Partner.</p>
<p>Typical Education /Qualifications and Experience</p>	<ul style="list-style-type: none"> • 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 transport 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.
<p>Responsibilities</p>	<ul style="list-style-type: none"> • 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	<p>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.</p> <p>Responsible for Junior Consultant / administration staff</p>
Typical Education /Qualifications and Experience	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<p>Reporting to Senior Consultant/Consultant. A person with the relevant experience capable of working on some aspects of the delivery of the required project.</p> <p>Responsible for support staff.</p>
Typical Education /Qualifications and Experience	<ul style="list-style-type: none"> • Must have relevant work experience in at least one completed project.
Responsibilities	<ul style="list-style-type: none"> • 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 C

Call Off Schedules

SCHEDULE 6A
(Mini-Competition Request Form)

Schedule 6A

Mini-Competition Request Form – Call Off Contract

Framework Agreement Name and Reference Number: **insert**

Sub Category: **insert name**

Mini-competition Reference: **insert**

From: **insert name**

Date: **insert**

This is a Mini-Competition Request Form for the provision of Services in accordance with the Framework Agreement referenced above. This is an enquiry document only, constituting an invitation to treat, and does not constitute an offer capable of acceptance. Your Proposal must be submitted as an offer capable of acceptance by the *Employer*; however such acceptance will not occur unless and until the *Employer* posts notice of acceptance to you.

Attachment 1 of this Mini-Competition Request Form sets out the Contract Data;

Attachment 2 of this Mini-Competition Request Form sets out the *Services*.

In your Proposal, you must respond by providing the information required as detailed in this Schedule 6A and by completing the Contract Data Part Two contained in Attachment 1.

Your Proposal will be assessed against those submitted by other Consultants as part of a Mini-Competition process. Subject to the *Employer* not having any obligation to award a Call Off Contract the *Employer* will evaluate the Proposals to determine which is the most economically advantageous with reference to the assessment criteria set out in this Schedule 6A.

Any clarifications regarding this Mini-Competition should be directed per the instructions in this Schedule 6A. Any queries regarding the Framework Agreement should be directed to the Procurement Manager named in the Framework Agreement.

Instructions to Tenderers

Mini-Competition **[insert reference]**

Confidentiality

The contents of this Mini-Competition are confidential and must be used only for the purpose of submitting a Proposal. The *Consultant* must not make any such communication or enter into any collusive arrangement with any third party save for the purpose of sub-consulting.

Contact

The *Employer's* procurement lead allocated to this Mini-Competition is [insert name].

Any contact with other *Employer's* personnel relating to this Mini-Competition may invalidate the *Consultant's* proposal submission. All contact must be via the e-tendering portal. Only technical issues relating to the e-tendering portal allow for direct contact of the procurement lead. In the first instance, the *Consultant* should contact the e-tendering portal help desk. If unresolved, contact the procurement lead:

[insert email address]

[insert telephone number]

The Services

The Services to be provided under this appointment are any or all of the Services detailed in Attachment 2.

If stipulated in Attachment 1 or Attachment 2, the Starting and Completion dates should be deemed material to the Call Off Contract. If the *Consultant* is unable to meet these dates, the *Consultant* should propose alternatives within the formal clarification process which may be accepted at the sole discretion of TfL.

Price

[delete as applicable:

Option A Priced contract with activity schedule

Option C Target contract

Option E Time based contract]

Mini-Competition clarification

Clarifications must be submitted via the e-tendering portal, by **[insert time and date]**. The clarification(s) and their response(s) will be circulated on an anonymous basis to all *Consultants* via the e-tendering portal.

Proposal submissions

In the Proposal submission the technical proposal, commercial proposal and Contract Data must be separated. Prices **must not** be included in the technical proposal. The documents must be clearly titled 'Technical Proposal', 'Commercial Proposal' and 'Contract Data'. Submissions must be in Microsoft Office applications or Adobe Portable Document Format (pdf) documents.

Return of proposal

All documents must be correctly uploaded to our e-tendering portal, by **[insert time and date]**.

Validity

Proposals must remain open for acceptance for 6 (six) months from the return of proposal date.

Proposal submission clarifications

During the course of the evaluation of submissions, the *Consultant* may be asked to answer questions about his submission and other matters related to the Services. The *Consultant* must respond to such questions as quickly as possible but, in any event, within 2 (two) working days or, if a deadline is specified, responses must be submitted by that deadline. Failure to respond may result in the *Employer* rejecting the Proposal submission. Any amendments to the Proposal submission arising from these discussions with the *Consultant* will be taken into account in the final evaluation.

Proposal clarification meeting

To enable moderation of the Proposal evaluation process, The *Employer* may request a meeting from all, some or one of the *Consultants*. Failure to attend may result in the *Employer* rejecting the Proposal submission.

Proposal submission evaluation

Evaluation of submissions will be on the basis of most economically advantageous proposal as per the assessment criteria set out in the tables contained in this Schedule 6A.

Compliance

All Proposals returned should comply in every respect with the requirements of this Mini-Competition. However, the *Employer* reserves the right to consider non-compliant submissions where permitted.

Failure to disclose all material information (facts that the *Employer* regards as likely to affect the evaluation process), or disclosure of false information at any stage of this procurement process may result in ineligibility for award. The *Consultant* must provide all information requested and not assume that the *Employer* has prior knowledge of any of the *Consultant's* information.

Proposals that contain Specialist Consultants at above Framework Maximum Charge Out Rates will be deemed non-compliant. If you wish the *Employer* to consider the approval of Specialist Consultants (at above Framework Maximum Charge Out Rates), this must be requested within the Mini-Competition clarification process prior to submitting your Proposal. .

The *Employer* shall not be liable for any costs, charges or expenses borne by the *Consultant* whether or not he is awarded a Call Off Contract, which for the avoidance of doubt includes any costs, charges and expenses arising from or associated with an abortive or cancelled procurement process.

Acknowledgement of receipt of this Mini-Competition

The *Consultant* should acknowledge in the e-tendering portal receipt of this Mini-Competition and confirm whether they intend to submit a Proposal. Failure to do so may lead to the *Consultant* not receiving any amendments, addendums and clarifications to Mini-Competition documentation.

[Other – **Optional, delete if not required**]

Submissions & Evaluation Criteria

Technical Proposal	
Evaluation: [insert technical weighting] and discretionary pass/fail	
[Optional] The <i>Employer</i> will not appoint a <i>Consultant</i> that scores less than [insert minimum score to pass] out of the available marks	
[Optional] The technical submission must not exceed [insert number] of words contained in a maximum of [insert number of sides (approx 450 words to a side of A4)] sides of A4	
Evaluation Criteria	Weighting
[insert criterion 1]	[insert sub-weighting]
[insert criterion 2]	[insert sub-weighting]
[insert criterion 3]	[insert sub-weighting]
[expand as necessary]	
Conflicts of Interest: Provide details of actual or potential conflicts of Interests that would arise were you to be appointed, and details of how these conflicts would be mitigated.	Discretionary Pass/Fail

Commercial Proposal	
Evaluation: [insert commercial weighting] and discretionary pass/fail	
Evaluation Criteria	Weighting
[insert criterion 1]	[insert weighting/ sub-weighting]
[expand as necessary]	
Full contact details of the <i>Consultant's</i> bid manager	For info

Contract Data	
Information Required	Evaluation
Un-amended Contract Data Part One (in Microsoft Word)	For info
Completed Contract Data Part Two (in Microsoft Word)	For info

SCHEDULE 6B

**(Mini-competition Request Form –
Short Form: Services)**

**Schedule 6B
Mini-competition Request Form –
Short Form Conditions of Contract: Services**

Framework Agreement Name and Reference Number: insert

Sub Category: insert

Mini-competition Reference: insert

From: insert name

Date: insert

This is a Mini-competition Request Form for the provision of Services as detailed in Table 3, **Attachment []** in accordance with the Framework Agreement referenced above. This is an enquiry document only, constituting an invitation to treat, and does not constitute an offer capable of acceptance. Your Proposal must be submitted as an offer capable of acceptance by the *Employer*; however such acceptance will not occur unless and until the *Employer* posts notice of acceptance to you.

The contents of this Mini-competition are confidential and must be used only for the purpose of submitting a Proposal. The *Consultant* must not make any such communication or enter into any collusive arrangement with any third party save for the purpose of sub-consulting.

The *Employer's* procurement lead allocated to this Mini-competition is [insert name].

Any contact with other *Employer's* personnel relating to this Mini-Competition may invalidate the *Consultant's* proposal submission. All contact must be via the e-Tendering portal unless there are technical issues with the e-Tendering portal.

In your Proposal, you must respond by providing the information required as detailed in Table 4. Failure to disclose all material information (facts that the *Employer* regards as likely to affect the evaluation process), or disclosure of false information at any stage of this procurement process may result in ineligibility for award. The *Consultant* must provide all information requested and not assume that the *Employer* has prior knowledge of any of the *Consultant's* information.

Proposals that contain Specialist Consultants at above Framework Maximum Charge Out Rates will be deemed non-compliant. If you wish the *Employer* to consider the approval of Specialist Consultants (at above Framework Maximum Charge Out Rates), this must be requested within the Mini-Competition clarification process prior to submitting your Proposal.

Evaluation of submissions will be on the basis of most economically advantageous proposal as per the assessment criteria set out in Table 2.

To enable moderation of the Proposal evaluation process, The *Employer* may request a meeting from all, some or one of the *Consultants*. Failure to attend may result in the *Employer* rejecting the Proposal submission.

The *Employer* shall not be liable for any costs, charges or expenses borne by the *Consultant* whether or not he is awarded a Call Off Contract, which for the avoidance of doubt includes any costs, charges and expenses arising from or associated with an abortive or cancelled procurement process.

Table 1, Procurement Timetable:

Issue mini-competition	Insert date
Deadline to submit clarification requests	Insert date
Deadline to submit proposal	Insert date
Contract award	Insert date

Table 2, Evaluation Criteria:

Technical	
Evaluation: [insert technical weighting] and discretionary pass/fail	
[Optional] The technical submission must not exceed [insert number] sides of A4	
Evaluation Criteria	Weighting
1 [insert criterion]	[insert sub-weighting]
2 [insert criterion]	[insert sub-weighting]
[expand / delete as necessary]	[insert sub-weighting]
Conflicts of Interest: Provide details of actual or potential conflicts of Interests that would arise were you to be appointed, and details of how these conflicts would be mitigated.	Discretionary Pass/Fail
Commercial	
Evaluation: [insert commercial weighting]	
[Optional] The commercial submission must not exceed [insert number] sides of A4	
Evaluation Criteria	Weighting
3 [insert criterion]	[insert sub-weighting]
4 [insert criterion]	[insert sub-weighting]
[expand / delete as necessary]	[insert sub-weighting]

Table 3, The Employer's Requirement:

The Services: See Appendix []	Service Commencement Date: insert Term: insert
Price: [delete as applicable: Priced contract with activity schedule Target contract Time based contract]	
Special Conditions: [N/A or See Appendix " "]	

Table 4, The Consultant's proposal

The <i>Consultant</i> (supplier name) is:	
Proposal Ref:	Proposal Date:
Bid Manager's contact details:	
Conflicts of Interest: Provide details of actual or potential conflicts of Interests that would arise were you to be appointed, and details of how these conflicts would be mitigated.	
1	insert your response here:
[expand / delete]	

SCHEDULE 6C
(Mini-competition Request Form –
Short Form: Consultant Secondment)

Schedule 6C
Mini-competition Request Form –
Short Form Conditions of Contract: Consultant Secondment

Framework Agreement Name and Reference Number: insert

Sub category: insert

Mini-competition Reference: insert

From: insert name

Date: insert

This is a Mini-competition Request Form for the provision of Services as detailed in Table 3 **Appendix []** in accordance with the Framework Agreement referenced above. This is an enquiry document only, constituting an invitation to treat, and does not constitute an offer capable of acceptance. Your Proposal must be submitted as an offer capable of acceptance by the *Employer*; however such acceptance will not occur unless and until the *Employer* posts notice of acceptance to you.

The contents of this Mini-competition are confidential and must be used only for the purpose of submitting a Proposal. The *Consultant* must not make any such communication or enter into any collusive arrangement with any third party save for the purpose of sub-consulting.

The *Employer's* procurement lead allocated to this Mini-competition is [insert name].

Any contact with other *Employer's* personnel relating to this Mini-Competition may invalidate the *Consultant's* proposal submission. All contact must be via the e-Tendering portal unless there are technical issues with the e-Tendering portal.

In your Proposal, you must respond by providing the information required as detailed in Table 4. Failure to disclose all material information (facts that the *Employer* regards as likely to affect the evaluation process), or disclosure of false information at any stage of this procurement process may result in ineligibility for award. The *Consultant* must provide all information requested and not assume that the *Employer* has prior knowledge of any of the *Consultant's* information.

Proposals that contain Specialist Consultants at above Framework Maximum Charge Out Rates will be deemed non-compliant. If you wish the *Employer* to consider the approval of Specialist Consultants (at above Framework Maximum Charge Out Rates), this must be requested within the Mini-Competition clarification process prior to submitting your Proposal.

Evaluation of submissions will be on the basis of most economically advantageous proposal as per the assessment criteria set out in Table 2.

To enable moderation of the Proposal evaluation process, The *Employer* may request a meeting from all, some or one of the *Consultants*. Failure to attend may result in the *Employer* rejecting the Proposal submission.

The *Employer* shall not be liable for any costs, charges or expenses borne by the *Consultant* whether or not he is awarded a Call Off Contract, which for the avoidance of doubt includes any costs, charges and expenses arising from or associated with an abortive or cancelled procurement process.

Table 1, Procurement Timetable:

Issue mini-competition	Insert date
Deadline to submit clarification requests	Insert date
Deadline to submit proposal	Insert date
Contract award	Insert date

Table 2, Evaluation Criteria:

Technical (CV and Availability)	[]%
Commercial (Day Rate)	[]%
Conflicts of Interest	Discretionary pass/fail

Table 3, The Employer's Requirement:

1	Role: insert title	Framework Grade:	The Services: See Appendix []	The Services Commencement Date: insert Term: insert
2	Role: insert title	Framework Grade:	The Services: See Appendix []	The Services Commencement Date: insert Term: insert
	[expand / delete as necessary]			
Pricing: Day Rate				
Special Conditions [N/A or See Appendix " "]				

Table 4, The Consultant's proposal:

The <i>Consultant</i> (supplier name) is				
Proposal Ref:			Proposal Date:	
Bid Manager's contact details:				
Conflicts of Interest: Provide details of actual or potential conflicts of Interests that would arise were you to be appointed, and details of how these conflicts would be mitigated.				
1	Consultant Name: <i>(attach CV)</i>	Framework Grade:	Day Rate:	Start: Completion:
2	Consultant Name: <i>(attach CV)</i>	Framework Grade:	Day Rate:	Start: Completion:
	[expand / delete as Table 3]			

SCHEDULE 7A

(Call-Off Contract Form of Agreement)

THIS AGREEMENT is made the ● day of ● 201●

BETWEEN:

- (1) [] whose registered office is at [] (“the *Employer*” which expression shall include its successors in title and assigns); and
- (2) ● whose registered office is at ● (“the *Consultant*”).

WHEREAS:

- (A) This Agreement is made pursuant to a framework agreement between the Parties relating to the provision of professional services dated 22 December 2014 (“the Framework Agreement”).
- (B) The *Employer* wishes to have provided ● (“the *services*”) at ●.
- (C) The *Employer* has accepted a tender by the *Consultant* for the design of the *services* and correction of Defects therein in accordance with the *conditions of contract*.

NOW IT IS AGREED THAT:

1. Terms and expressions defined in (or definitions referred to in) the *conditions of contract* have the same meanings herein.
2. The *Consultant* Provides the Services in accordance with the *conditions of contract*.
3. The *Employer* pays the *Consultant* the amount due in accordance with the *conditions of contract*.
4. The documents forming the contract are:
 - 4.1 this Form of Agreement duly executed by the Parties as a deed;
 - 4.2 the *conditions of contract*;
 - 4.3 the attached Call-Off Contract Data Part 1;
 - 4.4 the attached Call-Off Contract Data Part 2; and
 - 4.5 the following documents:
 - the Scope;
 - Schedules [] to [] inclusive of the Framework Agreement;
 - [any other contract documents.]
5. Where there is any discrepancy or conflict within or between the documents forming the contract the order of priority shall be as follows:
 - 5.1.1 First : This Form of Agreement;
 - 5.1.2 Second : The conditions of contract;
 - 5.1.3 Third : The Scope and any other documents included in this contract.

6. Notwithstanding the manner of execution of this Agreement it is agreed that:
- 6.1 the limitation period within which any claim may be brought by the *Employer* for breach of this Agreement by the *Consultant* is 12 years from the date of breach; and
- 6.2 the *Consultant* agrees not to raise in defence of any such claim a shorter limitation period whether pursuant to the Limitation Act 1980 (as the same may be amended or re-enacted from time to time) or otherwise.

IN WITNESS whereof this Agreement has been signed for and on behalf of the *Employer* and the *Consultant* the day and year written above.

Signed by)
 for and on behalf of)
 The *Employer*)
 Signature Print name and position

Date:

Signed by)
 for and on behalf of)
 The *Consultant*)
 Signature Print name and position

Date:

Proforma Call-Off Contract Data

CALL OFF CONTRACT DATA

Part One - Data provided by the *Employer*

Completion of the data in full, according to the chosen options, is essential to create a complete contract.

Statements given in all contracts

1 General

- The *conditions of contract* are the core clauses as may be amended or supplemented by the clauses for Main Option [A] [C] [E] and Secondary Options [X1] [X2] [X3] [X4] [X5] [X6] [X7] [X8] [X9] [X10] [X11] [X12] [X13] [X18] [X20] [X21] each as may be amended or supplemented by [the LUL Requirements] [the LUL Nominee BCV/SSL Requirements] all as attached to the Transport for London Professional Services Framework Agreement).

- The *Employer* is

Name

Address

- The *Employer's Agent* is

Name

Address

- The authority of the *Employer's Agent* is
.[as set out in Option X10]
- The *services* are

.....
.....
.....
.....

- The Scope is in
.....
.....

- The *language of this contract* is **English**
- The *law of the contract* is **the law of England and Wales**
- The *period for reply* is [] **weeks**.
- The *period for retention* is **12 years following Completion or earlier termination**.
- The *tribunal* is **the courts of England and Wales**
- The following matters will be included in the Risk Register
.....
.....
.....

2 The Parties' main responsibilities

- The *Employer* provides access to the following persons, places and things

access to	<i>access date</i>
.....
.....
.....
.....
.....
.....

3 Time

- The *starting date* is

- The *Consultant* submits revised programmes at intervals no longer than [] **weeks**.

4 Quality

- The quality policy statement and quality plan are provided within [] **weeks** of the Contract Date, or as stated here
.....

5 Payment

- The *defects date* is [] **weeks** after Completion of the whole of the *services*.
- The *assessment interval* is [] **weeks**
- The *currency of this contract* is **pounds Sterling (£)**
- The *interest rate* is [] % **per annum above the base rate of the Bank of England.**
- The amounts of insurance and the periods for which the *Consultant* maintains insurance are

8 Indemnity, insurance and liability

Event	cover	Period following Completion of the whole of the <i>services</i> or earlier termination
Liability of the <i>Consultant</i> for claims made against him arising out of his failure to use the degree of reasonable skill, care and diligence normally used by competent professionals experienced in providing services similar to the <i>services</i> in connection with works of a similar size, scope and complexity to the Works (professional indemnity insurance)	£[] or as stated below for each and every claim and in the aggregate per annum
Liability for death of or bodily injury to a person (not an employee of the <i>Consultant</i>) or loss of or damage to property resulting from an action or failure to take	£[] or as stated below in respect of each claim, without limit to the number of claims [with financial loss

action by the <i>Consultant</i>	extension cover]	
Liability for death of or bodily injury to employees of the <i>Consultant</i> arising out of and in the course of their employment in connection with this contract.	£[] or as stated below in respect of each claim, without limit to the number of claims

- The *Employer* provides the following insurances
.....
.....
.....
.....
.....
.....

- The *Consultant's* total liability to the *Employer* for all matters
arising under or in connection with this contract, other than
the excluded matters, is [unlimited]

.....
.....

Optional statements

If the *Employer* has decided the *completion date* for the whole of the *services*

- The *completion date* for the whole of the *services* is
.....

If no programme is identified in part two of the Contract Data

- The *Consultant* is to submit a first programme for acceptance within [] weeks of the Contract Date.

If the *Employer* has identified work which is to meet a stated *condition* by a *key date*

- The *key dates* and *conditions* to be met are

<i>condition</i> to be met	<i>key date</i>
1
2
3

- **If the Contract Date is not the date of the Call-Off Contract it is:**

[DATE]

If the *Employer* states any *expenses*

- The *expenses* stated by the *Employer* are

Item	amount
.....
.....
.....
.....
.....

If the *Consultant* is to provide additional insurances

- The *Consultant* provides these additional insurances
1. Insurance against

Cover is

Period of cover

Deductibles are

2. Insurance against

.....

Cover is

.....

Period of cover

.....

Deductibles are

.....

If Option A is used

- The *Consultant* prepares forecasts of the total *expenses* at intervals no longer than [] weeks.

If Option C or E is used

- The *Consultant* prepares forecasts of the total Time Charge and *expenses* at intervals no longer than [] weeks.
- The *exchange rates* are those published in on(date)

If Option C is used

- The *Consultant's share percentages* and the *share ranges* are

<i>share range</i>	<i>Consultant's percentage</i>	<i>share</i>
less than []%	[]%	
from []% to []%	[]%	
from []% to []%	[]%	
from []% to []%	[]%	
greater than []%	[]%	

Unless otherwise stated below

<i>share range</i>	<i>Consultant's share percentage</i>
less than
..... % %
from% to
..... % %
from% to
..... % %
from% to
..... % %
greater than
..... % %

If Option X1 is used

- The *index* is

If Option X2 is used

- The *law of the project* is

If Option X3 is used

- The *Employer* will pay for the items or activities listed below in the currencies stated

items and activities	other currency	total payment in the currency	maximum in the currency
1
2
3

- The *exchange rates* are those published in
..... on
.....(date)

If Option X5 is used

- The *completion date* for each *section* of the *services* is

<i>section</i>	<i>description</i>	<i>completion date</i>
1
2
3
4
5

If Option X5 and X6 are used together

- The bonuses for each *section* of the *services* are

<i>section</i>	<i>description</i>	<i>amount per day</i>
1

2
3
4
5

Remainder of the <i>services</i>
.....		

If Options X5 and X7 are used together

- Delay damages for each *section* of the *services* are

<i>section</i>	description	amount per day
1
2
3
4
5

Remainder of the <i>services</i>
.....		

If Option X6 is used (but not if Option X5 is also used)

- The bonus for the whole of the *services* is
..... per day.

If Option X7 is used

- Delay damages for Completion of the whole of the *services* are per day.

If Option X12 is used

- The *Client* is
 - Name
 -
 - Address
 -
 -
 -
- The *Client's objective* is

.....
.....
.....
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- The Partnering Information is in
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.....
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.....

If Option X13 is used

- The amount of the performance bond is
-

If Option X20 is used (but not if Option X12 is also used)

- The *incentive schedule* for Key Performance Indicators is in
- A report for performance against each Key Performance Indicator is provided at intervals of months

CALL OFF CONTRACT DATA PART TWO

Data provided by the *Consultant*

Completion of the data in full, according to the Options chosen, is essential to create a complete contract.

Statements given in all contracts

- The *Consultant* is
.....
Name
.....
Address
.....
.....
.....
.....
.....
.....
.....
.....
.....
- The *key persons* are
(1) Name
.....
Job
.....
Responsibilities
.....
Qualifications
.....
Experience
.....
- (2) Name
.....
Job
.....
Responsibilities
.....
Qualifications
.....
Experience
.....
- The *staff rates* are

Name / designation	rate
.....
.....
.....
.....

- The following matters will be included in the Risk Register

.....

.....

.....

.....

.....

.....

Optional statements

If the *Consultant* is to decide the *completion date* for the whole of the *services*

- The *completion date* for the whole of the *services* is

If a programme is to be identified in the Contract Data

- The programme identified in the Contract Data is

If the *Consultant* states any expenses

- The *expenses* stated by the *Consultant* are

item	amount
.....
.....
.....
.....

If the *Consultant* requires additional access

- The *Employer* provides access to the following persons, places and things

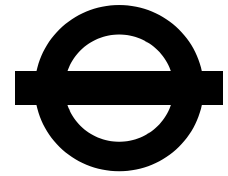
access to	<i>access date</i>
.....
.....
.....
.....

If Option A or C is used

- The *activity schedule* is
- The tendered total of the Prices is

SCHEDULE 7B

(Form of Agreement – Short Form)



Schedule 7B

FORM OF AGREEMENT – Short Form

THIS AGREEMENT is made the day of **201[]**

CONTRACT NUMBER / SAP PO NUMBER: []

BETWEEN:

[] (“the Employer” which expression shall include its successors in title and assigns); and [] (“the Consultant”)

WHEREAS:

This Agreement is made pursuant to a framework agreement between the Parties relating to the provision of **Railway Engineering Services** dated 22 December 2014 (“the Framework Agreement”). The Employer wishes to have provided Consultancy Services as contained in Table 3 **Appendix []**. The Employer has accepted a proposal (Table 4) by the Consultant for the Services in accordance with the Short Form Conditions of Contract.

NOW IT IS AGREED THAT:

Terms and expressions defined in (or definitions referred to in) the short form conditions of contract have the same meanings herein. The Consultant Provides the Services in accordance with the Short Form Conditions of Contract, Tables and Schedules. The Employer pays the Consultant the amount due in accordance with the short form conditions of contract. The documents forming the contract are:

This Form of Agreement duly executed by the Parties;
Short Form Conditions of Contract;
Table 3, Table 4 and Table 5;
The Schedules.

Where there is any discrepancy or conflict within or between the documents forming the contract the order of priority shall be as follows:

First	:	This Form of Agreement;
Second	:	Table 5;
Third	:	Table 3;
Fourth	:	The Schedules;
Fifth	:	Short Form Conditions of Contract;
Sixth	:	Table 4.

1. Notwithstanding the manner of execution of this Agreement it is agreed that:
 - 1.1 the limitation period within which any claim may be brought by the Employer for breach of this Agreement by the Consultant is 6 years from the date of breach; and
 - 1.2 the Consultant agrees not to raise in defence of any such claim a shorter limitation period whether pursuant to the Limitation Act 1980 (as the same may be amended or re-enacted from time to time) or otherwise.

This Agreement has been signed for and on behalf of the Employer and the Consultant the day and year written above.

Signed by
for and on behalf of
The Employer

Signature

Print name and position
Date:

Signed by
for and on behalf of
The Consultant

Signature

Print name and position
Date:

Table 3, Employer's Requirement:

[Insert Table 3 (the Employer's requirement) from Mini-competition]

Table 4, Contractors Proposal:

[Insert Table 4 (the Consultant's proposal) from Mini-competition]

Table 5, Contract Particulars:

Contract Number / PO number: insert
The Contract Commencement Date is: insert The Service Commencement Date is: insert The Term is: insert
In accordance with Clause 7.1 of the Short Form Conditions of Contract, the Employer's Contract Manager is: [insert name, address and contact details]
In accordance with Clause 7.1 of the Short Form Conditions of Contract, the Employer's Procurement Manager is: [insert name, address and contact details]
In accordance with Clause 8.5 of the short form Conditions of Contract, the Consultant's Key Persons are: [insert name(s), area of responsibility, address and contact details]
Notice period in accordance with Clause 25.4 of the Short Form Conditions of Contract (termination without cause): [] days
Special Conditions of Contract: [insert special conditions]
Payment Period: (see Clauses 5.1 and 5.4 of Short Form Conditions of Contract) Clause 5.1 [insert alternative period as required] Where no alternative is listed, the payment period shall be 4-weekly Clause 5.4 [insert alternative (shorter*) period] Where no alternative is listed, payment must be made within 30 days of receipt of invoices. * the period cannot exceed 30 days
Address where invoices shall be sent: insert
Other:

SCHEDULE 13
(Supplier Performance)

Supplier Performance

Measuring the performance of its consultants is important to TfL. All call offs from the framework which are in excess of £100k in value will include a set of key performance indicators (KPI) which will be measured every quarter as a minimum.

TfL will also measure the performance of call off contracts which are less than £100k in value using a scoring of 1 (poor) to 5 (excellent).

The consultant's performance results are reported at Director level across TfL.

TfL expects good performance on all contracts. Where poor performance is identified a process for mitigation will be implemented. Likewise where there is evidence of good performance the supplier's work will be promoted across TfL. For the avoidance of doubt TfL reserves the right at its sole discretion not to utilise an Incentive Schedule as per Secondary option X20 when calling off from the Framework.

Call off contracts greater than £100k in value

A set of Key Performance Indicators (KPI) will be prepared by TfL and included within each call off contract. The KPI's will be produced against each of the 7 measures as indicated in appendix A of this schedule and as referenced within TfL's balanced scorecard. The KPI results will be collected every quarter as a minimum.

Call off contracts less than £100k in value

Each quarter TfL will collect data on the consultant's performance. Each call off will be scored from 1 to 5 using the scoring definition as indicated within table 1 below;.

If a specific call off contract is below £100k but deemed to be of high importance and risk to TfL, the project team in consultation with commercial have the option to include a set of KPI's within the "call off" contract.

Score	Scoring Definition
N/A	This activity is not applicable for this supplier
1	The supplier does not display any examples of good practice
2	The supplier displays some good practice but is generally poor in this area
3	The supplier is average/acceptable in this area
4	The supplier demonstrates good practice
5	The supplier excels in this element

Table 1

Call off contracts for individuals filling a role in TfL on a temporary basis

TfL also has demand for individuals to fill roles within the organisation on a temporary basis. This could be typically for a period of between 3-6 months.

A very small number of these individuals will be on £750 a day or more. TfL has extremely high expectations from this small number of individuals working in the organisations, as a result their performance will also be measured as part of the quarterly survey using the 1 – 5 scoring matrix described within table 1 above.

The remaining individuals filling roles temporarily within TfL will not have their performance measured through the quarterly survey. If the individual is not performing he will be asked by the employing manager to leave the organisation.

To help these relationship and to align expectations, the employing manager will use the behavioural matrix as indicated within Appendix B to manage the day to day relationship.

Addressing poor performance and recognising good performance

As a minimum, TfL expects good performance from its consultants. The information on supplier performance will be communicated quarterly to directors across TfL.

The result of the survey will be published and made available to suppliers across TfL indicating the position of each supplier in the form of a league table.

If a Consultant obtains a score of less than 3 then this will form the basis for the production of a Supplier Action Plan, which will need to be discussed and approved by the TfL Framework manager.

The Consultant will then submit a “Supplier Action Plan” every four weeks which shall be monitored jointly by TfL and the Consultant.

Escalation route for poor performance

If the consultant has a poor score (1 or 2) on any contract, it is important that a speedy resolution is in place to remedy and address the poor performance.

The consultant’s proposal to resolve levels of poor performance through the Supplier Action Plan should be developed in consultation with TfL and provided to the TfL framework manager within 5 days of the poor performance being identified.

If the next quarterly survey identifies the project is still under performing this will be escalated to the Sponsors/ Directors for the relationship to agree next steps.

If the mitigation plan is unsuccessful, TfL’s Managing Director and the supplier’s CEO or business owner will intervene and meet with the Framework Manager to discuss and agree how to resolve the poor performance.

As a last resort, the consultant may be asked not to bid for future work under the framework until their performance issue is resolved, (The supplier would need to agree to this course of action in writing) or in extreme cases they may be removed from the framework.

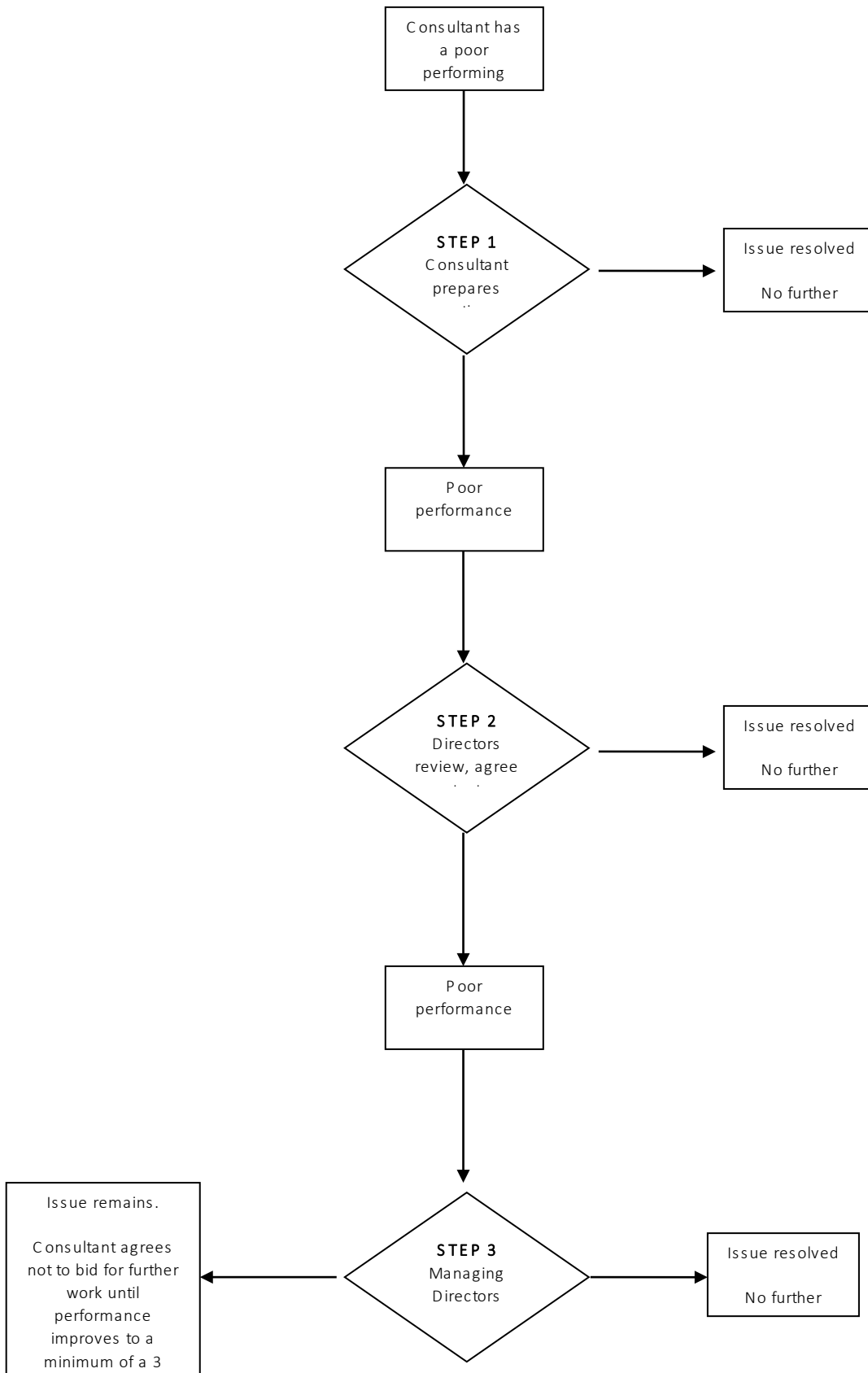
Promoting good performance in TfL

TfL expects good performance and encourages its consultants to excel.

The consultant, who is found to be the best performing in a quarter, will be rewarded with the opportunity to hold a workshop/presentation within TfL on Innovation.

The event will be facilitated and supported by TfL’s supplier relationship manager and attended by 8-10 senior managers from across TfL.

Escalation Route for Poor Performance Flow Chart



KEY ELEMENT:	GUIDANCE FOR PREPARING KPI's	APPENDIX A:
SAFETY & ENVIRONMENTAL	<ul style="list-style-type: none"> - Supplier undertakes regular training / awareness sessions for their employees on Health & Safety, Quality and Environment - Supplier has a 'Zero Harm' campaign internally to create a safety 'culture' (i.e. posters, desk drops, CBT, videos, spot-checks)? - Supplier employees demonstrate Safety and Environmental knowledge and practice it as appropriate in their work - Are there regular safety audits / risk assessment carried out by the supplier/ an authorised body on their sites? - Supplier preventative measures - after any kind of incident, is there a recognised and documented process the supplier has in place to ensure it does not re-occur? - Does the supplier have targets for recycling and wastage in place that they achieve on a regular basis? 	
RELIABILITY / RESILIENCE / QUALITY	<ul style="list-style-type: none"> - Supplier's ability to deliver at a good level over a sustained period - Supplier accreditations i.e. BS 9001 (or industry equivalent) - Supplier's attitude is 'can-do' and they flex to our evolving requirements, given the nature of our work is not always predictable - Supplier's delivery meets with customer / end user satisfaction - Any pre-delivery and post-delivery service / management of expectations by the supplier - Frequency of non-conformance / re-work due to errors or not meeting TfL's specification 	
CLOSURES / DISRUPTIONS / NETWORK CONGESTION	<ul style="list-style-type: none"> - Has the supplier caused any unplanned closures to a line / track / station / lift / escalator / platform etc in the quarter due to their error / lack of delivery / lack of planning / lack of understanding of the impacts their works would have on other utilities? - How good is the supplier at managing expectations of the works they undertake and the impact of these works on TfL and our customers? - If the supplier does cause any unplanned closures, how good are they at managing and mitigating the impact of it on TfL and our customers? 	
INNOVATION	<ul style="list-style-type: none"> - Does the supplier hold regular innovation workshops or meetings? - Does the supplier proactively come up with innovative new ideas or better ways of working for TfL? - Has the supplier implemented any innovative ideas / new ways of working with TfL? - Supplier receptivity to TfL innovative ideas - Supplier support on implementing ideas - Supplier proactive / willing to make necessary changes to existing processes/ procedures where it is clear they add no value anywhere or if they do not work for TfL - Process improvements achieved by value analysis with supplier - Savings generated from value analysis exercise undertaken with supplier - Supplier demonstrates a deep understanding of our business and industry and enhances our services to our customers 	
£ EFFICIENCY / VALUE FOR MONEY	<ul style="list-style-type: none"> - Ability to deliver within budget / contract price - Savings delivery against targets - Proactively delivering over and above the contract to generate value for TfL - doesn't have to be massive things, but can be small value-adding things (for example a supplier may proactively decide 'piggy-back' with a competitor on their common deliveries to save costs and carbon emissions and pass some of the savings on to TfL) 	
DELIVERY	<ul style="list-style-type: none"> - Delivery on or within schedule / milestones met - Ability to meet or exceed contractual obligations - Ability to plan and forecast resources and logistics to meet TfL specification - Supplier's competency and capability in their delivery - Supplier's management of their supply chain to deliver to TfL 	
RESPONSIBLE PROCUREMENT	<ul style="list-style-type: none"> - Supplier's willingness to drive RP initiatives - Supplier has dedicated resources in their organisation to establish RP firmly on their agenda - Supplier has set themselves RP targets and objectives - Supplier works with their peers and their supply chain to establish joint RP initiatives /share RP best practice - Supplier is working with TfL on establishing RP initiatives 	

APPENDIX B

TL - MUTUAL BEHAVIOURS FOR SUPPLIER RELATIONSHIPS		BEHAVIOURS				
		Collaborative - 5	Aligned - 4	Effective - 3	Distant - 2	Negative - 1
SAFETY & ENVIRONMENTAL	Supplier senior management demonstrate a 'zero harm' culture by promoting HSE discussions at meetings, sharing HSE standards and best practices and collaborating to continually improve by facilitating joint HSE training sessions and knowledge - Supplierstaff proactively take ownership of ensuring their colleagues are informed and compliant with HSE standards and best practices and how these translate into activities relevant to their roles within the relationship - Supplierstaff exhibit a positive and responsible attitude to safety and environmental practices and are compliant with them at all times	Supplier senior management actively encourages their staff to exhibit safety and environmental practices by providing regular training sessions, running desk drop campaigns and having policies in place on HSE with annual targets etc. - Supplierstaff usually demonstrate compliance with safety and environmental good practices Supplier colleagues regularly collaborate with others to ensure they have a mutual understanding of the HSE activities each is doing	Supplier is working towards embedding a strong HSE compliant culture and this is led by senior management (i.e. Intranet, training sessions, desk drop, posters, Internal comms etc.) Supplier staff usually demonstrate compliance to their own HSE standards and practices and share these as required with each other, communicating any updates or changes as necessary Supplier teams display willingness to engage on further safety and environmental training and awareness to improve.	Supplier senior management do not actively promote safety and environmental practices within the organisation, but a general awareness of HSE is communicated - TL / supplier staffs understanding and recognition of good safety and environmental practice is limited and / or they sometimes display non-compliant behaviour - Sharing and communication of changes to HSE requirements are infrequent and may be unclear	Supplier senior management do not appear to promote safety and environmental within their organisation - The understanding and demonstration of good safety and environmental practices and behaviours by staff is frequently poor and non-compliant - Little or no effort to communicate their organisation's HSE standards or changes is made to other colleagues or parties	
RELIABILITY / QUALITY	Supplier's behaviour is consistent with it's organisational values and their teams demonstrate honesty and promote trust by doing what they will when they say they will Supplier demonstrates flexibility in their work to their colleagues and are able to collaborate on and prioritise what is important in an ever-changing environment Supplier teams display reciprocal behaviour to their colleagues and other parties and maintain positive composites under pressure - Trustworthiness is evident in proactive sharing of necessary and relevant information without being asked and by taking ownership of issues / errors without apportioning blame, but emphasising the lessons to be learned - Constructive feedback is proactively solicited and acted upon	Supplier behaviours are consistent with their organisational values Supplier demonstrates flexibility in their work to their colleagues and are able to collaborate on and prioritise what is important - Trust is evident in ownership being taken of important issues and their quick resolution - Constructive feedback is sought, offered and is acted upon - Supplierstaff demonstrate ability to deliver under pressure	Supplier behaviours are usually consistent with their organisational values Supplier team shares required information with other parties and usually manages expectations accurately - Issues are dealt with in reasonable timeframes, occasionally clarity of issue and ownership may be disputed Supplier regularly asks for feedback and displays evidence of applying it - Accepts responsibility for delivery of strategic responsibility	Supplier behaviours are sometimes inconsistent with their organisational values - Issues are not always owned or resolved within reasonable timeframes due to disagreements about ownership / lack of understanding / clarity about what was needed - Feedback is sought sporadically and whilst it is sometimes acted upon, it is not always constructive when it is offered - Supplier staff can sometimes display a defensive attitude under pressure	Supplier behaviours are not very consistent with their organisational values - Trust and flexibility are not evident, however frustration, defensiveness and aggression are frequently exhibited to the detriment of the relationship - Constructive feedback is not sought for, nor offered and there is little evidence it is acted upon if it is given - Team does not appear able to deliver under pressure and is perceived as unreliable	
MINIMISING DISRUPTIONS	Supplier holds itself accountable for delivering tasks, responsibilities and targets Supplier staff often exceed targets and proactively seek to take ownership of disruption issues Supplier exhibits understanding of the industry, environment and restraints their colleagues and other parties have to work within and proactively suggests changes to help reduce disruptions, even if it is not in their line of responsibility and demonstrates willingness and receptivity to such suggestions if made to them - Supplierstaff escalates issues when appropriate, but also takes responsibility and makes executive decisions where necessary to ensure disruptions are minimised	Supplier holds itself accountable for delivering tasks, responsibilities and targets Supplier exhibits understanding of the environment, industry and restraints their colleagues / other parties have to work within and may suggest changes to help reduce disruptions from time to time and demonstrates receptivity to such suggestions if made to them Supplier is not afraid to escalate issues in their organisation when appropriate to expedite resolution	Supplier usually demonstrates responsibility for their tasks and does not make excuses for any minor failures but holds themselves accountable and displays ability to learn from any issues Supplier staff exhibit empathy of the environment, industry and the environment, industry and restraints that their colleagues / other parties work within and - Ownership is usually demonstrated of issues to minimise delays - Accepts no responsibility for delivery of strategic priorities	Supplier takes responsibility for their tasks and activities, however not always the targets, which are sometimes missed, causing unnecessary disruption - Supplier does not always display a clear understanding of the environment, industry and restraints that their colleagues / other parties work within and as a result this sometimes causes disruption and delay	Supplier does not deliver against all targets Supplier frequently disputes the ownership of tasks and responsibilities, which can result in disruption and delays to projects - May sometimes apportion blame mistakenly for their non-delivery of targets and fails to manage expectations and escalate issues to resolve them - Does not demonstrate understanding of the environment, industry and restraints other colleagues / parties have to work within	
INNOVATION	Supplier shows the ability to spot opportunities for mutual benefit and often comes up with new, innovative ideas - supplier is receptive to and often solicits other people's new ideas Supplier proactively analyses trends / MI to anticipate new opportunities to add mutual value Supplier proactively establishes innovation workshop/meetings and their staff lead and facilitate these Supplier exhibits sound decision-making on feasibility and reality of the adoption of new ideas or ways of working	Supplier recognises changing demands / requirements and is able to offer and is receptive to differing solutions Supplier is open to new ideas / ways of working and is willing to host / facilitate innovation workshops/meetings and progress and develop initiatives from them Supplier staff are active and positive participants of any such meetings or workshops	Supplier recognises changing demands / requirements and is receptive to differing solutions Supplier is willing to attend innovation workshops/meetings and progress and develop initiatives from them	Supplier is open to other ideas but can be reluctant to embrace change or new and different ways of working - Suppliers willing to attend innovation workshops/meetings but their staff are not active participants	Supplier does not exhibit receptivity to, or offer new ideas or different ways of working to develop mutual value - TL supplier is very reluctant to embrace change Supplier makes minimal effort to attend or contribute to innovation meetings or workshops	
DELIVERY	Supplier demonstrates an excellent understanding of the industry and market other parties / clients operate in and has the ability to anticipate what their colleagues / partners need / aspire to Supplier staff collaborate, plan and organise themselves to ensure that their colleagues / partners / clients have everything needed for successful delivery Supplier staff are prompt to respond to queries or concerns, and goes the extra mile to add value and continually works to improve delivery of wider organisation Supplier demonstrates a strong working ethic in their culture and displays initiative when undertaking tasks and activities - Supplierstaff are always professionally courteous, punctual to meetings and are respectful of other people's opinions Supplier staff display diligence in accurately documenting actions and meeting summaries or minutes, rarely forgetting actions and can juggle and deliver against conflicting and changing priorities	Supplier demonstrates a strong understanding of their colleagues / partners / clients industry Supplier staff work, plan and organise themselves to ensure that their colleagues / partners / clients have everything required for successful delivery Supplier staff respond to queries or concerns quickly and efficiently Supplier demonstrates a good working ethic in their culture and often displays initiative when undertaking tasks and activities Supplier staff are professionally courteous, are punctual to meetings and calls and respectful of other people's opinions Supplier staff display diligence in accurately documenting actions and meeting summaries/minutes	Supplier demonstrates a good understanding of partners / clients industries and is usually able to deliver efficiently - Supplierstaff work and plan to ensure that clients / partners are able to deliver Supplier usually responds to queries or concerns Supplier demonstrates a good working ethic in their culture Supplier staff are professionally courteous, punctual and respectful of other people's opinions - Shares, promotes and seeks "buy-in" to vision	Supplier demonstrates a limited understanding of partners / clients industries Supplier sometimes struggles to plan and organise themselves to enable delivery - Suppliers staff respond to most queries or concerns in a reasonable timeframe Supplier staff are sometimes late to meetings, or cancel meetings at short notice and are perceived as lacking in professional courtesy at times	Supplier does not demonstrate an understanding of partners / client industries - Supplier ignores obvious opportunities for business performance improvement Supplier is not able to demonstrate that they have the ability to plan and organise themselves to deliver as they often miss deadlines Supplier do not respond to queries or concerns raised in a timely manner Supplier staff frequently display a lack of professional courtesy to others (i.e. lateness, lack of planning, disrespectful of others opinions, etc.) - Fails to convince/engage with audiences to the detriment of delivery	
VALUE FOR MONEY	Supplier staff proactively seek to eliminate waste and unnecessary cost from the supply chain and exhibit collaboration, empathy and transparency in doing so - Supplierteam demonstrate simplicity and fairness in their approach to agreeing financials and are well regarded by all who deal with them	Supplier displays an understanding of how their actions and decisions impact on other parties' profits, revenues and costs Supplier staff are active participants and collaborators in any initiatives to eliminate waste in their supply chain Supplier team demonstrate simplicity and fairness in their approach to agreeing financials and are well regarded by all who deal with them	Supplier team demonstrate simplicity and fairness in their approach to agreeing financials Supplier participates in some initiatives to reduce waste in their supply chain Supplier shows an understanding of how their actions impact on their own costs and those of other organisations	Supplier team are sometimes difficult in their approach to agreeing financials Supplier does not actively seek to eliminate hidden costs or waste from their supply chain Supplier sometimes displays a misunderstanding of how their actions and decisions impact on the costs, revenues and profits of their own organisation as well as other parties	Supplier is unable to gauge the impact of their financial decisions on themselves and other organisations Supplier staff often make financial decisions that are sub-optimal and overly complex and may be perceived as manipulative and difficult, resulting in a lack of trust with colleagues from other organisations Supplier has little or no evidence to support that they participate in or promote any waste reduction initiatives in their supply chain Supplier exhibits a lack of transparency / fairness / simplicity in their costing / pricing	
RESPONSIBLE PROCUREMENT	Supplier staff display a conscientious outlook about promoting Responsible Procurement and what it means for their colleagues throughout their supply chain - Supplier regularly drives collaborative initiatives on Responsible Procurement with their peers to raise the profile of RP and to generate further developments on it within their supply chain	Supplier senior management demonstrate a commitment to procuring goods and services responsibly within their organisation and Tier 1 suppliers by internal comms, hosting meetings etc on the topic Supplier staff display a conscientious outlook about promoting Responsible Procurement Supplier regularly attends collaborative initiatives on Responsible Procurement with their peers to raise the profile of RP and to generate further developments on it within their supply chain	Supplier senior management demonstrate a commitment to procuring goods and services responsibly within their organisation Supplier sometimes attends collaborative initiatives on Responsible Procurement with their peers to raise the profile of RP and to generate further developments on it within their supply chain	Supplier senior management do not appear to promote Responsible Procurement within their own organisation Supplier staff sometimes display ignorance of RP as a topic and what it entails Supplier occasionally attends a meeting on Responsible Procurement but is not an active participant	Supplier senior management do not appear to promote Responsible Procurement within their own organisation at all Supplier staff display ignorance of RP as a topic and what it entails - Supplier does not attend any meetings or workshops on Responsible Procurement	