

Question number	Question	Response
1	Will you share the names of the companies attending so that we can consider forming alliances or consortia to give SMEs a chance of participating?	We will be requesting that companies willing to share their details complete a short form on the Open Innovation Website. We will keep you updated with further information.
2	Will we get a copy of the slide deck?	Yes, this will be available on the e-tendering portal, please register your interest in the opportunity below: https://procontract.duenorth.com/Login?ReturnUrl=%2FAdvert%3FadvertId%3D3e4bb052-e906-ed11-8116-005056b64545 Opportunity Id: DN619724 Title: Innovation Collaboration Framework
3	Is the committed investment a minimum monetary value?	No, there is not a minimum value. A Framework Partner will develop a proposal specific to each call-off project, which will include the proposed level of investment that is required at the R&D stage and a demonstration that this is sufficient for Phase 1 of the call-off.
4	What level and form of investment are you looking for from innovation partners?	A comprehensive level of investment will be required for a call-off to proceed with a breakdown of resources and dependencies required to complete the Phase 1 R&D test and trial. Please see response to Question 3.
5	What's your position with regard to ownership of background/foreground IP?	The framework contract will explain the default position with regard to ownership of background/foreground IP. However, this can be amended according to the maturity and development of the solution and should be agreed pre-call-off.
6	What is the rough contract value across the four years and roughly what is the investment level required?	This figure will be published with the Contract Notice.
7	Will TfL pay the supplier a commercial fee for the full rollout of a solution? Or is the	This will be considered on a case-by-case basis. TfL would not be committed to proceeding to any of the phases and would need to consider value for money (and other factors) to proceed to this phase of the call-off.

	vision that this would be free to TfL as part of co-commercialisation?	
8	How are start-ups treated in this case to participate? Start-ups don't have the same budget that Fortune 500 companies to keep betting with no control	There is the expectation that Partners will fund Phase 1 of the call-off. Therefore, the tender will assess bidders' economic and financial standing. The tender will require suppliers to demonstrate their Innovation Ecosystem network which should include working with start-ups, academic institutions and/or Small and Medium Sized Enterprises. Given the potential range of projects, suppliers may also wish to work with sub-contractors which provides further opportunities to start-ups and SMEs. We would also recommend that you join the Open Innovation database to hear about other opportunities which may be more directly relevant to start ups. tfl.gov.uk/innovation
9	Do solutions already tested and implemented in other markets qualify for the programme? How will the IP work In those cases?	Before each Call-off we will assess, and require Partners to validate, how innovative the solution is, as well as the innovation readiness/maturity of the solution. It is possible an already tested and implemented solution from other markets meets TfL's requirements. There is a default IP approach that can be amended on a case-by-case basis.
10	How will you enable SME engagement and partnerships within the ICF, how will you match capabilities from the SME with your challenges and bigger suppliers?	Please see response to Question 8. The ICF is not the only route to market used by Open Innovation. For further information please refer to our website - tfl.gov.uk/innovation
11	Is the intention to match the 3 problem statements to one of the 3 suppliers?	No, the problem statements presented will be used at the Invitation to Submit an Initial Tender stage of the procurement (ISIT). They will be used as scenarios for tenderers to demonstrate their approach to and investment in a problem statement. The shortlisted bidders will be required to submit a response to just one of the three problem statements. They can choose which one.

12	Please can you drop the name of the roles and speakers here	Rikesh Shah - Head of Open Innovation Helena Tryphonides - Commercial Lead Theo Chapple - Innovation Lead (Partnerships) Daneal Trajano - Apprentice (Innovation Partnerships)
13	Must the R&D happen in London or can be elsewhere?	Physical R&D testing must be in London on TfL or a partner's infrastructure but there may be elements that can be trialled remotely. For example, in the Bosch pilot partnership, we worked with their India team to explore machine learning/AI.
14	Some organisations may have products that can address some but not all of the solution. How will this be addressed? Will partnering be possible?	This may be addressed by the supply chain in a number of ways such as partnering with a successful supplier, sub-contracting or becoming part of their innovation ecosystem.
15	I know you don't want to give a specific figure of investment but are you able to give a scale, ie £100k, £500k, £1M, £2-£5M?	We are not fixing the value of investment or scaling as this would depend on the nature of the call-off. There will be a limit on the total framework value which is an estimate of the cumulative TfL spend during the life of the framework. Please see response to Question 3.
16	You can't cover the scope of such an all-embracing lot with just three firms unless each of those three firms are mega players like IBM or Accenture	We are not expecting the call-offs from this framework to cover the entire scope. We will require tenderers to demonstrate their range of expertise.
17	Will framework partners be paid for their time towards the innovation development or is this expected to be covered by future commercialisation opportunities?	No, we are not expecting to pay Partners for the development at R&D Phase 1 of the call-off. The opportunity to recover costs will be in the later phases of the call-off.

18	What have TfL budgeted as a financial return on this framework and timescale? What does good or great look like?	There is currently no budgeted return; it is too early to determine what "good" looks like and we would like to develop the key performance indicators with the Framework Partners.
19	Great to see ICF coming to life. Do you have any early indication of the potential value of the 4-year framework?	We are unable to give an early indication of the value. This will be published in the Contract Notice.
20	How do you intend to reconcile your stated objective of working with start-ups and turnover thresholds and R&D investment? Will TfL provide seed funding?	The objective is for the Framework Partners to demonstrate they have and will develop their Innovation Ecosystem. For this framework TfL will not be providing seed funding. We would recommend you join our innovators' database to find out about other opportunities which may appeal to start ups. tfl.gov.uk/innovation
21	Is the opportunity limited to the 3 listed problem statements?	The three drafted Problem statements will be part of the Invitation to Submit an Initial Tender (ISIT) evaluation process. However, the potential opportunities are much broader in scope than the listed problem statements. Please see the framework design slides in the presentation deck
22	Please expand on the scaling point beyond PoC. Do you intend to go to wider market after a PoC?	After the Phase 1 trial, the Phase 2 scaling will be within the wider TfL. A further procurement process should not be necessary to proceed to Phase 2. TfL would then work with Partners to expand the solution to wider markets. This is part of Phase 3 of the agreement.
23	Can we please get the full names of the presenters	Please see response to Question 12.
24	I'm not sure I get the strategy and approach - you want to pull through practical products to solve problems but it's not a product sell opportunity?	This opportunity is based on mutual benefit between TfL and the Framework Partners. Together, they will co-create new products that solve city problems, scale them in London and co-commercialise them. TfL will share its experts, data, opportunities to trial on our network and PR with Framework Partners in return for R&D investment from the Framework Partners. Please see the presentation deck for more information.

25	Are you saying no consultancy / professional services because your team can handle all that side (customer strategy through to financing R&D)?	This framework is not designed for consultancy services. We will be expecting the Partners to fund the R&D and TfL will be managing our customer strategy.
26	Are the problem statements on slide 17 selected for the purpose of supplier selection? Will they be expanded in future?	Yes, the three problem statements will be used as part of the evaluation process and may be expanded on later as part of a call-off project. Once we appoint the suppliers, we will share a range of potential problem statements with them.
27	What is the expected value of the partner funding over the 4 years?	Please refer to responses above.
28	Do you want each applicant to address each and all of the three problem statements or pick just one?	No, we will be expecting the down selected (the top 5/6 tenderers with the highest scores following a Selection Questionnaire evaluation process) to respond to just one of the Problem Statements that they select.
29	Who is/would be the budget holder of the initiatives to be governed under this framework?	The budget holder will depend on the nature of the Problem Statement and Open Innovation will co-ordinate the programme of work.
30	It is great to look at innovation however we have noticed that clients don't like to think outside the box will this change?	We believe the partnership approach will help evolve the way TfL approaches innovation and, in the current financially challenging environment, we need to embrace change more than ever to create new value and do things better, cheaper and quicker.
31	Why are you using CPN rather than Innovation Partnership Procurement?	Whilst TfL considered the use of the Innovation Partnership Procedure, it was not felt to address its needs in this instance.

32	How similar will these experiments look to prior engagements such as Roadlab and Freightlab	Unlike our Innovation Challenges, the ICF is based on long term collaboration with partners rather than one off projects. We will continue with Innovation Challenges alongside ICF as they provide a valuable route to working with SMEs and start-ups. Read more about our approach to partnerships on our website https://content.tfl.gov.uk/corporate-innovation-partnerships-learnings.pdf
33	So, companies that have invested own R&D budget into their roadmap/product pipeline get to spend that again with TfL? What did your business case conclude on ROI?	This framework is founded on co-creation of new products and long-term collaboration between TfL and the Framework Partners. We will work with them to develop and test solutions that solve our most challenging problems. In return, TfL will offer access to valuable problem statements, data, test beds, PR and experts.
34	Will the supplier be free to market a solution to other transport companies or municipalities without TfL?	This will depend on the call-off agreement and the IP terms.
35	What constitutes an innovation ecosystem? Staff allocated, connections to academic organisations, general approach, project types, types of output?	The tender will define this but broadly this is about the innovation business network your organisation nurtures and works with to draw on specific expertise. For example, that could be Small and Medium Sized Enterprises and Start-ups or academia.
36	What's TfL's guaranteed min spend on this framework?	There is no guaranteed minimum spend.
37	Will there be equal work / spend with each of the 3 framework suppliers?	That's not the intention of this framework as we cannot predict the problem statements that will arise.
38	How many people are attending in	Over 50 attended in person and over 70 online

	person (just gauging current interest)?	
39	How would you propose a supplier utilises their ecosystem? How would this work with IP between the named supplier on the framework and the ecosystem?	This is up to the Partners. The tender will require Framework Partners to explain how they will use their ecosystem. The Framework Partner will need to manage the IP between themselves and the ecosystem.
40	How does TfL aim to manage the people and culture challenges involved with scaling innovation on the network?	The Open Innovation team will co-ordinate the right TfL teams to overcome the people and culture challenges involved with scaling innovations on our network.
41	As its one lot per collaborator, is there a limit on the number of partners or subcontractors we have?	The framework is designed as one lot in total with up to 3 Framework Partners on that lot. There is no limit to the number of subcontractors a Framework Partner can have.
42	Are there any partners/sub-contractors TfL would prefer the collaborator not to involve?	TfL does not use a preferred supplier list.
43	Do you have a pipeline of projects?	A Problem Statement library is being developed
44	There seems to be a lot of work on suppliers at the pre-call off contract phase. This is an inherent risk for suppliers. What can TfL do to mitigate that?	The pre-call-off stage does require a considerable amount of resource from both TfL and the Framework Partners. This is essential to develop the partnership.

45	Would “problem statements” be published outside the 3 winners, so businesses might request a partnership to solve a particular problem.	If we are developing a problem statement solution with a Framework Partner and, particularly after a Call-off agreement, the problem statement will not be published by TfL.
46	Prolight was a similar collaboration 4-5 years is this similar to that?	If you are referring to Pro-Lite, this was for the procurement of lighting Innovation and Technology; this procurement was specific to a category. Please refer to the presentation which lists a range of topic areas which TfL can call-off from.
47	Is there benchmark or blueprint to the type of innovation products prior to going for procurement?	No, there is no benchmark or blueprint for innovation products developed under this framework.
48	I think you'll find that the MOD does have something like this Theo. Take a look at DASA	This has some similarities. However, there are some key differences such as DASA is not a Partnership framework.
49	Is this for goods only? Or does include services?	The framework applies to goods, works and services.
50	We’re not just a start-up but also a social enterprise. We believe innovation is not mutually exclusive to tech, but social as well. How can you partner us?	Please see responses to previous questions related to Innovation Ecosystems and start-ups and other opportunities for start-ups to work with us. This is applicable to all innovators, including social enterprises. We are keen to harness the innovative capabilities of all market innovators.
51	What’s the TfL dedicated inflight ICF team look like?	This is being developed - we are currently appointing a partnership manager for ICF to work directly with the three partners
52	Innovation is a wide-ranging subject. How will you segment the requirements?	We are looking for innovative solutions to our most challenging problems which can be scaled on the transport network in London where they create value by doing things better, cheaper and quicker.

53	Are TfL workers / colleagues (union officials) represented on the innovation hub?	Open Innovation will coordinate the relevant colleagues with the Framework Partners depending on the needs of the call-off.
54	Start-ups may have a new solution to the market where there is no competitor. How will the procurement process work on those cases?	Please see responses to previous questions related to Innovation Ecosystems and start-ups and other opportunities for start-ups to work with us.
55	How will TfL identify which of the 3 down selected suppliers will be chosen for a particular problem statement?	There are a number of factors that will be considered, including the Partners' specialism, expertise, appetite, resource and capacity.
56	How will it be decided whether a solution progresses through the stages you identified (and therefore whether further investment is required)?	We will jointly review the success of the R&D phase and consider the KPIs, scaling, costs, risks and potential to co-commercialise before progressing to the next phase.
57	TfL services contracts are typically one sided with risk passed to the contractor. Assume this being a collaboration risk will be 50/50? (edited)	The ICF contract will be published in due course.
58	If a supplier has a number of technology tools would TfL consider the building of those tools into a solution as an Innovation under this framework?	Yes - this is potentially of interest if it can solve one of our problem statements but would need to be considered on a case-by-case basis and issues such as IP looked into.

59	Does this mean that market innovation will come through the three lots moving forward? I.e SMEs will have to partner w ICF 3 suppliers to work w/TfL innovation?	Please see responses to previous questions related to Innovation Ecosystems and start-ups and other opportunities for start-ups to work with us. This is applicable to all innovators, including SMEs. We are keen to harness the innovative capabilities of all market innovators.
60	How do you evaluate the approaches to the problem statements given the subjective nature?	We will be publishing the instructions and ISIT in due course which will provide further information.
61	There is a chance that start-ups that can add a lot of value don't make it to the later stages. Is it possible to introduce everyone in here prior to that?	Please see response to previous questions regarding start-ups.
62	Do we have to disclose the name of partners upfront for the whole of 4 years? Or can it be based on the requirement at hand?	Framework Partners may contract with new, appropriate sub-partners during the term of the Framework and these do not have to be disclosed upfront.
63	How important is a supplier's Public Sector experience to TfL?	While public sector experience is not a mandatory requirement, tenderers will need to demonstrate the extent to which their experience is relevant to the specification and framework.
64	Will ECOS and CPOS operations / services tie into this framework?	This will depend on the problem statement and the call-off. The framework is open to all TfL business units to use.
65	Can we speak to the partners at Bosch to understand how it worked from their point of view and	We are unable to arrange this. For further information on the Partnership pilot, please review the published report here: https://content.tfl.gov.uk/corporate-innovation-partnerships-learning.pdf

	why the partnership interested them?	
66	How do you decide what problems go into the framework and what goes into other routes to market?	There are a number of factors that will be considered, including the Partners' specialism, expertise, appetite, resource and capacity.
67	How is TfL defining 'scaled' and how will outcomes be measured?	This will be defined at the point of the tender. Broadly, scaling is when a successful new product is productionised and rolled out for use by TfL and/or its customers in London. Each project will have KPIs set at the outset of each phase and these will be measured throughout the process.