

SPECIFICATION OF REQUIREMENTS

Diversity and Inclusion Training for Bus Drivers and Bus Support Staff

DRAFT V5

Tender reference: TfL 94895
Date: 12 November 2019

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1. Introduction

1.1 Organisational Overview

1.1.1 Transport for London (TfL)

- 1.1.1.1 TfL is an executive body of the Greater London Authority, created in 2000 as the integrated body responsible for the Capital's transport system. Its primary role is to implement the Mayor of London's Transport Strategy and manage transport services across the Capital. TfL is made up of many predecessor organisations covering almost all transport modes in London, and therefore has the ingredients and accumulated experience to provide one of the largest integrated transport systems in the world.
- 1.1.1.2 TfL comprises of different modes, these are Surface Transport, Corporate, London Underground and Rail. TfL is a partner in Crossrail.
- 1.1.1.3 TfL manages London's transport network and is responsible for London's buses, the Underground, the Docklands Light Railway (DLR), London Overground, London River Services, Santander Cycle Hire, electronic vehicles and policing. TfL also runs Victoria Coach Station and the London Transport Museum.
- 1.1.1.4 TfL is responsible for 360 miles (580km) of main roads, and all of London's 4,600 traffic lights. In addition, it manages the London Congestion Charging scheme and regulates the city's taxi and private hire trade. TfL also promotes a range of walking and cycling initiatives across the Capital.

1.1.2 Business Unit – Bus Operations

- 1.1.2.1 The Bus Operations Directorate within Transport for London is responsible for all London's bus services. The buses are run by private operating companies who tender to provide the services under contract.
- 1.1.2.2 The Directorate awards bus operator contracts, monitors operator performance and provides logistical services and support functions, such as:
 - Planning bus routes and specifying service levels
 - Monitoring and managing service performance
 - Management of bus stations and bus stops
 - Assistance in 'on ground' set up of diversions, bus driver assistance in situations over and above job requirements, for example road collisions
 - Providing information for passengers in the form of timetables and maps at bus stops and online, and an online route planning service

1.1.3 TfL Diversity and Inclusion

- 1.1.3.1 The Diversity and Inclusion team are responsible for TfL's strategy and approach to accessibility. They are leading on our work to embed the principles of disability equality, inclusive design and the use of Equality Impact Assessments across TfL, including the LU, Surface and Professional Services business areas.

1.1.4 Bus Operating Companies

- 1.1.4.1 London Buses are currently operated by ten private bus companies who bid for routes on a commercial basis. The companies operate to rigorous performance measures which are continually monitored by TfL. Driver training, including drivers' initial licensing and on-going safer bus driving training, is provided by the operating companies. Additionally, drivers undertake seven hours of 'Certificate of Professional Competence' (CPC) training annually, TfL is often involved in designing, specifying and facilitating delivery of this training.

2. Background

- 2.1 The Mayor's Equality, Diversity and Inclusion Strategy spells out the Mayor's commitment to the Social Model of Disability, to Inclusive Design and to the use of Equality Impact Assessments. It sets out key priorities including accessibility, affordability, safety and security. The training and development activities to be commissioned through this tender are integral to enabling TfL to deliver on this commitment.
- 2.2 This programme will meet the requirements of Strategic objective 26: "To work through TfL and other transport providers to help increase staff awareness and understanding of how to offer an inclusive service, including providing disability equality training".

3. Scope

- 3.1 The new approach to Diversity and Inclusion training will build on the existing course activities currently delivered by bus operators. It will go further, challenging perceptions and behaviours to contribute to a culture shift.
- 3.2 The Authority requires a Service Provider (s) to:
- A. Design an engaging and impactful one-day Diversity and Inclusion course for bus drivers
 - B. Design and deliver 15-20 train the trainer courses so the training can be delivered by the bus operators' classroom based trainers (circa 80) to the drivers.
 - C. Design and deliver a one day Diversity and Inclusion course for bus support staff and managers.

- D. Provide and maintain technology-enabled training aids, such as Virtual Reality throughout the programme.
- E. Manage the programme and provide ongoing trainer and technology support throughout.

3.3 The training programme outcomes are as follows:

- A shift in knowledge and attitudes among bus drivers, with drivers understanding that their skills and behaviour are fundamental components of a delivering an inclusive service
- Greater driver appreciation of the needs of different customer groups
- Enhanced driver empathy and understanding when interacting with customers with specific needs
- Improved driver knowledge and behaviours, leading to a reduction in the number of incidents/complaints related to Diversity and Inclusion
- Greater understanding and management of customer needs and how it impacts the customer perception of London buses and bus drivers

3.4 To deliver this programme, the Service Provider will need to work in partnership with TfL and the bus operating companies. Therefore, the successful Service Provider will be required to immerse themselves in the culture of TfL and Buses to develop a deep understanding of the challenges facing London bus drivers and the London buses context.

3.5 The Authority will facilitate access to TfL experts as well as contacts within the ten bus operating companies. We will also provide our research findings and D&I related data and research. Additionally, we expect the Service Provider to make site visits to operator premises and to shadow operator staff.

3.6 This will ensure that the Service Provider has knowledge and experience of the roles and challenges facing London bus drivers, and can develop appropriate course content and activities which will equip delegates with new skills and an understanding of D&I leading towards a behavioural and cultural change.

3.7 Any material provided to the Service Provider by The Authority which is not already in the public domain at the time it is provided shall be subject to a Non Disclosure Agreement between The Authority and the successful Service Provider (s).

3.8 The Authority sees technology-enabled training aids, such as interactive video and virtual reality (VR), as a great opportunity to bring a new approach to messaging and training. This approach will incorporate interactive, filmed scenarios that create debate and allow learners' learning points to emerge.

Experiencing the bus service from different customer perspectives whilst in a safe environment will aid drivers' consideration, empathy and behaviour.

4. Requirements

4.1 Requirement A: Diversity and Inclusion Training Course for Bus Drivers

Requirement A D&I Training for Bus Drivers	Design a one-day (seven hour) diversity and inclusion training course for London bus drivers
	Design a one day course and supporting materials for the ten bus operator training teams to deliver to their bus drivers (24,700)
	Design should include filmed scenarios and portable training aids to enable impact, empathy and awareness, resulting in behaviour change.
	Course design should meet Joint Approvals Unit for Periodic Training (JAUPT) requirements to be recognised as Driver Certificate of Professional Competence (DCPC)

- 4.1.1 The Authority requires a new one-day (seven hours) Diversity and Inclusion training course, and associated course materials, for London bus drivers.
- 4.1.2 The behaviour focused course should consider using character and scenario based exercises to bring the course to life, providing delegates with an immersive learning experience. It will be a distinct move away from traditional PowerPoint reliant or "chalk and talk" training course delivery.
- 4.1.3 The Diversity and Inclusion training course will use training aids such as Virtual Reality (VR) and/or interactive video storytelling/case studies. Any scenarios must be evidence-based to reflect real life. The scenarios and exercises will create debate amongst the delegates and enable the learning points to emerge. Suppliers are asked to propose other innovative means which add value to the learning experience.
- 4.1.4 The Service Provider will adopt the training approach outlined at Section 6.
- 4.1.5 The course should encourage attendees to share their own experiences to help place the learning in an appropriate context and help ensure the skills and knowledge learned are transferred back to the workplace.

- 4.1.6 The course will need to keep all delegates actively engaged in learning throughout the seven hour learning day.
- 4.1.7 The course design must take into account that the course will be delivered by a member of the bus operating training teams in the bus operators' training rooms.
- 4.1.8 The Service Provider will be responsible for developing and producing course materials, such as, handouts, scenarios, films, activity outlines and evaluation methodology. These will require sign off by The Authority and be tested via Service Provider delivered pilots to bus operator trainers and drivers within the course development time allocated. Furthermore, the course design and subsequent delivery approach should be sufficiently solid and appropriate for the duration of the programme.
- 4.1.9 The course will be delivered simultaneously across multiple bus operator locations by the bus operator training teams. Given the large number of bus drivers (c.25, 000) the training teams will deliver the course several days a week with up to 100 bus drivers per day attending across London. This will vary across the bus operating companies (class size will be a *maximum* of 16 with the average class size being 12).
- 4.1.10 Each bus operator will manage release of their drivers to attend the training as well as managing the frequency of courses and training records. The bus operators will need to deliver the training within 18 months from the start of delivery.
- 4.1.11 The Service Provider will need to provide any technology enabled training aids and materials directly to the bus operating training teams at their location and liaise with the bus operating training teams to ensure sufficient materials are available. The provision of equipment not already included will need to be factored into proposals.
- 4.1.12 The course content and programme impact will be fully reviewed after four months and then 4 monthly over the length of the delivery programme to ensure it remains up-to-date and continue to meet The Authority's requirements.
- 4.1.13 The Service Provider must provide the Authority with digital, editable copies of all printed materials or presentations to be used in the course.

CPC requirements

- 4.1.14 Under a European Union Directive, professional bus, coach and lorry drivers need to hold a Driver Certificate of Professional Competence (CPC) in addition to a vocational driving licence. To retain their CPC license drivers must undertake 35 hours of training every five years. This training is regulated by the 'Joint Approvals Unit for Periodic Training' (JAUPT) on behalf of the Driver and Vehicle Standards Agency (DVSA).

4.1.15 The training course will need to meet JAUPPT requirements to qualify as CPC training. One requirement is that all course delegates are actively learning throughout the full seven hours of the course.

4.1.16 Each bus operator will individually register the training course with JAUPPT prior to the start of any course delivery by their trainers. The registration and any on going accreditation costs will be paid for by the operator. The Service Provider will need to work closely with the bus operator training teams and provide the necessary documentation to allow the operators to register the course with JAUPPT. See project plan (Appendix A Draft Project Plan).

4.1.17 Further information on JAUPPT requirements can be found at:
<http://www.jauppt.org.uk/>

4.2 Requirement B: Train the Trainer (TTT)

Requirement B Train The Trainer	Design and deliver 15-20 Train The Trainer courses for bus operator classroom trainers to effectively deliver the course to bus drivers
	Design a comprehensive training course and supporting materials
	Include upskilling on any technology and training aids used as part of the training course
	Deliver up to fifteen TTT courses for up to 60 trainers on TfL premises
	Observe each trainer in the operator training rooms, provide feedback and sign-off for course delivery
	Design and delivery of full day trainer review and support workshops at 5, 10 and 15 months from start of course delivery

4.2.1 Each bus operating company has their own classroom-based trainers, who deliver training on a range of subjects including company induction, health and safety, current CPC course and road safety. Up to 80 of these trainers will need to be upskilled to deliver the new one-day Diversity and Inclusion training course, including the use of any technology over the course of the project. The train the trainer (TTT) courses will take place at TfL's offices across London,

therefore, any training aids provided by the Service Provider will need to be portable.

- 4.2.2 The duration of the TTT course is up to the Service Provider but it should be no more than four days long and must ensure that the trainers gain any additional skills and techniques required to deliver an impactful course. This will incorporate upskilling on any technology enabled training aids and scenarios and any behaviour focused culture-challenging techniques.
- 4.2.3 The delivery of the TTT courses will be in two phases. Initially, fifteen TTT courses for circa 60 trainers (Phase 2 will be up to 20 trainers), some simultaneously, will take place over four weeks just before the roll out of the safer bus driving training course. Each course will have a mixture of delegates from the various bus operating companies to enable the sharing of experience and ideas. The supplier will need to be prepared to deliver up to five more TTT courses at the project's mid-point (June to August 2022) to account for changes in training team employees.
- 4.2.4 The Service Provider will adopt the training approach outlined at Section 6.
- 4.2.5 To ensure the experienced trainers are able to deliver the training course to the standard required and as originally intended, the Service Provider will undertake observation, feedback and a 'sign off' activity at the bus trainer's training centres/rooms. This is anticipated to be one day per trainer, circa (60) trainers, and will take place by multiple supplier trainers within eight weeks of the driver course 'going live'. This will assure the consistency and quality of training delivery across the trainer group to enable the roll out of the training.
- 4.2.6 The Service Provider will facilitate three bus operator trainer forums at TfL premises (up to one day) at months five, ten and 15 after start of the bus driver course training delivery. This will aim to ensure that the enthusiasm, consistency and intent of the safer bus driving course delivery is maintained.
- 4.2.7 The Service Provider will need to adopt usual course monitoring including evaluation of their trainers' performance and the course impact on delegates. This will enable the Service Provider to identify where to provide additional support or amendments to the training and/or materials to ensure that the delivery quality of the course is achieved and maintained.
- 4.2.8 The TTT course **will not** require JAUPPT accreditation as not classified as driver CPC hours.

4.3 Requirement C: Diversity and Inclusion training for Buses Support Staff

Requirement C D&I Training for Support Staff and Managers	Design and deliver a diversity and inclusion training course for bus operator support staff and managers
	Design a one day course and supporting materials for bus operator support staff and managers
	Deliver the training to up to 2000 support staff on bus operator premises.
	Design to include an observational tour of the bus network, a classroom session about diversity and inclusions and an action planning workshop.
	Observe each trainer in the operator training rooms, provide feedback and sign-off for course delivery

4.3.1 The Service Provider will contract with up to 4 disabled people per session to be guides, with each guide taking 2-3 attendees on an observational trip on the London bus network for up to two hours at the start of the training. During the trip, the guides should highlight the barriers they face when travelling on the network and any existing tools and practices that help them to have a better journey. The guides must have experience of using the London bus network.

4.3.2 As guided by the Social Model of Disability, the provision of a trainer with lived experience of belonging to a protected group to deliver:

4.3.2.1 A classroom session on diversity and inclusion.

4.3.2.2 A workshop in which the delegates identify the impact they can have on ensuring delivery of an inclusive bus service and how they can support drivers in delivering an enhanced this.

4.3.3 The Service Provider will adopt the training approach outlined at Section 6.

4.3.4 The support staff workshop will be up to a maximum of one day (7 hours).

4.3.5 Additionally, the workshop must:

- Draw out the experience of the support staff (work related and personal)
- Discuss and share similarities and differences between drivers and support staff to share best practice and encourage peer to peer learning.
- Enable support staff to action plan how messages will be incorporated and complement ways of working and instil a better bus driving culture.

4.3.6 Given the large number of support staff and the complexity of releasing staff, we will require the Service Provider to deliver these workshops simultaneously. This will be managed between the Service Provider and the bus operators. Each workshop will have a mixture of roles from within the bus operating company to enable the sharing of experience and ideas.

4.3.7 JAUPT accreditation for the support staff and manager course is not necessary as it will not count as driver CPC hours, however certification should be provided by the Service Provider.

4.3.8 The Service Provider will need to adopt normal course monitoring and evaluation of the support staff workshop and its impacts via reaction level evaluation. The output of which will be shared with The Authority at our monthly contract review meetings.

4.4 Requirement D: Provision of technology

Requirement D: Provision of technology

Provide, maintain and support any technology-enabled training aids, such as Virtual Reality, or similar

Provision of technology

- 4.4.1 The Authority sees technology-enabled training aids as an integral part of the new diversity and inclusion training course for bus drivers. Equipment will need to be provided in sufficient number to enable simultaneous course delivery at multiple bus operator training locations.
- 4.4.2 The Authority and/or the bus companies will provide standard computer equipment including projectors within the training rooms. Please note that not all training facilities have internet access.
- 4.4.3 The Authority holds sufficient numbers of Virtual Reality equipment for use on the programme. If the Service Provider wishes to utilise this equipment they should include the costs of filming and editing any scenarios, uploading them to the headsets and testing.
- 4.4.3 Where the Service Provider proposes new or additional equipment they will be required to provide a price for the supply of any proposed technology-enabled training aids and any hardware and software necessary to co-ordinate any training aids

You should base your provision of technology-enabled training aids on the following numbers:

- If individual technology enabled training aids are proposed, the supplier must provide costing for 150, 200 and 250 units
- Should the individual units have a synchroniser or control device operated by the trainer in each room then the Service Provider must provide costing for 15, 20 and 25 of these in addition.
- If the proposed technology-enabled training aids are “one per room” (eg. simulator) The Service Provider must provide costings for 15, 20 and 25 units
- Any content provided should not be locked in to one particular brand or model of hardware.

The Authority reserves the right to benchmark quoted prices.

Specifications for VR headsets owned by The Authority are:

Make: Pico

Model: G2 Goblin

Display: 3K
CPU: Qualcomm Snapdragon 835
Refresh rate: 90Hz
Content: Pico Store, Viveport
Tracking 3DoF

Should suppliers wish to view a demonstration of the equipment, sessions will be available at Palestra, 197 Blackfriars Road, date to be advised.

Use of technology:

4.4.4 Any proposed technology, including films and modified technology enhanced scenarios must:

- Be designed and delivered within the programme timescales shown in Appendix A Draft Project Plan.
- Be robust and reliable.
- Be intuitive and simple to use for a non-expert.

4.4.5 Technical operation and trouble-shooting must be included in the train the trainer (TTT) sessions (requirement B). This is critical given JAUPPT learning requirements mean that delegates are actively learning for seven hours per day. Additionally, training teams will be required to deliver this training on consecutive days so there is a real need for reliable equipment and technical support.

4.4.6 The Service Provider must provide ongoing technology support to the trainers, including maintenance, repair and replacement of any equipment. Equipment must be covered by appropriate warranty and/or an appropriate level of available capacity to ensure that training delivery is not impacted.

In the event of a technology failure (hardware or software) the Service Provider must:

- Provide ongoing maintenance and support
- Provide alternative materials (e.g. DVD of scenario film) in case of multiple units failing or spares also failing.
- Repair or replace any faulty equipment or fix any software issues within 24 hours. If this is not possible the Service Provider must propose a satisfactory alternative.

Testing

4.4.7 It is vital that both software and hardware are robustly and extensively tested, including by The Authority and the bus operators in the context in which they will be used.

Inclusiveness

- 4.4.8 The training, including the technology enabled training aids, should be inclusive for all training delegates. Where this is not possible, the Service Provider must propose and design alternative and equivalent exercises.
- 4.4.9 In the case of virtual reality the Service Provider must take into account that this can cause motion sickness in some users. The Service Provider should take measures to minimise the motion sickness risk through design. In addition, non-virtual reality versions of course material must be developed, and be available during all courses.

4.5 Requirement E: Project Support

Programme Management:

- 4.5.1 Design and delivery will require excellent programme management on the part the Service Provider. The programme will be ambitious and innovative with a wide range of stakeholders and delivery partners across TfL and the ten companies operating buses in London.
- 4.5.2 We expect the Service Provider to:
- Manage the delivery of the scope of this specification.
 - Propose and explain suitable project governance, project management processes (including a risk register) and tools to be agreed at the start of the project. These should then be applied throughout the duration of the project with any delays reported immediately to the Authority Contract Manager.
 - Nominate a project manager who will be responsible for all day-to-day liaisons with the Authority on matters relating to the management, design and delivery of training.
 - Nominate a Director or Executive to whom issues may be referred in the event that they are not capable of being resolved by the project manager.
 - Provide weekly updates to the Authority Contract Manager. These can be concise updates by email, but should include details of progress, risks/ issues for discussion, actions required by The Authority or others that affect the project timescale, etc.
 - Attend regular face-to-face meetings at TfL's office, most frequent at the initial stages of the contract and especially during development of the courses (Palestra, 197 Blackfriars Road, London).
 - Respond to all The Authority queries on the project within two working days, providing an update where queries need further time to be answered. Ensure that alternative contact details are provided when key team members are unavailable.
 - Ensure that all processes must be transparent and all reporting must be publishable, with any personal data to be suitably anonymised.

Management of subcontractors

- 4.5.3 The Service Provider may already have the sufficient number and breadth of technical experts (e.g. training and technology) in place to deliver this programme. However, given the range of non-related specialisms required, it may be necessary to partner with other suppliers where this occurs, the proposal must clearly specify the lead supplier, and this supplier will be responsible for managing any other suppliers.

5. Overall approach to training

5.1 Trainer and Training Approach

5.1.1 It is vital to ensure that the training:

- Is fully inclusive to all delegates
- Is evidence-based and targeted
- Will engage and motivate delegates
- Employs innovative training techniques (a move away from PowerPoint or lecture based training)

5.1.2 All course content should be enriched with examples, case studies, scenarios etc, which reflect real issues/constraints within the buses operating environment.

5.1.6 It is essential that the training reflects the latest research and thinking in regards to Diversity and Inclusion.

5.1.7 It is important that individuals can apply their newly-acquired knowledge and skills back in the workplace, so it is essential that all training is as participative as possible, focusing on providing learners with as many opportunities as possible to practice their skills. The courses will be delivered at various locations across the 10 London bus operators' premises as well as in TfL's offices. Therefore the course and any equipment must be portable.

5.2 Course design

5.2.1 At each stage the course design process for requirements A, B and C will be presented to The Authority for feedback and approval. This may include, but not limited to, storyboards, scenarios, films, interactive content, and course materials.

5.2.2 The train-the-trainer course and the support staff course, whilst not subject to JAUPPT approval, will require The Authority approval at each stage and amendments to be made if necessary, in line with project timescales.

5.2.3 Once fully approved by The Authority and its stakeholders, the new driver course will need to meet JAUPPT requirements. The individual bus operators will seek to register the course as one that meets JAUPPT requirements to officially count as driver CPC hours. This will be supported by the Service Provider. Given the course registering process with JAUPPT, it is anticipated there will be no major amendments to the driver course that require registering of an amended course.

5.3 Approach to Training Delivery

- 5.3.1 Typically, training is a mix of theory and practical learning. While the main purpose of theory training is to impart the necessary knowledge to candidates, we will require the Service Provider to use:

Techniques which engage and enthuse participants at the start of and throughout all training and provide a learning environment which is engaging, dynamic, positive, empowering and inspiring.

- Open, positive and participative delivery approaches and appropriate audience management techniques which encourage and support participant interaction and feedback from course candidates.
- A range of learning techniques appropriate to the learning activities undertaken, which caters for the differing educational backgrounds of candidates and address the full range of learning styles (e.g. Honey and Mumford) and preferences as well as imparting the necessary skills and knowledge.

Such techniques may include (but not be limited to):

- Technology based training aids
 - Use of characters in scenarios
 - Real life and augmented films
 - Syndicate exercises
 - Role play/simulation
 - Case studies
 - Group discussion
 - Practical exercises
- Tools and techniques which do not simply impart information but help candidates fully understand the context of their learning and embed it in their everyday behaviours and working practices so that learning is transferred more readily back into the workplace;
- Effective timekeeping and session management techniques to ensure that all training sessions start on time and that all of the required material is delivered effectively in the available time; and
- Appropriate training styles, language and behaviours which conform at all times to legal requirements (and, where appropriate, The Authority policy) on inclusion, equality and non-discrimination.

- 5.3.2 In addition, the Service Provider's trainers must arrive at the training location (including any garage or training locations that may be necessary for trainer observations) at least thirty (30) minutes in advance of the scheduled start time on each day to ensure that all necessary materials, arrangements, facilities and equipment are present, correctly set up and working properly;

and ensure that delegates arriving early are welcomed in advance of the training so that training can start promptly.

5.4 Training Evaluation

- 5.4.1 The Service Provider will design evaluation approaches and processes for Requirements A, B and C.
- 5.4.2 The bus operator trainers will use the evaluation approach and methods designed by the Service Provider when they deliver the training to the bus drivers.
- 5.4.3 The Service Provider will use their evaluation approach and processes to directly measure the impact of the training courses for Requirement A and B
- 5.4.4 The Service Provider will undertake a Level 3 impact evaluation at the mid point of the training. This will establish driver knowledge and behaviours against baseline.

5.5 Trainer Recruitment, Selection, Experience and Qualifications

- 5.5.1 The Authority requires the Service Provider's trainers are appropriately qualified, suitably skilled and/or experienced and deliver to consistently high quality standards.
- 5.5.2 Suppliers must include in their ITT responses the names and CVs of up to **FOUR** key individuals they propose to design, develop and deliver the required training, and must also fully demonstrate within their responses that they have appropriate resource recruitment, selection, deployment and performance measurement processes in place to ensure that each trainer they propose and/or will recruit to deliver services under this contract.
- 5.5.3 Within two weeks of contract award, the Service Provider will provide the names and CVs of any trainers who will be delivering any element of the new training course. Any changes to trainers must be notified four weeks prior to any training delivery to enable upskilling.
- 5.5.4 The Authority reserves the right to approve or reject any trainer proposed by the Service Provider on reasonable grounds.

5.6 Trainer Availability, Continuity and Performance Management

- 5.6.1 The Authority recognises that the nature of the skills and knowledge which will be required to deliver training under this contract is likely to result in a reliance on a number of key Service Provider individuals. The Authority therefore require the selected Service Provider to have in place appropriate mechanisms to ensure continuity of resources.

- 5.6.2 Bidders must fully demonstrate within their responses that they have appropriate mechanisms in place to ensure continuity and availability of key staff used throughout the lifetime of the contract.
- 5.6.3 The Authority require the successful Service Provider to put in place a range of suitable mechanisms to set, monitor, and report a range of trainer performance targets.

6. Deliverables

Research and Design

The Service Provider:

- 6.1 Is required to develop a deep understanding of TfL, Bus Operating Companies and customer feedback to establish the exact requirements for the training programme and how they can best meet the training needs.
- 6.2 Is required to incorporate the latest research and thinking in regards to the subject matter. Input from experts in the field of Diversity and Inclusion may be required to ensure this is reflected within the training.
- 6.3 Is required to undertake pre-course development research with a sample delegate population to gather information regarding their role and challenges.
- 6.4 Is required to design training courses/ workshops and prepare associated materials (Requirements A, B and C). This will include, but not limited to, high level storyboards handouts, scenarios, films, activity outlines and evaluation methodology for The Authority and key stakeholder approval.
- 6.5 Will undertake pilots of the courses/workshop (Requirements A, B and C) with selected stakeholders to finalise the training courses/workshop
- 6.6 Will make any agreed amendments and refinements based upon feedback from The Authority and selected stakeholders including the course/workshop pilots and testing in line with project timelines.
- 6.7 Will work with The Authority, bus operators and JAUP to meet the requirements for Driver Certificate of Professional Competence (CPC) for the Diversity and Inclusion training course for Bus Drivers only.

Delivery

The Service Provider:

- 6.8 Is required to facilitate course/workshop pilots to selected The Authority and Operator staff within the course development time allocated.
- 6.9 Will deliver the one-day support staff courses to a total of circa 2000 support staff at the ten operators in line with project timescales (Requirement C)

- 6.10 Will initially deliver up to fifteen train-the-trainer (TTT) courses to total of circa 60 bus operators' trainers, to enable their delivery to bus drivers at bus garages (Requirement B). This will include any upskilling on technology enabled training aids. The Service Provider will need to be prepared to deliver up to four more TTT courses at the project's mid-point to account for changes in training team employees.
- 6.11 The Service Provider will facilitate three bus operator trainer forums at TfL premises (up to one day) at months five, ten and 15 after start of safer bus driving training delivery.
- 6.12 The Service Provider will ensure that TfL policies are adhered to by Service Provider personnel and delegates at all times. Issues of non-compliance must be reported to The Authority's Contract Manager.

Quality assurance and evaluation

The service provider:

- 6.13 Will need to adopt normal course monitoring and evaluation of the training and its impact via reaction level evaluation. The output of which will be shared with The Authority on a Monthly basis.
- 6.14 Will provide post TTT course delivery 'sign off' by observing each trainer for a minimum of one day, perhaps simultaneously by multiple Service Provider trainers, to provide feedback and suggestions to gain consistency of training delivery
- 6.15 The Service Provider will need to adopt normal course monitoring and evaluation of trainer performance and the course impacts for requirements B and C, to ensure that support is provided when needed and that the quality of delivery is maintained.
- 6.16 Will undertake quality assurance of training delivery within the bus operators to ensure delivery continues to be of a high standard and developmental coaching where required.
- 6.17 Will audit all operator trainers within the first four months of training. Further audits will be at least every six months for each Operator or as agreed with the Authority Contract Manager.
- 6.18 Will provide the Authority and/or bus operators with attendance reports and reaction level evaluation reports for the train-the-trainer (Requirement B) and Support Staff workshops (Requirement C). The Bus Operators will use the Service Provider designed evaluation process to evaluate the D&I training for bus drivers (Requirement A).
- 6.19 Will undertake a Level 3 impact evaluation at the mid point of the training. This will establish driver knowledge and behaviours against baseline (pre training)

and be used to inform The Authority of the effectiveness of the training and any improvements that can be made.

Equipment

The service provider:

- 6.19 Will be required to provide a price for the supply of any proposed technology-enabled training aids, and any hardware and software necessary to co-ordinate any training aids.
- 6.20 Will need to provide any technology enabled training aids and materials directly to the bus operating training teams at their location and liaise with the bus operating training teams to ensure sufficient materials are available for delivery of the course/ workshop (Requirement A and C) throughout the term of the contract.
- 6.21 Will maintain, repair or replace specialist equipment, technology and software used as part of the course throughout the term of the contract. This will need to be factored into proposals. In the event of a technology failure (hardware or software) the Service Provider must:
 - Provide ongoing maintenance and support
 - Provide alternative materials (e.g. DVD of scenario film) in case of multiple units failing or spares also failing.
 - Repair or replace any faulty equipment or fix any software issues within 24 hours. If this is not possible the Service Provider must propose a satisfactory alternative.

Reporting

- 6.22 The Service Provider will provide a project manager who will manage the various elements of the programme and produce project management documentation. This will include:
 - Provide weekly updates to the Authority Contract Manager.
 - Respond to all The Authority queries on the project within two working days
- 6.23 Within four weeks of contract award, the Service Provider will provide the names and CVs of any trainers who will deliver any element of the new safer bus driving training programme (Requirement A, B and C). Any changes to trainers must be notified four weeks prior to any training delivery to enable upskilling.