Invitation to Submit Outline Solutions (ISOS)
Appendix A – Evaluation Criteria

Platinum Portfolio

TRANSPORT FOR LONDON

TfL Reference Number: TfL 95150

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TRANSPORT FOR LONDON

Category	Sub-Category	Sub-Category Weighting	Component	Weighting
Technical	JV Approach	25%	A.1 - Vision	5%
			A.2 - JV Structure	5%
			A.3 - JV Investment Strategy	6%
			A.4 - Debt Finance	3%
			A.5 - Health and Safety Strategy	2%
			A.6 Equality and Diversity Strategy	2%
			A.7 - Skills and Apprentices Strategy	2%
	Summary Development and Delivery Strategy for each seed site	35%	A.8- Summary Business Plan	5%
			A.9 - Design Strategy	5%
			A.10 - Programme	5%
			A11 - Procurement	5%
			A12 - Sustainable Development Framework	10%
			A.13 - Organisation	2%
			A.14 - Leasing Strategy	3%
Financial	Finances for each seed site and for the aggregate across the 3 seed sites	40%	Residual Land Value	30%
			Asset Management Fee	5%
			Development Management Fee	5%

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Category: Technical Component

Question Number	Question	Guidance	Page Limit	Weighting
Sub Category: JV Approach (Total 25%)				
A.1 - Vision	Please set out the vision for the JV and its key success factors. Your response should include the following: 1) a broad vision for the JV, how it will work together as a partnership; 2) a branding strategy for the anticipated portfolio, including brand values and market positioning proposition; 3) a short summary of the key success factors for the JV	The response should demonstrate: 1) a clear vision for the JV and how the parties will work together to achieve efficient and effective outcomes; 2) an clear and consistent branding strategy which communicates TfL's anticipated brand values and markets itself effectively to ensure the target market is reached; 3) an understanding of TfL's priorities and the key success factors in achieving those.	*Page limit: 2 sides of A4. Please upload as PDF-format file, named 'A.1_Vision_[Company Name]'*	5%
A.2 - JV Structure	Please describe your proposed JV structure and roles, this should include:(1 page A4) 1) JV Board Structure shown in an organogram; 2) the proposed appointees and their titles	The response should demonstrate: 1) a board structure suitably aligned to effectively delivering the requirements of the partnership; 2) appointees with the titles indicating a suitable level of seniority and experience to deliver the JV's vision.	*Page limit: 1 sides of A4. Please upload as PDF-format file, named 'A.2_JV Structure_[Company Name]'*	5%
A.3 - JV Investment Strategy	Please describe your vision for the JV's Investment Strategy, this should include: 1) how the strategy is formulated; 2) what assumptions have been made; 3) how the strategy will develop over the life of the JV, including exit strategy.	The response should demonstrate: 1) an understanding of investment strategies and a clear rationale for formulating the strategy; 2) an understanding the market and risks through a set of appropriate assumptions; 3) various stages of the the investment strategy and an exit strategy which aligns with TfL's plans.	*Page limit: 4 sides of A4. Please upload as PDF-format file, named 'A.3_JV Investment_Strategy_[Company Name]'*	6%

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A.4 - Debt Finance	Please set out your proposed debt finance strategy, this should include the proposed approach to both development and investment finance post stabilisation and should consider the following: 1) Timing 2) Target loan proceeds 3) Proposed funding structure (equity first or side-by-side) 4) Please confirm your position relating to Guarantees required as part of financing strategy	The response should demonstrate: 1) a clear vision for when the JV will look to raise development finance for each project and for how long, and when is it anticipated to be refinanced and on what basis; 2) an appetite for quantum of debt (loan to cost ratio) for development finance and (loan to value) for investment loan post-stabilisation which aligns with TfL's risk profile; 3) an appropriate funding structure which aligns with TfL's strategy. 4) ability to provide guarantees relative to the proposed funding structure.	*Page limit: 2 sides of A4. Please upload as PDF-format file, named 'A.4_Debt Finance_[Company Name]'*	3%
A.5 - Health and Safety Strategy	Please set out your Health and Safety Strategy for the JV, this should include: 1) your approach to collaboration; 2) consistency across the three sites; 3) how best practice is implemented.	The response should demonstrate: 1) a collaborative approach to health and safety to ensure an excellent safety is developed; 2) the steps that would be taken to ensure consistency across the three seed sites; 3) a clear vision for how best practice will be implemented across all sites.	*Page limit: 2 sides of A4. Please upload as PDF-format file, named 'A.5_H&S_[Company Name]'*	2%
A.6 Equality and Diversity Strategy	Please set out your Equality and Diversity Strategy for the JV, this should include: 1) a commitment and approach to increasing diversity within their company and within supply chain/ subcontractors, including target metrics; 2) the steps you will undertake to ensure an inclusive environment (office and onsite).	The response should demonstrate: 1) a clear commitment to and appropriate approach to increasing diversity with their company and within supply chain/ subcontractors with realistic but ambitious targets; 2) a robust set of practical steps to ensure an inclusive environment.	*Page limit: 2 sides of A4. Please upload as PDF-format file, named 'A.6_E&D_[Company Name]'*	2%

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A.7 - Skills and Apprentices Strategy	Please set out your Skills and Apprentices Strategy for the JV, this should include: 1) a commitment to offering apprenticeships opportunities, work experience and local jobs onsite and increasing retention with reference to supply chain/ contractors and how this will be achieved; 2) a commitment to future talent initiatives, engagement with schools etc and how this will achieved; 3) how training opportunities for new entrants will be provided and the steps taken to retain or support them into employment.	The response should demonstrate: 1) a clear commitment to offering apprenticeships opportunities, work experience and local jobs onsite and increasing retention within reference to supply chain/ contractors and how apprentices will be recruited within the JV and their use promoted within the supply chain / contractors; 2) a clear commitment to future talent initiatives, engagement with schools, stakeholders, employment organisations etc and a clear commitment to provide financial and in-kind resource to ensure implementation and the steps to be taken to achieve successful outcomes, including monitoring and managing the programme to ensure improvement; 3) practical steps for the provision of training opportunities to new entrants and a robust plan to ensure they are retained or supported with other employment opportunities.	*Page limit: 2 sides of A4. Please upload as PDF-format file, named 'A.7_Skills_[Company Name]'*	2%
Total				**25%**

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Category: Technical Component

Question Number	Question	Guidance	Page Limit	Weighting
Sub Category: Summary Development and Delivery Strategy for each seed site (Total 35%)				
A.8- Summary Business Plan	Please set out your vision for each of the schemes and a summary business plan for each site, which should include: 1) a critical review of the current proposals; 2) identification of key opportunities / improvements to the schemes 3) step plan for implementation of proposed business plan 4) target financial metrics.	The response should demonstrate: 1) an understanding of current proposals and a critique which highlights potential strengths and weaknesses in the current proposals; 2) a clear identification of opportunities for improvement which are achievable and a rationale for each of them; 3) a logical step plan for the implementation of the proposed business plan; 4) a robust set of target metrics which align with TfL's strategy.	*Page limit: 3 sides of A4.* *Please upload as PDF-format file, named 'A.8_Summary_Biz_Plan_[Company Name]'*	5%
A.9 - Design Strategy	Please describe your Design Strategy for each of the three seed sites, this should include: 1) how design can help achieve the sites' key success factors; 2) how TfL's Design Principles will be utilised for each site; 3) the design principles and standards, including minimum performance specifications and requirements such as the use of in-house or third-party performance standards (e.g. BREEAM, LEED, etc.) that you envisage being implemented at each site and how these will practically be achieved. 4) your estimated design budget up to preconstruction for each site up (to RIBA Stage 3). 5) how you intend to implement Modern Methods of Construction in delivering the design and works.	The response should demonstrate: 1) a vision for the role that good design can play in delivering best-in-class outcomes for each site and contribute to the delivery of the key success factors; 2) a clear understanding of the Design Principles and how it will be utilised to deliver high standard design and quality management; and 3) an appropriate level of design principles and standards that will ensure the buildings are delivered to the required performance standards. 4) an understanding of the each site through a design budget which is proportional to the project and works; 5) how modern methods of construction will be practically implemented, at what stage and the tangible benefits it will bring.	*Page limit: 3 sides of A4.* *Please upload as PDF-format file, named 'A.9_Design_Strategy_[Company Name]'*	5%

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A.10 - Programme	Please show your programme for each of the three seed sites, this should include: 1) a Gantt chart for each site showing each stage from JV award to stabilisation, this should include design and construction stages, key dates for the JV to achieve etc; 2) a high-level narrative describing the reasoning for the sequencing and the relationship between different site programmes.	The response should demonstrate: 1) a clear understanding of the time constraints and issues at each site through a robust and logical programme, which includes appropriate design and construction periods and phasing with the relevant key dates highlighted; 2) a clear reasoning for the sequencing at each site and demonstrate that the Gantt chart for each site is logical and achievable.	*Page limit: 3 sides of A4.* *Please upload as PDF-format file, named 'A.10_Programme _[Company Name]'*	5%
A11 - Procurement	Please describe your Construction and Services Procurement Strategy for each of the three seed sites, this should include: 1) your Contracting / Packaging Strategy; 2) how you intended to deliver design and other services relative to the construction packages; 3) how the roles as defined by the Construction (Design and Management) Regulations 2015) are delivered;	The response should demonstrate: 1) a robust contracting / packaging strategy which is logical and shows all the construction and services packages to be delivered from JV award to stabilisation and how the different entities will be engaged; 2) a logical rationale for delivering design at each RIBA stage and who and how this will be delivered to provide and efficient and cost effective outcome; 3) an understanding of the CDM Regs by showing who fulfils each role at the various stages of the project.	*Page limit: 3 sides of A4.* *Please upload as PDF-format file, named 'A.11_Procurement_[Company Name]'*	5%

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A.12 - Sustainable Development Framework	Sustainability approach and application of the TfL Sustainable Development - Delivery of key themes	(i) Bidders are required to accept the Sustainable Development Framework Terms and Conditions. Bidders should confirm this acceptance via completion of the declaration set out in Volume 1, 2. TfL 95052 ISOS Volume 1 Sustainable Development Framework Declaration, Annex 1, Table 1. This element of the evaluation of A.2.(i) will not be weighted but assessed on a Pass / Fail basis. Failure to accept and provide a signed declaration will result in a Fail and elimination from the procurement process. As part of your response to A.2.(i), Bidders are permitted to identify KPIs which they are unable to achieve Good Practice on and request for them to be waived or modified using the template provided within Volume 1, 2. TfL 95052 ISOS Volume 1 Sustainable Development Framework Declaration, Annex 2. This element of the evaluation of A.2.(i) will not be weighted but provided for information purposes only. Please see Volume 1, 2. TfL 95052 ISOS Volume 1 Sustainable Development Framework Declaration for further information.	*(1 page A4 for each seed site)*	10%
		(ii) Bidders have the opportunity to make voluntary commitments to improving the performance of the sites beyond its existing performance or the SDF 'Good Practice' benchmark, whichever is greater. These KPIs are outlined within Volume 1, 3. TfL 95052 ISOS Volume 1 Sustainable Development Framework Commitment Matrix. Any commitments made will form part of the Contract Documents.		

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A.13 - Organisation	Please describe your organisational strategy, this should include: 1) an organogram suitable for the deliver of the management resource required to deliver each seed site and any crossover between the sites; 2) the titles and roles of individuals within the organogram; 3) Reporting lines and the relationship with the JV Board.	The response should demonstrate: 1) a structure suitably aligned to support the particular challenges of delivery; 2) a team suitable to ensure an experience and skilled team are in place to deliver each scheme; 3) clear reporting lines to the board to ensure decisions are efficient and effective.	*Page limit: 3 sides of A4.* *Please upload as PDF-format file, named 'A.13_Organisation_[Company Name]'*	2%
A.14 - Leasing Strategy	Please summarise your proposed Leasing Strategy for each site with reference to the location, design and market drivers, including: 1) target occupational audience 2) building specific requirements relative to target audience 3) leasing strategy (pre-let vs speculative, multi-let, single-let) 4) market outlook 5) market position relative to competitive set	The response should demonstrate: 1) an understanding of the target occupational audience relative to the market for each site; 2) a suitable design for each building relative to the target audience; 3) an appropriate leasing strategy (pre-let vs speculative, multi-let, single-let etc) for each site; 4) an understanding of the market outlook which each site will be delivered into; 5) an understanding of the market position of the sites relative to competitive set.	*Page limit: 3 sides of A4.* *Please upload as PDF-format file, named 'A.14_Leasing_Strategy_[Company Name]'*	3%
Total				35%

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Category: Financial Component (ISOS Appendix A – Excel Outputs)

This section is relevant to the Excel in Appendix A of the ISOS documentation.

Question	Component	Weighting
B.1.	Residual Land Value (RLV)	30%
B.2.	Asset Management Fee	5%
B.3.	Development Management Fee	5%
Total		35%

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Category: Legal Component

Question Number	Guidance		Weighting
Sub Category: C1 Contract Documents			
Pass/Fail and Compliance	(i)	Bidders are required to accept the Minimum Requirements Appendix C to the SSQ Instructions. Bidders should confirm this acceptance via completion of the declaration set out in Volume 1, 5. TfL 95150 ISOS Volume 1 Contract Response Template C.1. Contract Documents, Table 1. Failure to agree to accept the Minimum Requirements will result in a Fail and elimination from the procurement process.	(i)Pass / Fail
	(ii)	Bidders must provide comments on the Head of Terms contained within Volume 3, TfL 95150 ISOS Volume 3 Memorandum of Information (MOI) using the contract response template set out in Volume 1, 5. TfL 95150 ISOS Volume 1 Contract Response Template C.1. Contract Documents, Table 2. Where a Bidder does not raise comments on principles set out in the Head of Terms, then TfL shall treat those principles as being acceptable to that Bidder and shall reflect those principles in the Contract Documents.	(ii)Compliance
	(iii)	TfL reserves the right to determine that the form of the Joint Venture is a company limited by shares or a Limited Liability Partnership (LLP). The Contract Documents include a form of Shareholders Agreement which has been drafted on the basis that the Joint Venture will be a company limited by shares. If the Joint Venture is to be structured as an LLP, a form of members agreement will be issued. Please confirm your preference for the structure of the Joint Venture via either a company limited by shares or an LLP.	(iii)For Information Only

Question Number	Guidance		Weighting
Sub Category: C2 Declarations			
Pass / Fail	(i)	Bidders must complete and sign the declarations included within Volume 1, 6. TfL 95150 ISOS Volume 1 Contract Response Template C.2. Declarations. Failure to provide signed declaration responses (with acceptable supporting information where required) may result in a Bidder being excluded from further involvement in the procurement and from any future evaluation stages set out within this ISOS.	(i)Pass/Fail

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Question Number	Guidance	Weighting
Sub Category: C3 Responsible Procurement Requirement		
Pass/Fail Compliance	Bidders are required to confirm acceptance to the following TfL Responsible Procurement Policies incorporated within the Contract Documents under 'Contracting Authority Policies': • London Living Wage • Work Related Road Risk (WRRR) and Direct Vision Standard (DVS) • Ethical Sourcing and Modern Slavery • Equality, Diversity and Inclusion • Sustainable Timber • Mayor's Good Work Standard Bidders should confirm this acceptance via completion of the declaration set out in Volume 1, 7. TfL 95150 ISOS Volume 1 Contract Response Template C.3. Responsible Procurement Requirement, Section C.3. Responsible Procurement Policies, Table 1. Bidders should note a failure to agree to accept the TfL Responsible Procurement Policies incorporated within the Contract Documents under 'Contracting Authority Policies' will result in a Fail and elimination from the procurement process.	(i) Pass / Fail
	(ii) Direct Vision Standard (DVS) Bidders are required to prepare and submit an Initial DVS Plan using the template set out within Volume 1, 7. TfL 95150 ISOS Volume 1 Contract Response Template C.3. Responsible Procurement Requirement, Section C.3. (ii): Di+F7+E6:E7+E6:E8	(ii) Pass / Fail (see Volume 1, 7. TfL 950150 ISOS Volume 1 Contract Response Template C.3. Responsible Procurement Requirement, Section C.3. (ii): Direct Vision Standard (DVS), Table 1: Initial DVS Plan Scoring Classifications)
	(iii) Ethical Sourcing and Modern Slavery Bidders are required to submit a response to the following questions: C.3.(iii)(a): Modern Slavery on site:	(iii) (a) and (iii) (b) Pass / Fail (see Volume 1, 7. TfL 95150 ISOS Volume 1 Contract Response Template C.3.

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	Please outline and explain the steps that your organisation will take, or the processes you already have in place, to mitigate the risk of modern slavery on your construction sites during the life of this contract. Bidder's responses should include, but not be limited to, the following: - How you will set up your construction sites to combat the risks of Modern Slavery - Risk assessment and due diligence procedures, including the use of auditing; - Communication with suppliers, labour providers and your supply chain; - Recruitment processes and policies including due diligence procedures that are undertaken to manage modern slavery risks with third party recruitment agencies - Policies / contract requirements; and - Supply chain training. You are encouraged to consider the following best practice materials when producing your response, available at https://www.supplychainschool.co.uk/topics/sustainability/modern-slavery/: - Modern Slavery Due Diligence Checklist - How to set up your site to combat Modern Slavery C.3.(iii)(b): Ethical Sourcing of Materials: Please explain the steps that your organisation will take, or the processes you already have in place, to adhere to the principles of the Ethical Sourcing Principles: Ethical Trading Initiative (ETI) Base Code or equivalent (see Annex 1 to Section C.3. (iii): Ethical Sourcing and Modern Slavery) and to mitigate the risks of labour rights abuses in your supply chain in the sourcing of core construction materials including brick, other quarry products, steel and timber. Please see detailed requirements outlined within Volume 1, 7. TfL 95052 ISOS Volume 1 Contract Response Template C.3. Responsible Procurement Requirement, Section C.3. (iii): Ethical Sourcing and Modern Slavery. Bidders should note that each sub-component criterion (C.3. (iii)(a) and C.3.(iii)(b)) will be evaluated on a Pass / Fail basis. In order to Pass, Bidders should achieve a scoring classification of 'Satisfactory' or higher under Table 2: Ethical Sourcing and Modern Slavery Scoring Classifications of Volume 1, 7. TfL 95052 ISOS Volume 1 Contract Response Template C.3. Responsible Procurement Requirement, Section C.3. (iii): Ethical Sourcing and Modern Slavery.	Responsible Procurement Requirement, Section C.3. (iii): Ethical Sourcing and Modern Slavery, Table 2: Ethical Sourcing and Modern Slavery Scoring Classifications)

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	TfL reserves the right to eliminate a Bidder in question from the tender process should they fail to achieve a minimum score of 'Satisfactory'	
	(iv) Equality, Diversity and Inclusion: Bidders are required to submit a response to the following question: C.3.(iv): Please produce an EDI Action plan, including objectives, actions and training to promote EDI in your workforce and in the delivery of services in relation to this contract to ensure compliance with the Equality Act 2010. Your response should: - Address the necessary requirements and content of the EDI Action Plan as set out in Section 3 of C.3. (iv) and Annex 2: EDI Action Plan Template of C.3. (iv): Equality, Diversity and Inclusion section. - Include an overview of the approach to promoting Equality, Diversity and Inclusion in your workplace to ensure compliance with the Equality Act 2010. This should include: • contextual information, including reference to the key policies and initiatives to improve EDI in your workplace and any baseline information concerning your employment, delivery and contracting position. This information helps to put the EDI Action Plan in context. • Key policy documents such as an EDI Policy should be appended. Annex 2: EDI Action Plan Template of C.3. (iv): Equality, Diversity and Inclusion section provides a suggested template for EDI Action Plan, with some example objectives. Bidders are encouraged to develop their own format to suit their organisation. Bidders are referred to Section 1.3.4 and 1.3.5 of C.3. (iv): Equality, Diversity and Inclusion regarding the application of the definitions set out in Annex 1: Glossary of C.3. (iv): Equality, Diversity and Inclusion section. Please see detailed requirements outlined within Volume 1, 7. TfL 95052 ISOS Volume 1 Contract Response Template C.3. Responsible Procurement Requirement, Section C.3. (iv): Equality, Diversity and Inclusion. Bidders should note that the EDI Action Plan and supporting overview (response to C.3.(iv)) will be evaluated on a Pass / Fail basis. In order to Pass, Bidders should achieve a scoring classification of 'Meets the Requirement' or higher under Table 2: Equality, Diversity and Inclusion Scoring Classifications of Volume 1, 7. TfL 95052 ISOS Volume 1 Contract Response Template C.3. Responsible Procurement Requirement, Section C.3. (iv): Equality, Diversity and Inclusion	(iv) Pass / Fail (see Volume 1, 7. TfL 95150 ISOS Volume 1 Contract Response Template C.3. Responsible Procurement Requirement, Section C.3. (iv): Equality, Diversity and Inclusion, Table 2: Equality, Diversity and Inclusion Scoring Classifications)

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