Standard Selection Questionnaire
Appendix A – Parts 1-6

Platinum Portfolio

TRANSPORT FOR LONDON

TfL Reference Number: TfL 95150

Transport for London
5 Endeavour Square
London
E20 1JN
United Kingdom

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Standard Selection Questionnaire
Appendix A – Notes for Completion

Platinum Portfolio

TRANSPORT FOR LONDON

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1. The "authority" means the contracting authority, or anyone acting on behalf of the contracting authority, that is seeking to invite suitable candidates to participate in this procurement process.

2. "You" / "Your" refers to the potential Applicant completing this Standard Selection Questionnaire i.e. the legal entity responsible for the information provided. The term "potential Applicant" is intended to cover any economic operator as defined by the Public Contracts Regulations 2015 (referred to as the "regulations") and could be a registered company; the lead contact for a group of economic operators; charitable organisation; Voluntary Community and Social Enterprise (VCSE); Special Purpose Vehicle; or other form of entity.

3. Please ensure that all questions are completed in full, and in the format requested. If the question does not apply to you, please state 'N/A'. Should you need to provide additional information in response to the questions, please submit a clearly identified annex.

4. The authority recognises that arrangements set out in section 1.2 of the Standard Selection Questionnaire, in relation to a group of economic operators (for example, a Consortium or Joint Venture) and/or use of sub-contractors, may be subject to change and will, therefore, not be finalised until a later date. The Lead Applicant should notify the authority immediately of any change in the proposed arrangements and ensure a completed Part 1 and Part 2 is submitted for any new organisation relied on to meet the selection criteria. The authority will make a revised assessment of the submission based on the updated information.

5. For Part 1, Part 2 and Part 3 every organisation that is being relied on to meet the selection must complete and submit the self-declaration therein.

6. For answers to Part 4, Part 5 and Part 6 if you are bidding on behalf of a group, for example, a consortium, joint venture or you intend to use sub-contractors, you should complete these questions on behalf of the Consortium, Joint Venture and/ or any sub-contractors, providing one composite response. All parties relied on to meet the SSQ Selection Criteria are required to submit a signed declaration provided therein.

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

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Standard Selection Questionnaire
Appendix A – Summary

Platinum Portfolio

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Part	Summary Page	Criteria	Weighting
1	Applicant Information	Information Only	N/A
2	Grounds for Mandatory Exclusion	Discretionary Pass / Fail	N/A
	Grounds for Discretionary Exclusion	Discretionary Pass / Fail	N/A
3	Economic and Financial Standing	Discretionary Pass / Fail	N/A
	Financial Information	Discretionary Pass / Fail	N/A
	Insurances	Discretionary Pass / Fail	N/A
4	Organisational Type & Investment Strategy	Weighted and Scored	14%
	Joint Venture Portfolio Experience	Weighted and Scored	8%
	Environment, Social, Governance	Weighted and Scored	8%
	Modern Methods of Construction	Weighted and Scored	2%
	Safety, Health and Environmental (SHE)	Pass / Fail	N/A
	Equality and Diversity	Weighted and Scored	2%
	Skills & Apprentices	Weighted and Scored	2%
	Supply Chain Management	Weighted and Scored	2%
	Information Modelling and Management	Weighted and Scored	2%
5	Case Study 1	Weighted and Scored	20%
	Case Study 2	Weighted and Scored	20%
	Case Study 3	Weighted and Scored	20%
6	Sustainable Development Framework	Information Only	N/A
	Modern Slavery	Information Only Discretionary Pass / Fail	N/A
	Steel	Pass / Fail	N/A
	TfL Policies	Information Only	N/A
Total			100%

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Standard Selection Questionnaire
Appendix A – Part 1: Application Information

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Part 1: Applicant Information

Please answer the following questions in full. Note that every organisation that is being relied on to meet the selection must complete and submit the Part 1 and Part 2 self-declaration. If you as an Applicant are applying / responding as a consortium (group of organisations or "economic operators") then each organisation or economic operator in the consortium must independently answer each of the following questions. Please complete this section and upload it to the portal with the filename: Part 1_[Company Name]

Section 1 – Table 1: Applicant Information

Question Number	Question	Response
1.1		
(a)	Full name of the potential Applicant submitting the information	
(b)i	Registered office address (if applicable)	
(b)ii	Registered website address (if applicable)	
(c)	Trading status a) Public limited company b) Limited company c) Limited liability partnership d) Other partnership e) Sole trader f) Third sector g) Other (please specify your trading status) (please identify one)	
(d)	Date of company registration and country of registration	
(e)	Company registration number (if applicable)	
(f)	Charity registration number (if applicable)	
(g)	Head office DUNS number (if applicable)	
(h)	Registered VAT number	

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Part 1: Applicant Information

Question Number	Question	Response
1.1		
(i)	*Not Used*	
(j)	*Not Used*	
(k)	Trading name(s) that will be used if successful in this procurement	
(l)	Relevant classifications **(state whether you fall within one of these, and if so which one)** a) Voluntary Community Social Enterprise (VCSE) b) Sheltered Workshop c) Public service mutual	Yes / No (If Yes, please specify which relevant classification)
(m)	Are you a Small, Medium or Micro Enterprise (SME) [1]?	Yes / No (If Yes, please specify if you are a Small, Medium or Micro Enterprise)
(n)	Details of Persons of Significant Control (PSC), where appropriate [2] (Please enter N/A if not applicable): Name; Date of birth; Nationality; Country, state or part of the UK where the PSC usually lives; Service address; The date he or she became a PSC in relation to the company (for existing companies the 6 April 2016 should be used; Which conditions for being a PSC are met; • Over 25% up to and including 50%, • More than 50% and less than 75%, • 75% or more [3]	

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Part 1: Applicant Information

Question Number	Question	Response
1.1		
(o)	Details of immediate parent company (please enter N/A if not applicable): • Full name of the immediate parent company • Registered office address (if applicable) • Registration number (if applicable) • Head office DUNS number (if applicable) • Head office VAT number (if applicable)	
(p)	Details of ultimate parent company (please enter N/A if not applicable): • Full name of the ultimate parent company • Registered office address (if applicable) • Registration number (if applicable) • Head office DUNS number (if applicable) • Head office VAT number (if applicable)	

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

[1] See definition of SME https://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition_en

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

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

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Section 1 – Table 2: Bidding Model

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

Question Number	Question	Response
1.2		
(a)i	Are you bidding as the lead contact for a group of economic operators?	Yes / No If no, and you are a supporting Applicant please provide the name of your group at 1.2(a) (ii) for reference purposes, and complete 1.3, Section 2 and 3.
(a)ii	Name of group of economic operators (if applicable)	
(a)iii	Proposed legal structure if the group of economic operators intends to form a named single legal entity prior to signing a contract, if awarded. If you do not propose to form a single legal entity, please explain the legal structure.	

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Section 1 – Table 3: Contact Details and Declaration

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

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

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

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

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

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Standard Selection Questionnaire
Appendix A – Part 2: Regulatory and Legal Matters including Exclusion Grounds

Platinum Portfolio

TRANSPORT FOR LONDON

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Part 2: Regulatory Matters and Legal Grounds

Please answer the following questions in full. Note that every organisation that is being relied on to meet the selection must complete and submit the Part 1 and Part 2 self-declaration. If you as an Applicant are applying / responding as a consortium (group of organisations or "economic operators") then each organisation or economic operator in the consortium must independently answer each of the following questions. Please complete this section and upload it to the portal with the filename: Part 2_[Company Name]

Section 2: Grounds for Mandatory Exclusion

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

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Question Number	Question	Response
2.1		
(b)	If you have answered yes to any question under 2.1(a), please provide further details.	Further Details:
	Date of conviction, specify which of the grounds listed the conviction was for, and the reasons for conviction.	
	Identity of who has been convicted.	
	If the relevant documentation is available electronically please provide the web address, issuing authority, precise reference of the documents.	

Question Number	Question	Response
2.2		
(a)	If you have answered Yes to any of the points above have measures been taken to demonstrate the reliability of the organisation despite the existence of a relevant ground for exclusion? (Self Cleaning)	Yes / No

Question Number	Question	Response
2.3	Regulation 57(3)	
(a)	Has it been established, for your organisation by a judicial or administrative decision having final and binding effect in accordance with the legal provisions of any part of the United Kingdom or the legal provisions of the country in which the organisation is established (if outside the UK), that the organisation is in breach of obligations related to the payment of tax or social security contributions?	Yes / No
(b)	If you have answered yes to question 2.3(a), please provide further details.	Further details:
	Please also confirm you have paid, or have entered into a binding arrangement with a view to paying, the outstanding sum including where applicable any accrued interest and/or fines.	Yes / No

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

Section 3: Grounds for Discretionary Exclusion

Question Number	Question	Response
3.1	Regulation 57 (8) The detailed grounds for discretionary exclusion of an organisation are set out on this webpage, which should be referred to before completing these questions. Please indicate if, within the past three years, anywhere in the world any of the following situations have applied to you, your organisation or any other person who has powers of representation, decision or control in the organisation.	
(a)	Breach of environmental obligations?	Yes / No
(b)	Breach of social obligations?	Yes / No
(c)	Breach of labour law obligations?	Yes / No
(d)	Bankrupt or is the subject of insolvency or winding-up proceedings, where the organisation's assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended or it is in any analogous situation arising from a similar procedure under the laws and regulations of any State?	Yes / No
(e)	Guilty of grave professional misconduct?	Yes / No
(f)	Entered into agreements with other economic operators aimed at distorting competition?	Yes / No
(g)	Aware of any conflict of interest within the meaning of regulation 24 due to the participation in the procurement procedure?	Yes / No
(h)	Been involved in the preparation of this procurement?	Yes / No
(i)	Shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public contract, a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions?	Yes / No
(j)i	The organisation is guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria.	Yes / No
(j)ii	The organisation has withheld such information.	Yes / No
(j)iii	The organisation is not able to submit supporting documents required under regulation 59 of the Public Contracts Regulations 2015.	Yes / No
(j)iv	The organisation has influenced the decision-making process of the authority to obtain confidential information that may confer upon the organisation undue advantages in the procurement procedure, or to negligently provided misleading information that may have a material influence on decisions concerning exclusion, selection or award.	Yes / No

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Question Number	Question	Response
3.2		
(a)	If you have answered Yes to any of the above, explain what measures been taken to demonstrate the reliability of the organisation despite the existence of a relevant ground for exclusion? (Self Cleaning)	Further detail:

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Standard Selection Questionnaire
Appendix A – Part 3: Financial Information

Platinum Portfolio

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Part 3: Financial Information

Economic and Financial Standing

Please complete the table below and upload the zipped documents with the title 'Part 3 Financial Information and Documents [APPLICANT NAME]'

The JV between TTLP and the selected partner will be required to support the development obligations entered into for each of the development sites. The support will be allocated in proportion to the partners' equity stake in the JV.

This financial information section seeks confirmation of the financial standing of the Lead Applicant and if relevant, the Lead Applicant's proposed Guarantor. Financial standing will be assessed against these requirements, which include a Net Asset Value of £600m. If the Lead Applicant does not satisfy the requirements itself then it will be necessary for it to identify and propose a Guarantor that does satisfy the requirements and that confirms it is willing and able to guarantee the Lead Applicant's share of the development obligations.

This section also states TfL's indicative indemnity requirements for the development obligations for each of the Seed Sites. These are usual development obligations required by TfL in its capacity as the rail operator for development above and near TfL's transport infrastructure. The JV between TTLP and the selected partner will be required to support their respective proportion of these project-specific indemnity requirements. Confirmation that the Lead Applicant is willing and able to provide these indemnities to TfL is required. Additionally if the Lead Applicant does not satisfy the financial standing requirements itself then we also require confirmation from a proposed Guarantor that does satisfy the requirements, including having a Net Asset Value of £600m, and being willing and able to guarantee the Lead Applicant's indemnities to TfL.

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Question Number	Question	Criteria Type	Minimum Score to Pass	Weight	Evaluation Guidance	Response from Applicant
3.1	Financial Information					
(a)	(a) Indemnities are required as standard by TfL in its capacity as the rail operator and on projects of this nature. Indicative levels required on each seed project are: Bank £300m; Southwark £350m and Paddington £400m. Please confirm that the Lead Applicant will provide indemnities for its share of the JV, which will be 51-75% of the project requirement and if required identify the proposed Guarantor that will provide a guarantee for the indemnity levels.	Discretionary Pass/Fail	Discretionary Pass	N/A	i. Selection Criteria: Pass/Discretionary Pass/Fail iv. Detailed Descriptor: Pass/Discretionary Pass = Applicant answers 'Yes' to confirm either the Lead Applicant will provide the required indemnity and if required answers 'Yes' to an identified Guarantor providing the guarantee for the indemnity. Fail = Applicant answers 'No' or has failed to indicate that either the Lead Applicant or an identifed Guarantor can provide the indemnity levels.	Yes/No If no, further information to demonstrate requirement
(b)	(b) Please provide a copy of the Lead Applicant's audited or certified accounts for the most recent three years. Please also provide these for the Guarantor proposed in 3.1(a) if relevant.	Discretionary Pass/Fail	Discretionary Pass	N/A	i. Selection Criteria: Pass/Discretionary Pass/Fail iv. Detailed Descriptor: Pass/Discretionary Pass = Applicant either answers 'Yes', and has provided accounts requested or 'No' but has provided alternative evidence of economic and financial standing which meets the Contracting Authority's requirements. Fail = Applicant has failed to indicate that an alternative form of evidence to demonstrate economic and financial standing can be provided, which meets the Contracting Authority's requirements.	Yes/No If no, further information to demonstrate requirement

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Question Number	Question	Criteria Type	Minimum Score to Pass	Weight	Evaluation Guidance	Response from Applicant
3.1						
(c)	(c) Please confirm by reference to the latest company accounts provided in 3.1(b) that the Lead Applicant or if relevant the proposed Guarantor has a Net Asset Value (NAV) greater than or equal to £600m and explain the jurisdiction in which the assets comprising the NAV are located. Please confirm the value of the total NAV which is comprised of assets located in the United Kingdom and the value of the total NAV which is comprised of assets held in other countries (and which countries).	Discretionary Pass/Fail	Discretionary Pass	N/A	i. Selection Criteria: Pass/Discretionary Pass/Fail iv. Detailed Descriptor: Pass = Applicant either answers 'Yes' to confirm either the Lead Applicant has the required NAV or 'Yes' to an identified Guarantor providing the required NAV, including in each case that the jurisdictions in which the assets are held provide a suitable degree of financial security to the Contracting Authority. Discretionary Pass = Applicant answers 'No' but has provided in 3.1b a Lead Applicant and an identiifed Guarantor that can together provide the NAV levels set which meet the Contracting Authority's requirements, including that the jurisdictions in which the assets are held provide a suitable degree of financial security to the Contracting Authority. Fail = Applicant answers 'No' or has failed to evidence the levels of NAV required can be provided, which meet the Contracting Authority's requirements, which includes that the jurisdictions in which the assets are held provide a suitable degree of financial security to the Authority.	Yes/No If no, further information to demonstrate requirement
(d)	(d) Confirm that the Lead Applicant holds and/or is able to provide the following insurances: employer's liability £10m, public liability £50m, professional indemnity £10m.	Pass/Fail	Pass	N/A	i. Selection Criteria: Pass/Fail iv. Detailed Descriptor: Pass = Applicant answers 'Yes', Fail = Applicant answers 'No'	Yes/No

Note that the JV entity will need to place the following indicative project public liability and non-negligence insurance levels under the Works Agreements for each of the seed sites: Bank £250m; Southwark £300m; and Paddington £350m.

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Question Number	Question	Criteria Type	Minimum Score to Pass	Weight	Evaluation Guidance	Response from Applicant
3.2	Economic and Financial Standing					
(a)	**Net Income:** The Lead Applicant's net income is positive for the three previous financial years.	Discretionary Pass/Fail	Discretionary Pass	N/A	i. Selection Criteria: Discretionary Pass/Fail v. Detailed Descriptor: Net income: the Lead Applicant's net income is positive for the three previous financial years. Pass: the Lead Applicant's net income is positive for the three previous financial years; Discretionary Pass: the Lead Applicant's net income is negative for any of the three previous financial years (or the Lead Applicant is not yet incorporated or has not been trading for the required length of time) but has demonstrated that there are mitigating circumstances, that the loss was a one-off and is not indicative of persistent poor financial performance, that rectification action has been taken, that the profitability of the Lead Applicant will not affect the Lead Applicant's ability to undertake a contract of this nature and scale (including the provision of any credit support arrangements) and that the level of loss has not and is not expected to have a significant effect on the financial or trading position of the Lead Applicant, which the Contracting Authority, in its absolute discretion, considers as sufficient to mitigate the risk associated with the Lead Applicant not meeting the criteria for this ratio. Fail: the Lead Applicant's net income is negative for any of the three previous financial years (or the Lead Applicant is not yet incorporated or has not been trading for the required length of time) and has not demonstrated that there are any mitigating circumstances and/or that the loss is not indicative of persistent poor financial performance and/or that rectification action has been taken and/or that the profitability of the Lead Applicant will not affect the Lead Applicant's ability to undertake a contract of this nature and scale (including the provision of any credit support arrangements) and/or that the level of loss has not and is not expected to have a significant effect on the financial or trading position of the Lead Applicant.	Yes / No If no, further information to demonstrate requirement

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Question Number	Question	Criteria Type	Minimum Score to Pass	Weight	Evaluation Guidance	Response from Applicant
3.2						
(b)	**Current ratio** (i.e. current assets / current liabilities): the Lead Applicant's current ratio is greater than or equal to 1.0 for the three previous financial years.	Discretionary Pass/Fail	Discretionary Pass	N/A	i. Selection Criteria: Discretionary Pass/Fail v. Detailed Descriptor: Current ratio (i.e. current assets / current liabilities): the Lead Applicant's current ratio is greater than or equal to 1.0 for the three previous financial years. Pass: the Lead Applicant's current ratio is greater than or equal to 1.0 for the three previous financial years. Discretionary Pass: the Lead Applicant's current ratio is less than 1.0 for any of the three previous financial years (or the Lead Applicant is not yet incorporated or has not been trading for the required length of time) but the Lead Applicant has demonstrated (including in relation to any credit support arrangements) that liabilities can be serviced as they fall due, that there are mitigating circumstances, that the liquidity of the Lead Applicant will not affect the Lead Applicant's ability to undertake a contract of this nature and scale and that the liquidity position has not and is not expected to have a significant effect on the financial or trading position of the Lead Applicant, which the Contracting Authority, in its absolute discretion, considers as sufficient to mitigate the risk associated with the Lead Applicant not meeting the criteria for this ratio. Fail: the Lead Applicant's current ratio is less than 1.0 for any of the three previous financial years (or the Lead Applicant is not yet incorporated or has not been trading for the required length of time) and the Lead Applicant has not demonstrated (including in relation to any credit support arrangements) that liabilities can be serviced as they fall due and/or that there are any mitigating circumstances and/or that the liquidity of the Lead Applicant will not affect the Lead Applicant's ability to undertake a contract of this nature and scale and/or that the liquidity position has not and is not expected to have a significant effect on the financial or trading position of the application.	Yes / No If no, further information to demonstrate requirement

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Question Number	Question	Criteria Type	Minimum Score to Pass	Weight	Evaluation Guidance	Response from Applicant
3.2						
(c)	State your capital gearing ratio (i.e. long term total borrowings / equity share capital): the Lead Applicant's capital gearing ratio is less than or equal to 1.0 for the three previous financial years. Equity share capital includes equity share capital and all reserves. Long term total borrowings includes debentures, preference shares, finance leases, loans from group companies and other long term loans.	Discretionary Pass/Fail	Discretionary Pass	N/A	i. Selection Criteria: Discretionary Pass/Fail v. Detailed Descriptor: Capital gearing ratio (i.e. long term total borrowings / equity share capital): the Lead Applicant's capital gearing ratio is less than or equal to 1.0 for the three previous financial years. Equity share capital includes equity share capital and all reserves. Long term total borrowings includes debentures, preference shares, finance leases, loans from group companies and other long term loans. Pass: the Lead Applicant's capital gearing ratio is less than or equal to 1.0 for the three previous financial years. Discretionary Pass: the Lead Applicant's capital gearing ratio is greater than 1.0 for any of the three previous financial years (or the Lead Applicant is not yet incorporated or has not been trading for the required length of time) but the Lead Applicant has demonstrated (including in relation to any credit support arrangements) that liabilities can be serviced as they fall due, that there are mitigating circumstances, that the gearing of the Lead Applicant will not affect the Lead Applicant's ability to undertake a contract of this nature and scale and that the gearing position has not and is not expected to have a significant effect on the financial or trading position of the Lead Applicant, which the Contracting Authority, in its absolute discretion, considers as sufficient to mitigate the risk associated with the Lead Applicant not meeting the criteria for this ratio. Fail: the Lead Applicant's capital gearing ratio is greater than 1.0 for any of the three previous financial years (or the Lead Applicant is not yet incorporated or has not been trading for the required length of time) and the Lead Applicant has not demonstrated (including in relation to any credit support arrangements) that liabilities can be serviced as they fall due and/or that there are any mitigating circumstances and/or that the gearing of the Lead Applicant will not affect the Lead Applicant's ability to undertake a contract of this nature and scale and/or that the gearing position has not and is not expected to have a significant effect on the financial or trading position of the Lead Applicant.	Yes / No If no, further information to demonstrate requirement

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Question Number	Question	Criteria Type	Minimum Score to Pass	Weight	Evaluation Guidance	Response from Applicant
3.2						
(d)	Provide the latest available comprehensive report from Moody's, S&P or Fitch. The Lead Applicant's rating must be greater than or equal to A or B rating.	Pass/Fail	Pass	N/A	i. Selection Criteria: Discretionary Pass/Fail v. Detailed Descriptor: According to the latest available comprehensive report from Moody's, S&P or Fitch must be greater than or equal to A or B rating for the Lead Applicant. Pass: the Lead Applicant's rating indicator is greater than or equal to a score of A or B. Fail: The Lead Applicant has not demonstrated (including in relation to any credit support arrangements) that liabilities can be serviced as they fall due and/or that there are any mitigating circumstances and/or that the risk of failure of the Lead Applicant will not affect the Lead Applicant's ability to undertake a contract of this nature and scale and/or that the risk of failure has not and is not expected to have a significant effect on the financial or trading position of the Lead Applicant	Yes/No

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Part 3: Financial Information

If you have indicated in the Selection Questionnaire **Question 1.2** that you are part of a wider group, please provide further details below:

Question Number	Question	Criteria Type	Minimum Score to Pass	Weight	Evaluation Guidance	Response from Applicant
3.3						
(a)	a) Name of organisation	N/A	N/A	N/A	i) Selection Criteria: Information Only	
(b)	b) Relationship to the Applicant completing these questions	N/A	N/A	N/A	i) Selection Criteria: Information Only	
3.4	Are you able to provide company accounts of the companies that make up the Applicant and any parent companies' accounts if requested to at a later stage?	Discretionary Pass/Fail	Discretionary Pass	N/A	i. Selection Criteria: Pass/Discretionary Pass/Fail iv. Detailed Descriptor: Pass/Discretionary Pass = Applicant either answers 'Yes' to confirm that they are able to provide company accounts of the companies that make up the Applicant and any parent companies' accounts if requested to at a later stage or they provide a valid reason why they are unable to do so. Fail = Applicant answers 'No' and are unable to provide a valid reason for not doing so.	Yes / No If you have not indicated in the Selection Questionnaire Question 1.2 that you are part of a wider group, please mark this question as N/A

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Standard Selection Questionnaire
Appendix A – Part 4: Additional Questions

Platinum Portfolio

TRANSPORT FOR LONDON

TfL Reference Number: TfL 95150

Transport for London
5 Endeavour Square
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United Kingdom

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Part 4	Question	Guidance	Weight	Page Limit
4.1	Organisational Type & Investment Strategy			
(a)	Provide a graph(s) of the capital (GBP) your organisation has invested in commercial offices in each year from 2010 to 2021 inclusive and the annual investment performance (net operating income and yield on equity) of that capital.	The response should demonstrate the Applicant's approach to investment over the period including the annual metrics requested, supported by information that explains the capital investments, and substantiates / supports the performance metrics, e.g. supported by reference to audited accounts or other similar information. This should indicate a relatively constant net income yield relative to a yield on equity benchmark for office development.	7%	*1 sides of A4.* *Please upload as PDF-format file, named: '4.1(a)_Organisation_[Company Name]'*
(b)	Describe your organisation's current office investment strategy.	The response should demonstrate a balanced approach for investment in Central London offices, including - Strategy for recycling capital to mitigate risks (development, specific-property risks, obsolescence / depreciation, gearing levels, managing risk to avoid financial distress) to maintain blended yield on equity. - Transparent strategies for investment and development strategies for typical asset-income and market cycle scenarios will be highly rated.	7%	*Page limit: 1 sides of A4.* *Please upload as PDF-format file, named: '4.1(b)_Organisation_[Company Name]'*

Part 4	Question	Guidance	Weight	Page Limit
4.2	Joint Venture Portfolio Experience			
(a)	Provide a summary of your organisation's experience in joint venture partnerships since 2010, including the following: 1) a list of joint venture partnership projects or investments your organisation has invested in with a high-level description of each and how they were successfully delivered; 2) the names and contact details of partners on each of the joint venture partnerships; 3) your organisation's and your partners' primary roles and contribution to each joint venture partnership; and 4) your organisation's approximate % equity stake in each of the joint ventures and the length of the relationships.	The response should demonstrate: 1) a track record of joint ventures, structured with return and risk shared through equity participation in the entity, over a number of years and how the parties collaborated to achieve the agreed short term and long term goals; 2) a complete list of names and contact details for the partners; 3) a clear set of roles and how each party contributed to form a successful partnership; 4) a number of these partnerships which have similar equity shares to those indicated for this Opportunity and the partnerships should have been in place long enough to demonstrate a willingness to participate in long-term relationships.	8%	*Page limit: 2 sides of A4.* *Please upload as PDF-format file, named '4.2_JV_[Company Name]'*

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Part 4	Question	Guidance	Weight	Page Limit
4.3	ESG			
(a)	Provide a summary of your organisation's ESG policy / sustainability strategy and approach, including associated property ESG performance statistics from the last 2 years and the following: a) the organisation's most recent annual sustainability report; b) the organisation's net zero pathway strategy; c) a list of large scale property projects (over 25,000 sf) that your organisation has delivered since January 2015 with their sustainability certifications (e.g. BREEAM, LEED, HQM, WELL, etc) and level of certification achieved, if any; d) the organisation's full GRESB results (commercially sensitive details redacted) if available.	The response should demonstrate: a) a comprehensive annual sustainability report which illustrates a robust approach and a positive impact across the triple bottom line; b) a Net Zero Pathway that is incremental, measurable, and achievable. c) the ability to achieve sustainability accreditations through a list of large scale property projects that your organisation has delivered since January 2015 with their sustainability certifications (e.g. BREEAM, LEED, HQM, WELL etc) and level of certification achieved. d) the ability to achieve high industry standard GRESB results over recent years.	8%	*This can be your organisations' published documentation, or that of the most appropriate relevant party in your consortium, in the past 3 years plus one side of A4 OR alternatively a maximum of three side of A4.* *Please upload as PDF-format file, named '4.3_ESG_[Company Name]'*

Part 4	Question	Guidance	Weight	Page Limit
4.4	Modern Methods of Construction			
(a)	Provide a summary of your organisation's approach to modern methods of construction including: 1) Your organisation's strategy for ensuring modern methods of construction are employed on your schemes 2) How modern methods of construction have been used in the last five years on your office development schemes to deliver commercial or ESG value either during the construction phase or post practical completion.	The response should demonstrate: 1) an industry-leading approach to implementing modern methods of construction on multiple schemes. 2) the benefits of implementing of modern methods on recent schemes and what the tangible outcomes were for commercial delivery and ESG value during the construction phase and post-completion.	2%	*Page limit: 1 sides of A4.* *Please upload as PDF-format file, named '4.4_MMC_[Company Name]'*

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Part 4	Question	Guidance	Weight	Page Limit
4.5	Safety, Health and Environmental (SHE)			
(a)	Provide your organisation's Health and Safety Statement, and details of your SHE incidents in the last two years including any prosecutions, RIDDORS, LTI or other.	The response should demonstrate a policy statement that has been signed within the last twelve months and signed by the most senior person in the organisation and a includes clear set of data on their SHE incidents.	Pass / Fail	*Page limit: 2 sides of A4, plus your statement.* *Please upload as PDF-format file, named '4.5_SHE_[Company Name]'*

Part 4	Question	Guidance	Weight	Page Limit
4.6	Equality & Diversity			
(a)	Does your organisation have a written equal opportunities policy, to avoid discrimination? If the answer is Yes, please provide a copy.	i) Selection Criteria: Pass / Discretionary Pass / Fail ii) Minimum Score to Pass: Pass / Discretionary Pass iii) Detailed Descriptor: Pass / Discretionary Pass: Applicant responds ' Yes' and provides a copy or answers 'No' but provides alternative evidence which is judged to mitigate any concerns the authority may have over the organisations lack of a written equal opportunities policy. Fail: Applicant responds 'No' and does not provide alternative evidence or the evidence provided is lacking or judged not to mitigate any concerns the authority may have over the organisations lack of a written equal opportunities policy.	N/A	*Please upload as PDF-format file, named '4.6(a)_E&D_[Company Name]'*
(b)	Provide a summary of your organisation's Diversity, Inclusion and Equality Policy and or approach, including associated performance statistics from the last 2 years.	The response should demonstrate an approach to Diversity, Inclusion and Equality Policy with targets that progress towards London-equivalent diversity levels in project teams and employment, a proactive promotion of D&I in the supply chain / industry and / or positive action to achieve a diverse employee base and teams. This should be backed-up by evidence showing how this has been successfully implemented and the relevant performance statistics.	2%	*Page limit: 1 sides of A4.* *Please upload as PDF-format file, named '4.6(b)_E&D_[Company Name]'*

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Part 4	Question	Guidance	Weight	Page Limit
4.7	Skills & Apprentices			
(a)	Provide a summary of your Skills, Apprentices and Training policy and or approach including associated performance and diversity statistics from the last 2 years.	The response should demonstrate an approach to Skills, Apprentices and Training which is proactive and matches TfL's aspirations as set in the Sustainable Development Framework. It should be backed up by evidence including historic statistics.	2%	*Page limit: 1 sides of A4.* *Please upload as PDF-format file, named '4.7)_Skills_[Company Name]* *Please also include the response to 4.7 (a-e), these can be additional pages.*
(b)	Public procurement of contracts with a full life value of £10 million and above and duration of 12 months and above should be used to support skills development and delivery of the apprenticeship commitment. This policy is set out in detail in Procurement Policy Note 14/15. Please confirm if you will be supporting apprenticeships and skills development through this contract.	i) Selection Criteria: Information Only Yes / No. If no, please provide further explanation.		
(c)	If yes, can you provide at a later stage documentary evidence to support your commitment to developing and investing in skills, development and apprenticeships to build a more skilled and productive workforce and reducing the risks of supply constraints and increasing labour cost inflation?	i) Selection Criteria: Information Only Yes / No. If no, please provide further explanation.		
(d)	Do you have a process in place to ensure that your supply chain supports skills, development and apprenticeships in line with PPN 14/15 (see guidance) and can provide evidence if requested.	i) Selection Criteria: Information Only Yes / No If no, please provide further explanation.		
(e)	Confirm commitment to support delivery of Education Engagement programme. Information on this can be found here https://tfl.gov.uk/info-for/schools-and-young-people/property-and-construction-skills	i) Selection Criteria: Information Only Yes / No If no, please provide further explanation.		

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Part 4	Question	Guidance	Weight	Page Limit
4.8	Supply Chain Management			
	Provide details of your Procurement and Supply-Chain Management Policy (not the policy itself) and Procedures, and an explanation of its relevance to projects of a similar scope, nature and scale, including 1. how it implements best practice; 2. supplier key performance targets; 3. its standard payment terms; and 4. its supplier selection process.	The response should: 1. demonstrate how the Applicant implements best practice through actions such as collaborative working practices, manages interfaces, aligns risk allocations, pools resources to achieve project objectives, eliminates financial disputes, and shares health and safety best practices; 2. demonstrates a strong methodology for setting supplier key performance measures and targets, and the use of the information to ensure continuous improvement; 3. demonstrates how fair payment terms for suppliers are successfully implemented; 4. demonstrates an effective supplier selection processes, which is open and transparent and is accessible to SME's.	2%	*Page Limit: 1 sides of A4 (excluding policy documentation, please note these documents are to provide evidence for the response and will not be evaluated. Only information within the page limit will be evaluated)* *Please upload as PDF-format file, named '4.8_supply_chain_management_[Company Name]'*

Part 4	Question	Guidance	Weight	Page Limit
4.9	Information Modelling and Management			
	Provide details and examples of how your organisation has used information modelling and management tools (such as BIM) to manage architectural, engineering and construction information on similar projects.	The response should demonstrate how your organisation has collaborated successfully use and manage architectural, engineering and construction information in line with industry best practice and recognised standards through a clear explanation and use of examples.	2%	*Page Limit: 1 sides of A4* *Please upload as PDF-format file, named '4.9_Information_Modelling_[Company Name]'*

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Standard Selection Questionnaire
Appendix A – Part 5: Case Studies

Platinum Portfolio

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Provide three case studies of your organisation's commercial office development and investment projects of over 75,000 sq. ft net internal area that demonstrate your property investment experience and development in joint venture partnerships (partners owning equity and sharing risk and return in development and investment phases). Where possible the case studies should include interface with rail/complex operational infrastructure.

Each case study should not be more than four sides of A4. Case studies should be individual Word or PDF documents titled '5.1 Case Study [1/2/3]_[APPLICANT NAME]'.

The Applicant must provide three separate case studies, which cover three separate projects. Each case study will be assessed independently against the evaluation criteria below and each will be scored out of 20%. Case studies should be schemes completed (or a substantial phase completed) since 2010. The case studies will each be marked against both the Delivery Approach and Investment Approach criteria. The case studies should include:

1. Project Description
    - -Description of the project incl. brief and relevance to question
    - -The key objectives and vision for the project
    - -Project start and completion dates
    - -GDV, Construction budget and construction rate £/ft2/ £/m2
    - -Point of contact and contact details to confirm the details provided in the submission.

2. Overall Delivery Structure
    - -Joint Venture Partners
    - -Project Organogram
    - -The roles and responsibilities of the Applicant
    - -Parties to the contract and equity shareholding stake and proportion

Explanation of the following aspects relevant to your projects is required, and available score weighting will be attributed as set out below:

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Part 5: Case Studies

Question	Guidance	Weight
Delivery Approach		
The Applicant is required to set out a case study which is relevant to the Opportunity and to describe the approach to delivery on the case study project, including the challenges and how they were overcome for the following:	*The response sets out a case study which is relevant in terms of location, scale, scope and nature to the Opportunity and demonstrates:*	
a) Approach to establishing and maintaining a partnership for the delivery and subsequent investment phase.	a) a robust approach to establishing a long-term partnership for delivery was established so that the values, goals and ways of working were aligned, along with any issues and challenges and how they were overcome.	3%
b) Delivery approach (from land acquisition through obtaining planning permission, construction, and letting), including geared IRR for the development phase or period, and including health and safety approach and statistics	b) a comprehensive approach to delivery which covers each of the stages listed and how the major issues and challenges encountered were overcome. The response should state the IRR for the development phase and an approach to H&S which demonstrates high industry standards were delivered.	4%
c) Delivery approach directly adjacent to or over complex operational infrastructure, preferably rail, and how operational requirements were accommodated within your scheme.	c) a robust approach to working directly adjacent to or over complex operational infrastructure, preferably rail, how operational challenges were identified and overcome.	6%
d) Approach and relevant performance data (where available) with respect to design / construction quality management, economic impact, environmental sustainability, social value, and innovation.	d) an approach to delivering on the issues listed, how these were dealt with and performance data which indicates a successful outcome for these issues through the delivery of the example scheme.	1%
e) Development funding approach utilising equity and debt.	e) a balanced approach to development funding which aligns to the approach TfL intends to implement for the Opportunity	1%
Investment Phase		
The Applicant is required to set out their approach to investment in the case study project, including:	*The response sets out the approach from the case study project which demonstrates:*	
a) Return on investment including yield on equity over the hold period and the funding approach.	a) a clear strategy for the return on investment including yield on equity over the hold period and the funding approach which aligns with TfL's strategy for the project	3%
b) Asset management approach and strategy for enhancement of returns including divestment approach and strategy (if the asset was divested).	c) a balanced approach to asset management and a strategy for enhancement of returns including divestment approach and strategy (if the asset was divested).	1%
c) Approach and relevant performance data (where available) with respect to maintenance, in-use sustainability performance, and ongoing community impact.	d) a robust approach and relevant performance data (where available) with respect to maintenance, in-use sustainability performance, and ongoing community impact which aligns with the Brochure and the Sustainable Development Framework.	1%
Total Case Study		*20%*

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Standard Selection Questionnaire
Appendix A – Part 6

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Part 6: TfL Policies

Please compete the response to each question and upload the response with the title: 'Part 6 - TfL Policies_[APPLICANT NAME]'.

Part 6	Question	Guidance	Weight
6.1	Sustainable Development Framework		
(a)	Please confirm whether you are willing to utilise TfL's Sustainable Development Framework	Selection Criteria: Information Only Applicants: Yes/No	N/A
6.2	Modern Slavery		
(a)	Are you a relevant commercial organisation as defined by section 54 ("Transparency in supply chains etc.") of the Modern Slavery Act 2015 ("The Act")?	Selection Criteria: Information Only Applicants: Yes/No	N/A
(b)	If you have answered 'Yes' to question 6.1 are you compliant with the annual reporting requirements contained within Section 54 of the Act 2015?	Pass - Compliant Discretionary Pass - Currently non-compliant but willing to work towards compliance Fail - Non-compliant and unwilling to work towards becoming compliant and / or have a committed past breaches.	N/A
6.3	Steel		
	Procurement Policy Note 11/16 - Procuring steel in major projects https://www.gov.uk/government/publications/procurement-policy-note-1116-procuring-steel-in-major-projects-revised-guidance Please confirm your commitment to implement the above policy note	Selection Criteria: Information Only Applicants: Yes/No	N/A

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6.4	TfL Policies		
	Transport for London (TfL) promotes safe, sustainable vehicle activity throughout TfL's supply chain. You are asked to register with the Fleet Operator Recognition Scheme (FORS) and encouraged to achieve Bronze accreditation before progressing to Silver and Gold. More information on FORS is available on the FORS website here: http://www.fors-online.org.uk/cms/. You should note that compliance with the TfL Work Related Road Risk (WRRR) requirements - including FORS Silver accreditation within 90 days of contract award and (where relevant) those relating to the Direct Vision Standard (DVS) for Heavy Goods Vehicles (HGVs) and the Construction Logistics and Community Safety (CLOCS) standard for managing Work Related Road Risk - will be contractually required should you be successful. More information on the requirements can be found here: WRRR: https://tfl.gov.uk/info-for/deliveries-in-london/delivering-safely/work-related-road-risk DVS: https://tfl.gov.uk/info-for/deliveries-in-london/delivering-safely/direct-vision-in-heavy-goods-vehicles CLOCS: https://www.clocs.org.uk/ Note: Please copy and paste the above links into your browser to enable you to view them. Please confirm your commitment to implement the above policy.	i. Selection Criteria: Information Only ii. Minimum Score to Pass: Information Only	N/A
	Transport for London (TfL) aims to promote suppliers to submit invoices and/or receiving Purchase Orders in a prescribed electronic format. TfL's eTrading solution enables Purchase Orders to be created in the following formats: cXML (Supports the output of catalogue-based purchase orders only) and eBIS-XML (Supports the output of all purchase order types). For Invoices the file formats are eBIS-XML or Excel. The e-Trading solution has been built to allow suppliers to continue receiving Purchase Orders by email, post or fax, whilst submitting invoices in one of the above electronic formats. Please confirm your commitment to implement the above policy.	i. Selection Criteria: Information Only ii. Minimum Score to Pass: Information Only	N/A

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