

INVITATION TO TENDER

Lead Design and Consultancy for the Redevelopment of Halifax Bus Station

PLEASE NOTE: the deadline for receipt of tenders is 10am on
26th November 2018



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Part 1: Information and Instructions

1. This invitation to tender

- 1.1 This invitation to tender (**ITT**) is issued by West Yorkshire Combined Authority (**Combined Authority**). The Combined Authority is running this procurement process on its own behalf.
- 1.2 The Contract is being delivered as a stand-alone project package, managed by the West Yorkshire Combined Authority, but does sit within a wider programme of; town centre, urban realm, public transport and highway improvements being delivered by Calderdale Metropolitan Borough Council under the West Yorkshire Transport Fund.
- 1.3 This ITT is made available to all potential suppliers (**Tenderers**) that are interested in tendering for the opportunity advertised in the notice sent to the Official Journal of the European Union inviting offers for the provision of Lead Design and Consultancy Services for the Redevelopment of Halifax Bus Station to the Combined Authority (the **Services**). Such offers are referred to in this ITT as **Tenders**. Further details about the Services are set out in Appendix 1a and Appendix 1b.
- 1.4 In certain places (including in the questions in Appendix 2 and 3), the Combined Authority is referred to as "we", while Tenderers are similarly referred to using "you" and "your"; this is for consistency with the Government standard selection questionnaire on which Appendix 2 is based.
- 1.5 This ITT is made up of the following content:
 - (a) the main body of this document – containing this Part 1 (setting out high level information for Tenderers and instructions for submitting Tenders) and Part 2 (which explains how the qualification criteria will be applied to Tenders and how Tenders will be scored); and
 - (b) the Appendices containing:
 - (i) a Statement of Requirements setting out details of the Services and the requirements of the Combined Authority – Appendix 1a and Appendix 1b;
 - (ii) the qualification questions (in the form of a selection questionnaire) – Appendix 2;

- (iii) the award questions – Appendix 3 – including quality (Appendix 3A) and pricing (the Activity Schedule) (Appendix 3B);
- (iv) the form of tender – Appendix 4;
- (v) the contractual terms for the Services – Appendix 5;
- (vi) NEC 3 Professional Services Contract – Contract Data Part 2 – Appendix 6 - This must be completed by the bidder and returned with their tender submission
- (vii) a Confidentiality Statement – Appendix 7 – NOTE TO ALL BIDDERS – It is a requirement that the Combined Authority receive at the bidders earliest convenience through their e-tendering system INTEND a signed unamended copy of the Confidentiality Statement. The feasibility study previously undertaken will not be provided to any bidder until a signed copy of the Confidentiality Statement has been received. The Combined Authority shall not be liable in any way whatsoever should a bidder fail to follow this action and thereby not be in receipt of the feasibility study that may assist them in creating a response to this procurement package.
- (viii) the Data Protection Annex – Appendix 8 – This must be completed by the bidder and returned with their tender submission

2 Contractual terms

- 2.1 The terms of the contract that the Combined Authority proposes to enter into are attached at Appendix 5, the entire contractual arrangement is referred to in this ITT as the **Contract**. By submitting a Tender, the Tenderer accepts those terms and confirms that it shall, if successful, enter into the Contract without negotiation or alteration.
- 2.2 Tenderers are not invited to propose changes to those terms or to submit a mark-up as part of their Tender. All Tenders must be on the basis of the contract form included in Appendix 5.
- 2.3 However, if the questions or requests for clarification submitted by Tenderers in accordance with paragraph 5 reveal to the Combined Authority that any aspect of those terms is significantly different to standard market practice, and that difference will have a material impact on the quality or economy of Tenders, the Combined Authority reserves the right to revise and reissue Appendix 5 to all Tenderers, prior to the Closing Time.

3 This procurement process

- 3.1 A Tenderer event is not applicable for this Procurement
- 3.2 This procurement process is being conducted under the Public Contracts Regulations 2015 (**PCR 2015**).

- 3.3 Any potential supplier may submit a Tender. This includes any economic operator (as defined in Regulation 2 with further information detailed in Regulation 19 of the PCR 2015). This 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.
- 3.4 However, only those Tenderers satisfying the qualification requirements will be eligible for the award of a contract. The qualification requirements are explained in Part 2 and Appendix 2.

4 Interpretation

- 4.1 In this ITT, except where the context specifically requires otherwise:
- (a) words and expressions that are defined in the Contract shall have the same meaning in this ITT;
 - (b) words importing one gender include both genders and words importing the singular include the plural and vice versa;
 - (c) the list of contents and the headings are for ease of reference only and shall not affect the construction of this ITT;
 - (d) the words **other**, **includes**, **including**, **for example** and **in particular** do not limit the generality of any preceding words and are to be construed without limitation;
 - (e) where the Combined Authority **reserves the right** it reserves the right to do so at its absolute discretion;
 - (f) a reference to a **representative** of the Combined Authority or any Tenderer means any person acting as a representative in connection with this procurement process and includes employees, agents, advisors (internal and external) and other team members;
 - (g) a reference to a part, paragraph or appendix is to a part or paragraph of, or an appendix to, this ITT;
 - (h) a reference to a section is to a section in the selection questionnaire in Appendix 2;
 - (i) a reference to a question number is to a question in Appendix 2 or Appendix 3 (as applicable);
 - (j) in the event of any conflict or inconsistency between the provisions of this ITT and any other procurement document issued by the Combined Authority to Tenderers, the provisions of this ITT shall prevail; and
 - (k) any reference to a time is to the time in the UK, either Greenwich Mean Time or British Summer Time as applicable.

5 Queries about the Services or this ITT

- 5.1 Any questions or requests for clarification regarding this procurement process are to be submitted through the Combined Authority's IN-TEND electronic tendering portal no later than 10am on 19 November 2018 so that the Combined Authority can provide any additional information to Tenderers in good time before the Closing Time.

- 5.2 No other approach of any kind in connection with this procurement process, or the Contract to which it relates, should be made to the Combined Authority or its representatives.
- 5.3 If any question or request for clarification is considered to be of material significance, both the question / request and the response will be communicated, in a suitably anonymous form, to all the Tenderers.
- 5.4 If a Tenderer wishes the Combined Authority to treat a question or request for clarification, or the response, as confidential and not issue it to all Tenderers, this must be stated when submitting the question or request for clarification. If, in the opinion of the Combined Authority, the question or request for clarification cannot be responded to on a confidential basis, the Combined Authority will inform the Tenderer and give that Tenderer an opportunity to withdraw it. If it is not withdrawn, the question or request for clarification, and the response, will be issued to all Tenderers.

6 Timetable

The proposed timetable for this procurement process is as follows. This is intended as a guide and, while the Combined Authority does not intend to depart from the timetable, it reserves the right to do so at any time, including by shortening or lengthening any stage:

Event	Date
OJEU contract notice sent for publication	24 October 2018
ITT made available	26 October 2018
Tenderer event	N/A
Deadline for enquires / queries to be submitted	10:00am on 19 November 2018
Deadline for response to enquires / queries to be provided to Tenderers	19 November 2018
Closing Time (deadline for submission of Tenders)	10:00am on 26 November 2018
Completion of evaluation and notification to unsuccessful Tenderers	10 th December 2018
Enter into contract with successful Tenderer	Following expiry of standstill period and satisfactory internal approvals

7 Contract award

- 7.1 The Combined Authority may award the Contract on the basis of a Tender submitted in accordance with the process outlined in this ITT.
- 7.2 The Combined Authority will follow the process set out in Part 2 to identify the winning Tenderer (**Preferred Tenderer**).
- 7.3 Once the Combined Authority has reached a decision in respect of a contract award by identifying the Preferred Tenderer, all Tenderers will be notified of that decision and the Combined Authority will provide for a standstill period in accordance with the PCR 2015 before entering into any contract.
- 7.4 The Combined Authority will take the necessary steps to finalise the Contract for award to the Preferred Tenderer, including by completing the Tenderer-specific sections of the Contract.
- 7.5 Contract award is subject to the formal approval processes of the Combined Authority. Until all necessary approvals are obtained, no contract will be entered into with the Preferred Tenderer.
- 7.6 The Combined Authority reserve the right to cancel, abandon and not award the Contract. The Combined Authority shall not be responsible or liable to the Tenderer in anyway whatsoever as a result of taking this action.

8 Tender submission requirements

- 8.1 Tenderers should complete and submit their Tenders in compliance with the submission requirements in Appendix 2, Appendix 3 and Appendix 4.
- 8.2 Each Tenderer may submit a maximum of one Tender. Variant or multiple tenders are not invited and will not be considered.
- 8.3 All documents comprising the Tender must be completed and uploaded onto the Combined Authority's IN-TEND portal by no later than the Closing Time (i.e. 10:00am on 26 November 2018).
- 8.4 Tenderers are requested to begin the uploading of Tenders onto IN-TEND in good time, as it will not be possible to upload documents after the Closing Time.
- 8.5 Any Tender received after the Closing Time, and / or submitted by any means other than through IN-TEND, may be rejected by the Combined Authority.
- 8.6 By submitting its Tender, the Tenderer shall be deemed to have accepted the conditions and instructions for tendering set out in this ITT. Each Tenderer should read the whole of this ITT carefully, take legal advice if necessary and ensure that its Tender is submitted accordingly.
- 8.7 By submitting its Tender, the Tenderer warrants, represents and undertakes to the Combined Authority that:
 - (a) all information, representations and other matters of fact communicated (whether in writing or otherwise) to the Combined Authority by the Tenderer or its representatives in connection with or arising out of this ITT are true, complete and accurate in all respects, both as at the date communicated and as at the date of submission of the Tender;
 - (b) the Tenderer has made its own investigations and undertaken its own research and due diligence and has satisfied itself in respect of all matters (whether actual or contingent) relating to this ITT and has not submitted its

Tender in reliance upon any information, representation or assumption which may have been made by or on behalf of the Combined Authority; and

- (c) the Tenderer has full power and authority to respond to this ITT and to perform the obligations in relation to the Contract and will, if requested, produce evidence of such to the Combined Authority's reasonable satisfaction.

- 8.8 Where there is a change to the information provided to the Combined Authority at any time the Tenderer must advise the Combined Authority as soon as practicable, even if this is after the date of submitting its Tender, and disclose such changes in full. Upon receipt of such information, the Combined Authority will consider whether or not the nature and extent of the changes are such that the Tenderer should be permitted to participate further in this procurement process.
- 8.9 A Tender must be unconditional and capable of acceptance. The Tender must be clear, concise and complete.
- 8.10 The following requirements must be adhered to when submitting Tenders:
 - (a) the Tender must be in English; and
 - (b) all prices and pricing information must be provided in pounds sterling (£) and be exclusive of VAT.
- 8.11 Parts of the Tender requiring a signature on behalf of the Tenderer may be signed electronically. Alternatively, the relevant pages may be printed, signed by hand and scanned to create an electronic document, which should be submitted along with the remainder of the Tender.
- 8.12 Page and word limits apply to the responses to the questions in Appendix 2 and Appendix 3. Any text submitted in excess of the stated limit will be disregarded for the purposes of evaluation and as such will not be taken into account in the scoring.

9 Other tender rules

- 9.1 This ITT shall not have contractual effect between the Combined Authority, and any other person. Participation in this procurement process does not create any form of contract (implied or otherwise) between the Combined Authority and any Tenderer.
- 9.2 Neither the issue of this ITT, nor any of the information presented in it, should be regarded as a commitment of any kind on the part of the Combined Authority (or any other person) to enter into a contractual arrangement.
- 9.3 Neither the Combined Authority nor any other person is bound to award any contract as a result of this procurement process.
- 9.4 This ITT and any accompanying documents and other information and documents issued by the Combined Authority have been prepared and provided by (or on behalf of) the Combined Authority in good faith, and the Combined Authority will prepare all subsequent documents and information in good faith. However, neither the Combined Authority nor any of their representatives, gives any warranty, or accepts any liability (including liability for loss or damage or expense suffered or incurred by a Tenderer) in relation to the reasonableness, completeness, fitness for purpose or accuracy of this ITT or such documents or information.
- 9.5 No publicity regarding this procurement process or the award of any contract will be permitted unless and until the Combined Authority has given express written consent to the relevant communication. For example, no statements may be made

to the media regarding this procurement process, including the conduct of it or the result, or the nature of any response without the prior written consent of the Combined Authority.

10 Confidentiality

- 10.1 Subject to the exceptions referred to in paragraphs 10.3 to 10.5 below, this ITT is being made available by the Combined Authority on the condition that:
- (a) Tenderers shall at all times treat this ITT as confidential;
 - (b) Tenderers shall not disclose, copy, reproduce, distribute or pass this ITT to any other person at any time; and
 - (c) Tenderers shall not use this ITT for any purpose other than for the purposes of preparing (or deciding whether to prepare) a Tender.
- 10.2 Tenderers shall procure that each representative of the Tenderer who receives any of the ITT information is made aware of, and complies with, the provisions of this paragraph 10.
- 10.3 Tenderers may disclose, distribute or pass this ITT to another person (including representatives of the Tenderer or the Tenderer's insurers) if either:
- (a) this is done for the sole purpose of enabling a Tender to be prepared and the person receiving the ITT undertakes in writing to keep this ITT confidential on the same terms as set out in this ITT; or
 - (b) the Tenderer obtains the prior written consent of the Combined Authority for such disclosure, distribution or passing of this ITT.
- 10.4 The Combined Authority may disclose Tenders or information relating to the Tenders to its representatives and also to its officers, partners, members, stakeholders or auditors.
- 10.5 The Combined Authority reserves the right to publish the value of any contracts to be awarded by the Combined Authority and the name of the successful Tenderer and to publish such other information regarding Tenders as may be required in accordance with any legislation or other laws or guidance with which the Combined Authority must comply.

11 Disclosure pursuant to FOIA and EIR

- 11.1 In accordance with the obligations placed upon public authorities by the Freedom of Information Act 2000 (**FOIA**) and the Environmental Information Regulations 2004 (**EIR**), all information submitted in response to this ITT may be disclosed in response to a request made pursuant to the FOIA and / or EIR.
- 11.2 In respect of any information submitted which a Tenderer considers to be commercially sensitive, that Tenderer should:
- (a) clearly identify such information as commercially sensitive;
 - (b) explain the implications of disclosure of such information;
 - (c) identify the applicable exemptions from disclosure under the FOIA and / or EIR; and
 - (d) detail the envisaged timeframe during which such information will remain commercially sensitive.

- 11.3 Please note, even where information is identified as commercially sensitive, the Combined Authority may be required to disclose such information in accordance with the FOIA and / or EIR if a request is received. Receipt of any information marked as "commercially sensitive" or "confidential" should not be taken to mean that any duty of confidence is accepted by the Combined Authority by virtue of the marking.

12 Intellectual property

The copyright in this ITT is vested in the Combined Authority. This ITT may not be copied, reproduced, or stored in any medium without the prior written consent of the Combined Authority except in relation to the preparation of a Tender. This ITT and all documentation supplied by the Combined Authority in relation to it is and shall remain the property of the Combined Authority and must be returned on demand, without any copies being retained.

13 Tenderer conduct, conflicts of interest and disqualification

- 13.1 The Combined Authority reserves the right to disqualify a Tenderer (without prejudice to any other civil remedies available to the Combined Authority and without prejudice to any criminal liability which such conduct by a Tenderer or a representative of a Tenderer may attract) that, in connection with this procurement process:
- (a) fixes or adjusts the terms, pricing information or other content of its Tender by or in accordance with any agreement or arrangement with any other Tenderer;
 - (b) enters into any agreement or arrangement with any other Tenderer or third party that it shall refrain from participating in this procurement process or any part of it;
 - (c) causes or induces any person to inform the Tenderer of the contents of its Tender or obtains details of the Tender of another Tenderer;
 - (d) offers or gives any inducement or incentive to any person for doing or having done or forbearing from doing any act or omission in relation to this procurement process which is likely to affect competition or any other Tender or proposed Tender;
 - (e) communicates to any person other than the Combined Authority any of the contents of its Tender (except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of the Tender or in discussions with subcontractors and suppliers (subject to such parties providing undertakings to comply with this ITT including paragraph 10) or in discussions with professional advisers);
 - (f) carries out any other co-operation or collusion which the Combined Authority considers has actually or potentially undermined competition;
 - (g) makes a submission, proposal or Tender which is not bona fide and intended to be competitive and is fixed or adjusted by or under or in accordance with any agreement or arrangement (direct or indirect) with any other person;
 - (h) canvasses or solicits any representative of the Combined Authority in connection with the review, assessment or evaluation of any submissions, proposals or Tenders;

- (i) offers any fee or reward or other benefit by way of inducement to any representative of the Combined Authority in connection with this procurement process, or the matters to which it relates; or
- (j) does anything in connection with this procurement process which constitutes an offence under the Bribery Act 2010.

- 13.2 Tenderers are responsible for ensuring that no conflicts of interest exist between the Tenderer and its representatives and the Combined Authority and their representatives at all times, including after the date of submitting its Tender. Any Tenderer who fails to comply with this requirement may be disqualified from this procurement process. Tenderers shall notify the Combined Authority as soon as possible if there are any material changes to their corporate structure or such Tenderer enters into a significant contract which has the potential to give rise to such a conflict of interest (in respect of the provision of the Services or otherwise in respect of this procurement process).
- 13.3 In the event of disqualification pursuant to this paragraph 13 or any other provision of this ITT, a Tenderer will be eliminated from this procurement process and its Tender will be rejected.

14 The Combined Authority's rights

- 14.1 The Combined Authority reserves the right to:
- (a) waive or change the requirements of this ITT from time to time without prior notice being given by the Combined Authority;
 - (b) seek written clarification or additional documents in respect of a Tenderer's Tender;
 - (c) disqualify any Tenderer that does not submit a compliant Tender in accordance with the instructions in this ITT;
 - (d) disqualify any Tenderer that is guilty of material misrepresentation in relation to its Tender or this procurement process generally;
 - (e) terminate this procurement process and withdraw this ITT at any time, or to re-invite Tenders on the same or any alternative basis;
 - (f) choose not to award any contract as a result of this procurement process; and / or
 - (g) contact any person referred to in the Tender submitted by a Preferred Tenderer for the purposes of verification in order to confirm that the Tenderer's response to any question is true and accurate.

15 Tender costs

- 15.1 The Combined Authority will not be liable for any Tender costs, expenditure, work or effort incurred by a Tenderer in proceeding with or participating in this procurement process, including if this procurement process is terminated or changed by the Combined Authority.
- 15.2 By submitting its Tender, each Tenderer confirms its understanding and acceptance of the fact that it shall have no claim against the Combined Authority for such costs and fees and in particular the Combined Authority shall not make any payments to any Tenderer save as expressly provided for in any contract if and when entered into.

16 Tender validity

Tenders must remain open for acceptance by the Combined Authority for a period of 180 days from the Closing Time.

17 Applicable law

This ITT and this procurement process is governed by English law and the English courts shall have exclusive jurisdiction over any claims arising out of or in connection with this ITT or the associated procurement process.

Part 2: Qualification, Evaluation & Award

18 Compliance check

- 18.1 All Tenders will be checked to ensure that the required responses have been submitted in accordance with Appendix 2, Appendix 3 and Appendix 4, including:
- (a) responses to all questions in Appendix 2 and Appendix 3;
 - (b) a signed declaration in the form required by Appendix 2; and
 - (c) a signed form of tender in the form required by 4.
- 18.2 Where a Tender is considered by the Combined Authority to be materially non-compliant with the requirements of Appendix 2, Appendix 3 and Appendix 4, the Tenderer may be eliminated from this procurement process and its Tender rejected without any further assessment.

19 Assessment of Tenders

- 19.1 The assessment of Tenders will involve 2 distinct steps:
- (a) the qualification step – Tenderers will be assessed against the qualification criteria (as explained in paragraph 20); then
 - (b) the award step – the award criteria will be applied to the Tenders submitted by all Tenderers that have passed the qualification step (as explained in paragraph 21).
- 19.2 Following that assessment, the contract award decision will be made on the basis described in paragraph 22.

20 Qualification step

- 20.1 All Tenderers' responses to Appendix 2 will be assessed by the Combined Authority.
- 20.2 In order to pass the qualification step, a Tenderer must meet all of the following pass thresholds. A Tenderer that does not pass the threshold for any question will be eliminated from this procurement process and its Tender will not pass to the award step and will be rejected:

Question number	Pass threshold
Section 1 – Potential supplier information	
All questions in 1	Response provided to all applicable questions.
Section 2 – Grounds for mandatory exclusion	
2.1(a)	Answer "no" to all OR where answer is "yes" provide evidence of self-cleaning in response to questions 2.1(b) and 2.2 which the Combined Authority considers to be sufficient (where applicable)

2.3(a)	Answer "no" OR where answer is "yes" provide evidence of self-cleaning in response to question 2.3(b) which the Combined Authority considers to be sufficient (where applicable)
Section 3 – Grounds for discretionary exclusion	
3.1	Answer "no" to all OR where answer is "yes" provide evidence of self-cleaning in response to question 3.2 which the Combined Authority considers to be sufficient (where applicable)
Section 4 – Economic and Financial Standing	
4.1	Answer "yes" to any one of questions 4.1, 4.1(a), 4.1(b) or 4.1(c).
4.2	<p>Answer "yes".</p> <p>The Combined Authority's minimum level of economic and financial standing is as follows (all 3 limbs must be met as at the date of submission of the Tender). Although Tenderers are required to self-certify that they meet this requirement, that certification is subject to verification by the Combined Authority, including in respect of the Preferred Tenderer:</p> <ol style="list-style-type: none"> 1. a positive net worth, excluding intangible assets; 2. a gearing ratio at least 60:40 equity:debt; and 3. a current ratio at least 1:1 current assets (less stock):current liabilities.
Section 5 – Group information	
5	<p>Response provided to all applicable questions.</p> <p>Tenderers should note that the Combined Authority may require the Preferred Tenderer to provide a parent company, or other, guarantee and / or bond for the performance of its obligations under the Contract. If required, the nature and form of guarantee and / or bond will be notified to the Preferred Tenderer.</p> <p>In particular, a parent company guarantee would be required where the Preferred Tenderer has relied on its parent company to pass the financial standing thresholds stated in question 4.2.</p>
Section 6 – Technical and Professional Ability	
6.1	At least two contract examples provided which the Combined Authority considers to be sufficient OR where two contract examples cannot be provided, an explanation is given in

	<p>response to question 6.3 which the Combined Authority considers to be sufficient.</p> <p>A contract example will be considered sufficient where it involves a project similar to those proposed in this contract.</p>
6.2	Answer "N/A" OR response and evidence provided which the Combined Authority considers to be sufficient in demonstrating capability and expertise in maintaining healthy supply chains.
Section 7 – Modern Slavery Act 2016	
7.1	Response provided.
7.2	If applicable, answer "yes" OR where the answer is "no", an explanation is given which the Combined Authority considers to be sufficient.
Section 8 – Additional Questions	
8.1	Answer "yes".

21 Award step

- 21.1 The award criteria will be applied to evaluate and score the Tenders submitted by all Tenderers that have passed the qualification step. The award criteria and weightings are:

Headline Criteria	Award Question(s) (Appendix 3)	Available Score (out of 1000)
Quality	Question Q1 to Q7	600
Pricing	Question P1	400

21.2 QUALITY

Criteria	Award Question (Appendix 3A)	Available Score (out of 100%)	Marks Available (out of 600)
Overview of Company Services	Question Q1	10%	60
Evidence of Delivering Similar Projects	Question Q2	15%	90
Understanding of Risks	Question Q3	10%	60
Milestones and Tasks	Question Q4	20%	120
Ability to meet requirements	Question Q5	15%	90
Delivery methodology for the overall project –	Question Q6	20%	120

Staff/Delivery Team			
Social Value	Question Q7	10%	60
TOTAL		100%	600

21.3 The responses to questions will be scored by applying the following scoring descriptions to determine the percentage of the available score to be awarded for each criterion. Only the percentage levels specified in the table below will be used to score responses (with no intermediate percentages used).

21.4 Marking Criteria

Marking Scheme	Percentage of Available Score	Description
Excellent	100%	<p>In respect of each element of the Services identified in the question, the proposals fully explain how the relevant element will be delivered to the standards required, throughout the term.</p> <p>The proposals are clear, precise and robust.</p> <p>The explanation is sufficient to give the Combined Authority a high degree of confidence that all of the relevant aspects of the Statement of Requirements will be delivered.</p>
Good	80%	<p>In respect of each element of the Services identified in the question, the proposals explain how the relevant element will be delivered to the standards required, throughout the term.</p> <p>The proposals are clear, precise and robust.</p> <p>The explanation is sufficient to give the Combined Authority a high degree of confidence that the relevant aspects of the Statement of Requirements will, for the most part, be delivered. To the extent that the explanation is not sufficient to give the Combined Authority that high degree of confidence, the explanation does not raise concerns.</p>
Satisfactory	60%	<p>In respect of each element of the Services identified in the question, the proposals explain, to some extent, how the relevant element will be delivered to the standards required, throughout the term.</p> <p>The proposals are clear, but there are some concerns around precision and / or robustness.</p> <p>The explanation is sufficient to give the Combined Authority confidence that the relevant aspects of the Statement of Requirements will, for the most part, be delivered. To the extent that the explanation is not sufficient to give the Combined Authority that confidence, the explanation raises one or more concerns but no material concerns.</p>

Marking Scheme	Percentage of Available Score	Description
Marginal	40%	<p>In respect of each element of the Services identified in the question, the proposals explain, to some extent, how the relevant element will be delivered to the standards required, throughout the term, but for certain elements the explanation is very limited.</p> <p>There are concerns around the clarity, and around the precision and / or robustness, of the proposals.</p> <p>The explanation is sufficient to give the Combined Authority confidence that the relevant aspects of the Statement of Requirements will be delivered to some extent. To the extent that the explanation is not sufficient to give the Combined Authority that confidence, the explanation raises one or more concerns, one of which is a material concern.</p>
Fair	20%	<p>In respect of one or more elements of the Services identified in the question, the proposals fail to explain to any extent how the relevant element will be delivered to the standards required, throughout the term; and / or the proposals are mainly or wholly unclear; and / or the explanation is insufficient to give the Combined Authority confidence that the relevant aspects of the Statement of Requirements will be delivered and / or the explanation for any one or more of the elements raises multiple material concerns.</p>
Zero	0%	No response or response is irrelevant to the question asked.

21.5 PRICING

The Combined Authority will calculate the lowest price of all tenders. The figures submitted in the green box of the Activity Schedule for Activities A through to G will be added together and this overall score will be used for evaluation purposes. The lowest priced tender will score full marks and other tender scores will be calculated on the basis of their deviation from the lowest. The lowest tender will score full marks. For every 1% a price is higher than the lowest, 1% will be deducted from that tenderer's score.

- 21.6 The responses to each of the pricing criteria in Appendix 3B will be scored by applying the scoring formula set out in the referenced tab. In applying each formula, only the pricing submitted in compliant Tenders that have not been eliminated from this procurement process will be taken into account.
- 21.7 Suppliers may enter a value of £0 for any of the items (however this will be rounded up to £0.01 for mathematical reasons to enable the calculation to be carried out). This will be given the maximum score of 100 points. However, please note that the rules on abnormally low tenders are applicable to this procurement process.

22 Contract award

- 22.1 On finalising the scoring during the award step set out in paragraph 21, the Combined Authority will make its award decision on the basis of the most economically advantageous Tender – being the highest scoring Tender following completion of evaluation.
- 22.2 Tenderers will be notified of the result of this procurement process as soon as possible, and will be provided with the details required by the PCR 2015 before commencement of the standstill period.
- 22.3 Tenderers should be aware that details of the successful Tenderer's scores against the evaluation criteria will be communicated to other Tenderers in the award decision notices and the Combined Authority will publish a Contract Award Notice in the OJEU in accordance with the PCR 2015.

Appendix 1a and Appendix 1b – Statement of Requirements

Please see separate document entitled: "Appendix 1a and Appendix 1b – Statement of Requirements".

Appendix 2 – Selection Questionnaire

Note: All Tenderers should complete the required forms set out in this Appendix 2.

1 Potential Supplier Information and Exclusion Grounds: Sections 1, 2 and 3

- 1.1 Sections 1, 2 and 3 require a self-declaration, made by you (the potential supplier), that you do not meet any of the grounds for exclusion. If there are grounds for exclusion, there is an opportunity to explain the background and any measures you have taken to rectify the situation (we call this self-cleaning).
- 1.2 A completed declaration of Sections 1, 2 and 3 provides a formal statement that the organisation making the declaration has not breached any of the exclusion grounds. Consequently we require all the organisations that you will rely on to meet the selection criteria to provide a completed Sections 1, 2 and 3. For example these could be parent companies, affiliates, associates, or essential sub-contractors, if they are relied upon to meet the selection criteria. This means that where you are joining in a group of organisations, including joint ventures and partnerships, each organisation in that group must complete one of these self-declarations. Sub-contractors that you rely on to meet the selection criteria must also complete a self-declaration (although sub-contractors that are not relied upon do not need to complete the self-declaration).

2 Self-Cleaning (Sections 2 and 3)

- 2.1 A potential supplier who has been excluded from public procurement can have the exclusion ended if they effectively “self-clean”.
- 2.2 If you are seeking to establish self-cleaning, you must demonstrate that you have taken sufficient remedial action, to the satisfaction of the Combined Authority. In order for the evidence provided to be sufficient it must, as a minimum, prove that you have “self-cleaned” as follows:
 - (a) paid or undertaken to pay compensation in respect of any damage caused by the criminal offence or misconduct;
 - (b) clarified the facts and circumstances in a comprehensive manner by actively collaborating with the investigating authorities; and
 - (c) taken concrete technical, organisational and personnel measures that are appropriate to prevent further criminal offences or misconduct.
- 2.3 The actions agreed on deferred prosecution agreements (DPAs) may be submitted as evidence of self-cleaning and evaluated by the Combined Authority as described below.
- 2.4 The measures taken shall be evaluated taking into account the gravity and particular circumstances of the criminal offence or misconduct. If such evidence is considered by the Combined Authority (whose decision will be final) as sufficient, you will be allowed to continue in this procurement process.
- 2.5 If you cannot provide evidence of “self-cleaning” that is acceptable to the Combined Authority, you will be excluded from further participation in this procurement process (as explained in paragraph 20 of the ITT) and provided with a statement of the reasons for that decision.

3 Supplier Selection Questions (Sections 4 to 8)

- 3.1 Sections 4 to 8 of this Appendix provides instructions on the selection questions you need to respond to and how to submit those responses. If you are bidding on behalf of a group (consortium) or you intend to use sub-contractors, you should complete all of the selection questions on behalf of the consortium and / or any sub-contractors.
- 3.2 If the relevant documentary evidence referred to in this 0 2 is not provided upon request and without delay we reserve the right to amend the contract award decision and award to the next compliant Tenderer.

4 Consequences of misrepresentation

If you seriously misrepresent any factual information in filling in this 0 2, and so induce an authority to enter into a contract, there may be significant consequences. You may be excluded from the procurement procedure, and from bidding for other contracts for three years. If a contract has been entered into you may be sued for damages and the contract may be rescinded. If fraud, or fraudulent intent, can be proved, you or your responsible officers may be prosecuted and convicted of the offence of fraud by false representation, and you must be excluded from further procurements for five years.

5 Notes for completing this Appendix 2

- 5.1 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.
- 5.2 The Combined Authority recognises that arrangements set out in question 1.2, in relation to a group of economic operators (for example, a consortium) and / or use of sub-contractors, may be subject to change and will, therefore, not be finalised until a later date. The lead contact should notify the Combined Authority immediately of any change in the proposed arrangements and ensure a completed Sections 1, 2 and 3 is submitted for any new organisation relied on to meet the selection criteria. The Combined Authority will make a revised assessment of the submission based on the updated information.
- 5.3 For Sections 1, 2 and 3 every organisation that is being relied on to meet the selection criteria must complete and submit the self-declaration.
- 5.4 For answers to the questions in Sections 4 to 8 – If you are bidding on behalf of a group, for example, a consortium, or you intend to use sub-contractors, you should complete all of the questions on behalf of the consortium and / or any sub-contractors, providing one composite response and declaration.

6 Confidentiality and disclosure

The Combined 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 Public Contracts Regulations 2015, or pursuant to an order of the court or demand made by any competent authority or body where the Combined Authority is under a legal or regulatory obligation to make such a disclosure.

Section 1: Potential supplier 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 Sections 1, 2 and 3 self-declaration.

Section 1	Potential supplier information	
Question number	Question	Response
1.1(a)	Full name of the potential supplier submitting the information	AECOM Infrastructure & Environment UK Limited
1.1(b) – (i)	Registered office address (if applicable)	Midpoint, Alencon Link, Basingstoke, Hampshire, RG21 7PP
1.1(b) – (ii)	Registered website address (if applicable)	www.aecom.com
1.1(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)	Private Limited Company - limited by shares
1.1(d)	Date of registration in country of origin	27 May 1966
1.1(e)	Company registration number (if applicable)	880328
1.1(f)	Charity registration number (if applicable)	Not applicable
1.1(g)	Head office DUNS number (if applicable)	21-714-4328
1.1(h)	Registered VAT number	GB 611853162
1.1(i) - (i)	If applicable, is your organisation registered with the appropriate professional or trade register(s) in the member state where it is established?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
1.1(i) - (ii)	If you responded yes to 1.1(i) - (i), please provide the relevant details, including the registration number(s).	Not applicable
1.1(j) - (i)	Is it a legal requirement in the state where you are established for you to possess a particular authorisation, or be a member of a particular organisation in order to provide the services specified in this procurement?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
1.1(j) - (ii)	If you responded yes to 1.1(j) - (i), please provide additional details of what is required and confirmation that you have complied with this.	N/A

1.1(k)	Trading name(s) that will be used if successful in this procurement	AECOM Infrastructure & Environment UK Limited
1.1(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	We do not fall within any of these
1.1(m)	Are you a Small, Medium or Micro Enterprise (SME) ¹ ?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
1.1(n)	Details of Persons of Significant Control (PSC), where appropriate: ² - 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. (Please enter N/A if not applicable)	Name: AECOM International Holdings (UK) Limited Date of Birth : 13 March 1954 (date of incorporation) Nationality: British Country, State or Part of the UK where normally resident: England Service address: 3rd Floor, 401 Faraday Street, Birchwood Park, Warrington, WA3 6GA Date became a Person of Significant Control: 28 September 2018 Conditions met for being a Person of Significant Control: The relevant legal entity holds, directly or indirectly, 75% or more of the shares of the company
1.1(o)	Details of immediate parent company: - Full name of the immediate parent	AECOM International Holdings UK Limited 3rd Floor, 401 Faraday

¹ See EU 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.](#)

	<p>company</p> <ul style="list-style-type: none"> - Registered office address (if applicable) - Registration number (if applicable) - Head office DUNS number (if applicable) - Head office VAT number (if applicable) <p>(Please enter N/A if not applicable)</p>	<p>Street</p> <p>Birchwood Park</p> <p>Warrington, WA3 6GA</p> <p>Company registration number: 530311, registered in England & Wales</p> <p>DUNS number:</p> <p>VAT number: GB 611 8531 62</p>
1.1(p)	<p>Details of ultimate parent company:</p> <ul style="list-style-type: none"> - 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) <p>(Please enter N/A if not applicable)</p>	<p>AECOM</p> <p>Worldwide Headquarters Address:</p> <p>1999 Avenue of the Stars,</p> <p>Suite 2600,</p> <p>Los Angeles</p> <p>California 90067</p> <p>USA</p> <p>Tel: 1 213 593 8100</p> <p>Fax: 1 213 593 8178</p> <p>Company No: 0886293</p> <p>Registered: State of Delaware USA</p> <p>Federal ID Number: 61-1088522</p> <p>DUNS Number: 153 516 212</p> <p>AECOM, a Delaware Corporation, is the ultimate parent of AECOM's worldwide operations.</p> <p>AECOM was formed in 1990, following a MBO (Management Buyout) of the Company's predecessor, Ashland Technology Corporation</p>

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

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

Section 1	Bidding model					
Question number	Question	Response				
1.2(a) - (i)	Are you bidding as the lead contact for a group of economic operators?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If yes, please provide details listed in questions 1.2(a) (ii), (a) (iii) and to 1.2(b) (i), (b) (ii), 1.3, Section 2 and 3. If no, and you are a supporting bidder please provide the name of your group at 1.2(a) (ii) for reference purposes, and complete 1.3, Section 2 and 3.				
1.2(a) - (ii)	Name of group of economic operators (if applicable)					
1.2(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.	AECOM and Stephen George + Partners LLP will bid for this contract without forming a named single legal entity.				
1.2(b) - (i)	Are you or, if applicable, the group of economic operators proposing to use sub-contractors?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
1.2(b) - (ii)	If you responded yes to 1.2(b)-(i) please provide additional details for each sub-contractor in the following table: we may ask them to complete this form as well.					
	Name	Stephen George & Partners LLP				
	Registered address	Waterfront House, 2a Smith Way, Grove Park, Enderby, Leicester, LE19 1SX				

	Trading status	Limited Liability Partnership					
	Company registration number	OC350268					
	Head Office DUNS number (if applicable)						
	Registered VAT number	114092310					
	Type of organisation	Architectural Practice					
	SME (Yes/No)	Yes					
	The role each sub-contractor will take in providing the works and / or supplies e.g. key deliverables	Architect					
	The approximate % of contractual obligations assigned to each sub-contractor	30					

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.

I am aware of the consequences of serious misrepresentation.

Section 1	Contact details and declaration	
Question number	Question	Response
1.3(a)	Contact name	[REDACTED]
1.3(b)	Name of organisation	AECOM Infrastructure and Environment UK Limited
1.3(c)	Role in organisation	Technical Director
1.3(d)	Phone number	[REDACTED]
1.3(e)	E-mail address	[REDACTED]
1.3(f)	Postal address	2 City Walk Leeds LS11 9AR, UK
1.3(g)	Signature (electronic is acceptable)	
1.3(h)	Date	23 November 2018

Sections 2 and 3: Exclusion 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 Sections 1, 2 and 3 self-declaration.

Section 2	Grounds for mandatory exclusion	
Question number	Question	Response
2.1(a)	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 .	
	Participation in a criminal organisation	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes please provide details at 2.1(b)
	Corruption	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes please provide details at 2.1(b)
	Fraud	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes please provide details at 2.1(b)
	Terrorist offences or offences linked to terrorist activities	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes please provide details at 2.1(b)
	Money laundering or terrorist financing	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes please provide details at 2.1(b)
	Child labour and other forms of trafficking in human beings	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes please provide details at 2.1(b)
2.1(b)	If you have answered yes to question 2.1(a), please provide further details. Date of conviction, specify which of the grounds listed the conviction was for, and the reasons for conviction,	Not applicable

	<p>Identity of who has been convicted</p> <p>If the relevant documentation is available electronically please provide the web address, issuing authority, precise reference of the documents.</p>	
2.2	<p>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)</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.3(a)	<p>Regulation 57(3) of the PCR 2016</p> <p>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?</p>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
2.3(b)	<p>If you have answered yes to question 2.3(a), please provide 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.</p>	Not applicable

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

Section 3		Grounds for discretionary exclusion	
	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.		
3.1(a)	Breach of environmental obligations?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes please provide details at 3.2	
3.1 (b)	Breach of social obligations?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes please provide details at 3.2	
3.1 (c)	Breach of labour law obligations?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes please provide details at 3.2	
3.1(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?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes please provide details at 3.2	
3.1(e)	Guilty of grave professional misconduct?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes please provide details at 3.2	
3.1(f)	Entered into agreements with other economic operators aimed at distorting competition?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes please provide details at 3.2	
3.1(g)	Aware of any conflict of interest within the meaning of Regulation 24 due to the participation in the procurement procedure?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes please provide details at 3.2	
3.1(h)	Been involved in the preparation of the procurement procedure?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	

		If yes please provide details at 3.2
3.1(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?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes please provide details at 3.2
3.1(j)	Please answer the following statements	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes please provide details at 3.2
3.1(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.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes please provide details at 3.2
3.1(j) - (ii)	The organisation has withheld such information.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes please provide details at 3.2
3.1(j) –(iii)	The organisation is not able to submit the required documents supporting such information.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes please provide details at 3.2
3.1(j)-(iv)	The organisation has influenced the decision-making process of the contracting authority to obtain confidential information that may confer upon the organisation undue advantages in the procurement procedure, or negligently provided misleading information that may have a material influence on decisions concerning exclusion, selection or award.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes please provide details at 3.2
3.2	If you have answered Yes to any of the above, explain what measures have been taken to demonstrate the reliability of the organisation despite the existence of a relevant ground for exclusion? (Self Cleaning)	

Sections 4 to 8: Selection Questions

Section 4		Economic and Financial Standing
	Question	Response
4.1	Are you able to provide a copy of your audited accounts for the last two years, if requested? If no, can you provide one of the following: answer with Y/N in the relevant box.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	(a) A statement of the turnover, Profit and Loss Account/Income Statement, Balance Sheet/Statement of Financial Position and Statement of Cash Flow for the most recent year of trading for this organisation.	<input type="checkbox"/> Yes <input type="checkbox"/> No
	(b) A statement of the cash flow forecast for the current year and a bank letter outlining the current cash and credit position.	<input type="checkbox"/> Yes <input type="checkbox"/> No
	(c) Alternative means of demonstrating financial status if any of the above are not available (e.g. forecast of turnover for the current year and a statement of funding provided by the owners and / or the bank, charity accruals accounts or an alternative means of demonstrating financial status).	<input type="checkbox"/> Yes <input type="checkbox"/> No
4.2	Where we have specified a minimum level of economic and financial standing and / or a minimum financial threshold within the evaluation criteria for this procurement, please self-certify by answering 'Yes' or 'No' that you meet the requirements set out.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Section 5		If you have indicated in response to question 1.2 that you are part of a wider group, please provide further details below:
Name of organisation		
Relationship to the Supplier completing these questions		
5.1	Are you able to provide parent company accounts if requested to at a later stage?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
5.2	If yes, would the parent company be willing to provide a guarantee if	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

	necessary?	
5.3	If no, would you be able to obtain a guarantee elsewhere (e.g. from a bank)?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Section 6		Technical and Professional Ability		
6.1	<p>Relevant experience and contract examples</p> <p>Please provide details of up to three contracts, in any combination from either the public or private sector; voluntary, charity or social enterprise (VCSE) that are relevant to our requirement. VCSEs may include samples of grant-funded work. Contracts for supplies or services should have been performed during the past three years. Works contracts may be from the past five years.</p> <p>The named contact provided should be able to provide written evidence to confirm the accuracy of the information provided below.</p> <p>Consortia bids should provide relevant examples of where the consortium has delivered similar requirements. If this is not possible (e.g. the consortium is newly formed or a Special Purpose Vehicle is to be created for this contract) then three separate examples should be provided between the principal member(s) of the proposed consortium or Special Purpose Vehicle (three examples are not required from each member).</p> <p>Where the Supplier is a Special Purpose Vehicle, or a managing agent not intending to be the main provider of the supplies or services, the information requested should be provided in respect of the main intended provider(s) or sub-contractor(s) who will deliver the contract.</p> <p>If you cannot provide examples see question 6.3</p>			
	Contract 1	Contract 2	Contract 3	
Name of customer organisation	Stevenage Borough Council	Transport for Greater Manchester	Balfour Beatty	
Point of contact in the organisation				
Position in the organisation	Principal Regeneration Officer	Assistant Project Manager	Project Manager	
E-mail address				
Description of contract	Stevenage Bus Station Client for the Stevenage Bus Station commission by Stevenage Borough	Stockport Interchange Multi-disciplinary building design,	Crewe Rail Exchange Multi-disciplinary design services	

	Council	transport consultancy, principal designer and highway bridge design services (up to RIBA stage 3)	(Civil/Structural, Architectural, M&E, Environmental and Highways)
Evidence of success	SGP Role: Architect for the proposed new bus station. Currently commissioned up to RIBA Stage 3 and then TA role stages 4-6.	The services provided within the abovementioned project were performed according to the requirements of the commission brief and the signed contract, professionally and with due care.	The project team was commended in the 2015 CIHT effective partnership award category.
Contract start date	January 2018	January 2015	October 2012
Contract completion date	Stage 3 completion January 2019 (current appointment). Start on Site Summer 2019.	December 2016	May 2014
Estimated contract value	Construction Cost Estimate £5 million.	£54 million	£6.5 million

6.2	<p>Where you intend to sub-contract a proportion of the contract, please demonstrate how you have previously maintained healthy supply chains with your sub-contractor(s)</p> <p>Evidence should include, but is not limited to, details of your supply chain management tracking systems to ensure performance of the contract and including prompt payment or membership of the UK Prompt Payment Code (or equivalent schemes in other countries)</p>
	<p>Insert response here:</p> <p>AECOM's open and communicative style helps establish powerful relationships, and these foundations built in the early days of a project help to provide the staying power for any project. Bringing a collaborative approach to the work process is one of our key objectives and achievements. We select sub-consultants according to their reliability/deliverability, skills, track record, and their potential added value, specifically tailored to a client's project requirements. The standard processes AECOM follows ensures a fair evaluation and selection process for all sub consultants.</p> <p>AECOM requires that sub-consultants demonstrate robust Management Systems covering quality, health and safety and environmental management of their professional services which are to be incorporated into our deliverables or delivered to AECOM's client. Where the value of sub-contracted work on a project exceeds defined</p>

	<p>amount further checks and reviews are required to reduce the potential risk to AECOM and our clients.</p> <p>An integral part of this evaluation is carried out by the Project Manager. They ensure that the organisation is competent and provide suitable and adequate documentation required to re-assure AECOM that they will be able to deliver their service/product to the required standard. This includes ensuring:</p> <ul style="list-style-type: none"> • previous performance evaluations are satisfactory, • there are no additional competency requirements specific to the project needs, • sufficient evidence of insurance has been provided, • suitable and sufficient risk assessments and where necessary a safe system of work, permit-to-work and programme of work is provided, • the environmental implications of any product or activity have been considered and the associated risk minimised. <p>A sub-consultancy agreement is required for each sub consultant prior to their appointment which should state the agreed brief/scope, fee, programme, insurance arrangements and specific terms and conditions. This agreement is signed by the sub consultant prior to them carrying out work for AECOM.</p> <p>All sub consultants are afforded a level of monitoring, which provides assurance that the brief and contractual requirements are met. This may involve direct interaction with the sub consultant during performance of their activities, review of their deliverables prior to submission to the client and/or audits or surveillance of their compliance with their Project Plan or other agreed procedures. Regular project reviews are also held on each project and Sub Consultant performance is included as a key item on these agendas, ensuring that their performance is continuously monitored and compliance maintained. At the end of a project a performance evaluation is completed and recorded on the Supplier Database.</p> <p>In the event of underperformance the sub consultant assessment will be reviewed and root cause (s) determined. Corrective action is then taken to address the root cause and prevent recurrence.</p>
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6.3	<p>If you cannot provide at least one example for question 6.1, in no more than 500 words please provide an explanation for this e.g. your organisation is a new start-up or you have provided services in the past but not under a contract.</p>
	<p>Insert response here:</p>

Section 7 Modern Slavery Act 2015: Requirements under Modern Slavery Act 2015		
7.1	Are you a relevant commercial organisation as defined by section 54 ("Transparency in supply chains etc.") of the Modern Slavery Act 2015 ("the Act")?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
7.2	If you have answered yes to question 7.1 are you compliant with the annual reporting requirements contained within Section 54 of the Act?	<input checked="" type="checkbox"/> Yes Please provide the relevant url to view the statement... http://www.aecom.com/about-aecom/ethics/ <input type="checkbox"/> No Please provide an explanation

Section 8 Additional Questions		
8.1	Insurance	
	Question	Response
	<p>Please self-certify whether you already have, or can commit to obtain, prior to the commencement of the contract, all levels of insurance cover indicated below (all levels per occurrence and unlimited in respect of the number of occurrences during any one insurance period). Note that the Preferred Bidder will be required to provide evidence of this at contract award stage.</p> <p>Employer's (Compulsory) Liability Insurance = £10m</p> <p>Public Liability Insurance = £10m</p> <p>Professional Indemnity Insurance = £5m</p> <p>*It is a legal requirement that all companies hold Employer's (Compulsory) Liability Insurance of £5 million as a minimum. Please note this requirement is not applicable to Sole Traders.</p>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Appendix 3 – Award Questions

1 Notes for completing this Appendix

- 1.1 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'.
- 1.2 If you are bidding on behalf of a group, for example, a consortium, or you intend to use sub-contractors, you should complete all of the questions on behalf of the consortium and / or any sub-contractors, providing one composite response.

Appendix 3A (Quality)

Question Q1 – Overview of Company Services	10% (60 Marks)
<p>Providing details of your organisations services. Please do not submit marketing material as this will not form part of the evaluation or CV's as these are requested below</p>	
<p>Insert response here (maximum 3 sides of A4 at 12pt Arial, single line spacing): AECOM - Background</p> <p>AECOM is a premier, fully integrated professional and technical services firm positioned to design, build, finance and operate assets around the world for public and private-sector clients. With 87,000 employees — including architects, engineers, designers, planners, scientists and management and construction services professionals — serving clients in over 150 countries around the world, AECOM is ranked as the #1 engineering design firm by revenue in Engineering News-Record magazine's annual industry rankings. It has been recognised by Fortune Magazine as a World's Most Admired Company. The firm is a leader in all of the key markets that it serves including facilities, transportation, environmental, energy, oil and gas, water, high-rise buildings and government. AECOM provides a blend of global reach, local knowledge, innovation and technical excellence in delivering customised and creative solutions that meet the needs of clients' projects.</p> <p>The following factors combine to provide AECOM with its differentiators and competitive advantage:</p> <p>Across the asset life cycle AECOM uniquely represents the combination of:</p> <ul style="list-style-type: none"> - An integrated global company that delivers locally, providing consistency and continuity across portfolios of global projects - Access to the range of skills and expertise of a global company, with the knowledge and responsiveness of a local business. - Managers of an award-winning Health & Safety programme. Safe project delivery saves time, cost and lives, draws upon lessons learnt from previous projects and facilitates continuous improvement to reduce risk and add value. - An approach to sustainability and innovation that reduces our clients' vulnerability to future operational, economic and environmental impacts, and helps improve brand and stakeholder reputation. <p>AECOM provides a comprehensive range of integrated services across the entire</p>	

Question Q1 – Overview of Company Services	10% (60 Marks)
<p>project life cycle. With over 87,000 staff globally, over 7,000 of whom are in the UK, we are able to provide professionals to service all aspects of a project including, but not limited to:</p> <ul style="list-style-type: none"> – Architecture – Asset Management – Civil Engineering – Construction – Construction Management – Cost management – Decommissioning & Closure – Economics – Engineering – Environmental Services – International Development – IT & Cybersecurity – Lead Consultancy Services – MEP Design – Operations & Maintenance – Planning & Consulting – Principle Designer – Project Management – Quantity Surveying – Risk Management & Resilience – Security Consultancy – Structural Engineering – Technical Services – Testing and Commissioning <p>AECOM works across the full spectrum of market sectors, serving both public and private sector clients around the world. Our breadth of resource and our global footprint means that we are ideally suited to supporting all our clients with multi-sector interests. Sectors we work in include:</p> <ul style="list-style-type: none"> – High Tech / Mission Critical, including Data Centres – Agri, Food & Beverage – Automotive – Chemicals & Pharmaceuticals – Cities – Commercial & Residential – Defence – Education – Government – Healthcare – Heavy and Light Rail – Heavy Industry – Highways – Hospitality & Attractions – Infrastructure 	

Question Q1 – Overview of Company Services	10% (60 Marks)
<p>– Leisure & Sports – Oil and Gas – Power and Energy – Renewables – Transportation – Water and Wastewater</p> <p>Stephen George & Partners – Background</p> <p>Founded in 1970, SGP are one of the UK's leading architectural practices with offices in London, Leicester, Leeds, Birmingham and Solihull. SGP's success in the UK has led to opportunities overseas, resulting in the establishment of Stephen George International in 2009 and the International Logistics Design Group in 2014.</p> <p>SGP's strategic geographical locations combined with talented architectural design teams enable SGP to offer specialisms in Transport, Masterplanning and the Industrial, Logistics, Office, Education, Retail, Residential, Health and Refurbishment sectors.</p> <p>Through our commitment to the highest standards of service quality, professionalism and architecture SGP have designed and delivered a portfolio that is rich in both complexity and scale. Our strong client base is evidence of our ability to respond rapidly to stakeholder requirements, resolve complex site issues and produce innovative designs.</p> <p>We are placed in the 'Top 100' practices by the Architects' Journal and have been listed as one of the 'Best Small Companies to work for' by The Sunday Times.</p> <p>SGP provide the complete Architectural, Design, Property and Interior Design services, comprising various areas of expertise and specialism in design solutions for the build environment.</p> <p>The Services we provide:</p> <ul style="list-style-type: none"> • Architecture • Access & Risk Reviews • Conservation • New Build and Refurbishment • Health & Safety Management (Principal Designer Role) • 3D Visualisation • Interior Design • Workplace Consulting 	

Question Q2 - Evidence of delivering similar projects	15% (90 Marks) <ul style="list-style-type: none"> • Project 1 (5 %) • Project 2 (5 %) • Project 3 (5 %)
<p>Please provide details of how the abilities and lessons learnt on three previous similar projects (5 points allocated per project) will benefit the delivery of this project) if the project is not relevant or similar or if you fail to provide examples the score for that project will be reduced to 0</p>	
<p>Insert response here (maximum 3 sides of A4 at 12pt Arial, single line spacing):</p> <p>[REDACTED] is chosen as a key project reference as it demonstrates:</p> <ul style="list-style-type: none"> • the proposed teams experience of delivering a new bus station from inception through business case approval to design and deliver; • the proposed teams experience working with WYCA and their internal stakeholders; • Our experience of delivering the redevelopment of an existing bus station site and the temporary facilities required to achieve a phased redevelopment; • Extensive stakeholder and public engagement in the design process including bus operators, access groups, Police, LA planning, regeneration, conservation, highways and environmental departments; • Bringing best practice to the Halifax Bus Station Redevelopment through our work on [REDACTED] and • Heritage and Archaeological requirements experience, informing the processes and risks to site investigation, design development and associated statutory approvals. <p>[REDACTED] Due to changes in government funding the interchange proposals did not progress to implementation and [REDACTED]</p> <p>Once funding was allocated within the LTP, [REDACTED]</p> <p>[REDACTED], overwhelming support was received for the bus station at public exhibitions and consultation events.</p>	

[REDACTED], providing the 12,000 people who use it every day with an enhanced waiting environment, better information and improved facilities. The new facility is more than just a bus station, it's also an integral community hub and impressive new gateway which has a key role supporting regeneration and growth of the town centre. The new bus station has brought [REDACTED] into line with the [REDACTED] other modern bus stations across [REDACTED].

In addition to an enclosed waiting concourse, the new eight stand DIRO bus station features a fully enclosed concourse, drivers' accommodation, 24-hour monitored CCTV/coverage, real time electronic departure information, customer information point, passenger help points, retail facilities and public toilets / accessible baby changing facilities.

Research has also shown that it has led to a significant increase in customer satisfaction particularly in relation to cleanliness, safety, appearance and facilities.

[REDACTED]

In terms of Passenger Safety, the old bus station had high levels of passenger Infringements (Passengers walking across the bus apron area) due to the island bus stand design and desire lines formed over time. The new design has practically eliminated this since opening and made [REDACTED] an exemplar for safety and modern bus station / DIRO design.

Services

AECOM were appointed [REDACTED] to undertake the design, obtain planning permission and supervise the construction of a new bus station on the site of the existing bus station at [REDACTED].

Project Description

The bus station comprises 5 bus stands, with 4 layover bays. The layout was modified from the existing station to remove the central 'island' stops, and hence reduce the risk of pedestrian injuries. Whilst the scheme is smaller than the Halifax scheme it has a number of key similarities. It was constructed on the site of the existing bus station, meaning careful planning was required to ensure services were maintained during construction. There was a significant requirement for stakeholder engagement and consultation this the public, statutory authorities and neighbouring businesses in order to gain support for the planning application and to keep people informed during construction.

The Challenge

Despite its size the scheme presented a number of challenges to the project team. The site is located in the town centre [REDACTED], which is a new town. The layout of the town centre means the bus station has vehicular access to only 1 side, off [REDACTED] and temporary bus services had to be accommodated on this road, sharing with construction traffic. [REDACTED] required a lengthy design life on the bus running surface, so the decision was made to provide a concrete pavement, but there was concern about rutting of the asphalt road surface at the entrance and exit to the bus station. The facility is unmanned, so material selection for resistance to vandalism and ease of maintenance was a particular concern.

The Solution

A bespoke design was developed for the bus station. The materials selected were precast concrete and Hammerglass, which is an unbreakable glass product. A full life costing was undertaken for this, based on the level of anti-social behaviour experienced in [REDACTED] and, despite the additional capital cost this product was shown to be most cost effective. A bespoke detail for a gradual transition from asphalt surfacing to concrete was designed and constructed. This has successfully avoided any premature damage to the asphalt surfacing at the entrance and exit to the bus station.

The Results

The residents of [REDACTED] and users of the bus station have a facility that offers significantly greater shelter, better information on services and much improved safety and security.

The lessons

Careful writing of the Works Information ensured that the Contractor had plans in place to manage deliveries. The contract also included requirements to maintain public access around the bus station site, providing suitable hoarding, with lighting to the adjacent pavement. Early discussion of the material to be used, research undertaken into possibilities and presentation of this to the client meant the client was able to make a decision fully informed on the whole life costs.

Application to this project

Consideration of the temporary arrangements and construction access should be undertaken at an early stage in the project, so any implications on the design and construction can be taken into account. For any building selection of material is important, however, for a bus station this can have a big impact on the running costs. It is important to establish the key criteria at an early stage in the project.

[REDACTED]

Services: RIBA Stage 2 and 3 commission. AECOM were lead consultant providing multi-disciplinary design services including architectural services provided by our sub-consultants, [REDACTED]. AECOM multi-disciplinary design services include; Project Management, Civil, Structural, MEP, Ecology, EIA, Highway Bridge, Transport Planning, Principal Designer and Sustainability.

Project Description: The project brief is for the design of a new multi-modal Interchange with the purpose of replacing the existing outdated bus station. The development is an integral part of a masterplan for [REDACTED]. The new Interchange has been designed to provide much improved facilities and intermodal links between bus, rail and potential metrolink services. The principle behind the design is to form an efficient bus stand layout with a concourse design that is modern, sustainable and creates a safe and accessible facility for all users.

The Challenge: To develop a 'World Class Interchange' which can accommodate up to 192 departures per hour and make public transport an attractive mode of travel. Integration of new Interchange with improved public realm within [REDACTED] and extensive highway modifications and a new highway bridge [REDACTED]. The site is bound by a number of listed and locally listed buildings.

The Solution: Two curved concourse structures located to the North and South of a

central bus apron. The concourses are linked to the East and West via two open canopies which act to provide a sheltered walkway around the apron with designated crossing points for pedestrians. This facilitates separates traffic and pedestrians and improves site safety. Further external shelter is provided by a cantilevered roof section which covers a walkway along the curved faces of the concourses where access to the bus stands is located. The North concourse houses a cafe and a newsagent within a naturally lit waiting area to accommodate user requirements. The South concourse contains [REDACTED] accommodation and mess areas as well as a lift and stair tower which provides a link to the [REDACTED] highway.

The Results

- Stage 3 design has the support of Heads of Service within the client organisation, [REDACTED]
- The local planning authority support the Stage 3 design in advance of planning submission being lodged
- Transport strategies have been integrated into the Town Center Masterplan
- Successful Public Consultation

The Lessons

- Regular risk workshops have reduced the project QRA
- Stakeholder sign off workshops
- A bespoke sustainability tracker has been developed to monitor and manage sustainable initiatives
- Principal Designer has actively contributed to design development and assisted with negotiations with statutory undertakers including United Utilities

Question Q3 – Understanding the risks

10% (60 Marks)

Submit a minimum 1 side of A4 setting out how you capture, monitor, mitigate and update risks relating to the project.

Insert response here (maximum 2 sides of A4 at 12pt Arial, single line spacing):

Active risk management will be critical to the successful delivery of the project and therefore we will encourage all members of the team to identify problems and risks early, and act proactively and collaboratively to ensure they are mitigated at the earliest opportunity to avoid wider impacts.

We will embed the following risk management procedures in our Project Execution Plan and will require all members of the team to fully engage in the process. Regular design risk workshops will be undertaken throughout the design process to ensure risks are managed robustly and the potential effect on the programme fully assessed. Risk management will then continue throughout the implementation stage. Our approach to Risk Management is defined as follows:

IDENTIFY - The risks/opportunities register generated will be reviewed and updated at regular intervals through the project lifecycle to ensure all issues are captured and managed effectively.

EVALUATE - Once risks are identified it is important to categorise them according to their potential to affect the successful outcome of the project. Consequently it is proposed to assess both the probability and impact of each individual risk event. This enables the team to prioritise actions and develop appropriate mitigating responses.

ALLOCATE - It is critical to the Risk Management Process that risks have owners and that there is commitment to action mitigation responses. Allocation of responsibility will be identified as part of the initial risk workshop and will be monitored at project progress meetings.

MITIGATE - Appropriate mitigating actions or responses will be identified for every risk. For every risk there are five courses of action available to address it - Transfer, Tolerate, Treat, Terminate and Take Opportunity.

'Transfer' is achieved by paying a third party to manage a risk e.g. by insurance or via a contract.

'Tolerate' is appropriate when nothing can be done, at a reasonable cost, to mitigate the risk. Ideally the risk should be monitored to ensure it remains tolerable.

'Treat' is the most common type of action and involves identifying, recording and implementing 'containment' or 'contingent' action to control the risk.

'Terminate' is achieved by undertaking a different course of action, e.g. de-scoping an element of work, or executing the works in a different way, where it is feasible to do so.

'Take Opportunity' is not an alternative to those above, it is an option which should be considered whenever tolerating, transferring or treating a risk. Taking the opportunity involves identifying, recording and implementing actions that 'realise' or 'maximise' control of the risk.

IMPLEMENT - The risk register will capture brief descriptions of response actions. All significant risks will have a unique risk response plan, with the team's focus being on the management of the primary risks. This is undertaken through regular reviews of the Risk Register and the status of responses at project progress meetings to track planned mitigation and agree any additional or follow-up actions required. The programme will be used to test the likely outcomes of the design change and project risk and will be used as a tool to mitigate the effects to achieve the optimum outcome.

Risk Workshop

An initial risk workshop will be held after project commencement to engage stakeholders and the full design team in the process to establish a robust risk log captures all potential major risks to the Bus Station redevelopment works.

Clear mitigation measures will be identified so that as many risks are designed out (as far as reasonably practical), which risks are required to pass onto the contractor and which risks remain as an operational requirement of the scheme to be identified within the buildings' O&M files to cover cleaning requirements or the bus station management plan for bus operators. Further Risk Workshops will be held at RIBA Stage thresholds and with the appointed Contractor. Typical risk considerations for this project include:

- Risks which relate to scheme approval – whether political, stakeholder, user groups or public;
- Risks which relate to funding and revenue – withdrawal of funding, reduction in funding or availability of the scale of funding required or lettable accommodation provision;
- Risks relating to any statutory or legal approvals – planning, listed building consent highways, as examples;
- Risks relating to additional information required which might have impacts on programme – surveys, traffic assessments, flood risk and ecology;
- Risks relating to Safety, capacity and Operational Risk – cannot accommodate capacity without significant financial impacts – land;
- Unknowns such as ground conditions, archaeology, buried services and drainage;
- Budget and Programme creep effecting the ability to deliver the project – specification or design change and the requirements for Value Management / Value Engineering; and
- Economic issues with Liquidation of Contractors or Sub Contractors – time and programme costs.

Programme Risks - Stakeholder Management

We will initiate early meetings, to fully understand each stakeholder's requirements and agree the engagement process including time frames for any approvals and feed this (along with pre-application consultations, statutory approval periods and contingencies) back into the design programme. Regular engagement will be essential thereafter to ensure that each stakeholder feels fully engaged in the design process and that any concerns they have are being addressed. To ensure that the process is driven to a successful conclusion we will track all actions to ensure they are closed out and will actively coordinate all activity, to ensure timely resolution.

Deliverable

The risk management process will result in the development of a Costed Risk Register and corresponding Quantified Risk Allowance to support the business case at each WYCA decision point. The Risk Register will be developed in accordance with WYCA's Cost and Risk Management guidance.

Question Q4 – Milestones and Tasks	20% (120 Marks)
<p>Provide a methodology with M S Projects Programme that aligns with the intended activities and the fee proposal. Please note that the project is part of a wider project being delivered in the same area and it is imperative that milestones (especially key dates) are met and delivered on time so that it does not impact on the overall programme.</p>	
<p>Insert response here (maximum 2 sides of A4 at 12pt Arial, single line spacing):</p> <p>We feel that our team's previous experience of both [REDACTED] and the [REDACTED] will allow us to accelerate the early stages of the commission. We enclose our proposed programme in Appendix A, which aligns fully with the key dates in the RFP. Having been involved in the [REDACTED] [REDACTED] we are cognizant of how this project interfaces with the other elements and will bring our knowledge of the wider studies to optimise the programme and design deliverables and achieve a more holistic and cost effective overall solution. We believe the programme indicated in the RFP is achievable and realistic. It could possibly be reduced but the project has a number of interfaces with approving authorities and we believe it would be prudent at this stage to adopt the key dates suggested. Having developed a good working relationship with these third parties we believe we will be able to engage effectively with them and minimise the approval periods.</p> <p>Our programme links all the design activities to create a fully integrated schedule. at the start of the design process AECOM will host a programme workshop with WYCA and all the designers to explore their relationships and develop an agreed, fully integrated design programme which will be updated monthly, in order to monitor design progress and assess whether each element is progressing to schedule.</p> <p>Should any delay be identified, we will identify the cause and aim to remedy the situation before it impacts on overall progress. Particular attention will be paid to the actions of third parties, in particular statutory authorities, in order to minimise programme risk and put in place contingency plans as appropriate. This hands-on, proactive management of the design will ensure that it proceeds in line with the programme.</p> <p>A key part of ensuring the design proceeds to plan and the client is fully informed regarding progress is the submission of regular design progress reports. Therefore we will require each member of the team to provide a monthly report, in a format to be agreed, identifying Progress against the Programme, Resource commitment, Quality & Design issues, Statutory Approvals, Health and Safety, Risk, Capital/Life Cycle Cost Issues and any Information required.</p> <p>Design Coordination/ Integration</p> <p>As part of our proposed programme, we have outlined the design process, considering the interfaces between each element of the works and the interrelationships between those design activities necessary to ensure a coordinated design. We have also considered the procurement process and have made provisions for production of a robust set of Works Information, that clearly describes the design intent and is of sufficient detail in the right areas to ensure the</p>	

quality of the end product.

To support this process we anticipate that the SGP, as Design Lead will manage the production of a federated BIM model and will run regular clash detections to identify any coordination issues. As a final backstop, we will also carry out spot checks of design deliverables to verify that they are coordinated. Although WYCA has not specified BIM as a project requirement we now deliver all our projects in 3D Revit, which allows for subsequent implementation of full BIM Level 2 if required by the client. Whilst the clash detection element of integrated 3D models is a key advantage, we find there is an even greater benefit in terms of Stakeholder Engagement as 3D views can be produced at any point in the design. We can also use virtual reality augmented reality techniques to demonstrate to stakeholders the real look and feel of the project. This allows us not only to 'build the job right' but to 'build the right job' – i.e. what the client actually wants, without them needing to understand technical drawings.

It is through this robust set of design coordination procedures that we will ensure the timely delivery of fully integrated packages of Works Information which are coordinated, align with client expectations, and in turn benefit cost, programme and most importantly quality.

Informal Partnering with Contractor & Change Management

AECOM embrace the partnering ethos and will work jointly with the appointed Contractor under an informal or formal agreement to achieve the showed joint project goals. Initial Partnering / Value Engineering workshops will be held with the Contractor to optimise buildability and identify critical programme elements. We will ensure that whole team, including the Contractor appreciates and understands the importance of the milestones and wider project.

Our Project Manager, [REDACTED] will positively manage change enabling WYCA to make informed decisions regarding the implementation of any proposed amendments to the design. Our proposed change management procedure will be aligned with the defined contractual procedures, be transparent and ensure that there is an open and honest culture on the project for dealing with change.

A review of the risk log will be undertaken with WYCA and stakeholders to review any changes to the live document at each RIBA stage to reflect the project progression from outline design and Outline Business Case approval through single option selection, developed design and statutory approvals (planning and listed building consent), detailed design and tender to construction and handover. The project programme is a critical document in terms of informing and monitoring the project process and identifying any key interfaces which will be required and at what stage. The team will work closely with WYCA to review and update the programme as necessary and to highlight any key milestones that are required for the project. To manage risk and scope creep, the programme will be reviewed at each design team and client meeting to assess progress against the programme and to add in any additional requirements or activities that are identified as the project develops.

Stakeholder Management

At the start of the project, we will identify the key stakeholders and prepare a Stakeholder Management Plan and will:

- Initiate regular touch points throughout the design development process to manage stakeholder expectations. Key meetings will be minuted in order that any actions and agreements are properly recorded;
- Arrange meetings with the planning and conservation officers at an early stage to establish what consultation, approvals and supporting

information will be required as part of the scheme development and what other consultation will be required for the overall scheme.

- Ensure a structure is in place for the communication of feedback or comments from stakeholders in order that these can be reviewed with the client and actioned as necessary by the design team.
- Agree sign off requirements for the design stage approval process. At each stage, the level of input or potential sign off from any stakeholder needs to be identified in order to ensure that is incorporated into the process and overall project programme.

Question Q4 – Ability to meet the requirements	15% (90 Marks)
<p>Please provide details on how you plan to meet the requirements of the project including explaining and demonstrating how quickly you are able to mobilise resources to commence this contract. Minimum one side of A4.</p>	
<p>Insert response here (maximum 3 sides of A4 at 12pt Arial, single line spacing):</p> <p>Requirements of the Project Wider Context The project is for the Design, Appraisal and Delivery of the Halifax Bus Station. This is a significant project, which sits within the wider context of the current, on-going transformation of Halifax Town Centre. Calderdale's Town Centre Delivery Plan was developed in 2015. It identified a number of projects across the town centre, some of which are now completed, for instance the Piece Hall and library development, and others which are in development at present. Alongside these projects Calderdale has also secured a significant sum from the West Yorkshire Plus Transport Fund (WYTF). This includes £120.6m for the A629 Huddersfield to Halifax corridor which has been allocated to deliver economic growth by addressing transport and accessibility issues. Phase 2 of the A629 corridor programme comprises a number of interventions within Halifax Town Centre.</p> <div data-bbox="148 1088 1334 1503" style="background-color: black; height: 185px; width: 100%;"></div> <div data-bbox="148 1532 1294 1686" style="background-color: black; height: 69px; width: 100%;"></div> <p>Meeting the Requirements of the Project AECOM are an international, multi-disciplinary consultancy, with a local presence. Our office in Leeds has 250 staff. AECOM have a track record in the planning and design of transportation projects across the region, the UK and further afield. In order to strengthen our team for Halifax Bus Station we have partnered with SGP, who will be providing the architecture services and taking the lead design role for the bus station. We can also draw upon in excess of 7,000 staff across the UK, including specialists in virtually every aspect of the design of the built environment</p>	

from other regional offices including Manchester, Chesterfield and York.

We and our key partner SGP have a proven track record in the planning, design and delivery of projects across the UK. Individual team members have amassed a wide range of relevant project experience, and developed specialist expertise, that would enable us to successfully undertake this commission.

The personnel proposed have demonstrated their ability to produce creative and deliverable solutions to complex planning, regeneration, development, transport and public realm design problems.

Our team includes staff with significant experience of successful planning and delivery of major infrastructure schemes, based on a rigorous approach to the project development process, stakeholder engagement, attention to detail and high-quality project deliverables.

SGP, with an Architectural technical resource approaching 100 has the necessary knowledge, skills, experience and resource to mobilise quickly and successfully deliver Halifax bus Station within the timescales defined.

[REDACTED] will manage the project. [REDACTED] has the communication and technical skills to ensure that our delivery of the project is truly collaborative. [REDACTED] has delivered numerous multidisciplinary projects and is highly capable in ensuring the necessary resources / skills are allocated to complex programme requirements. [REDACTED]

[REDACTED] will use [REDACTED] knowledge of the site, scheme and similar large infrastructure projects to support AECOM in the coordination of the technical appraisal of options and the development of the design for the bus station to ensure compliance with the brief, client and stakeholder requirements and operational standards / best practice. Working with WYCA and Calderdale MBC [REDACTED] will drive the project forward and support discussions at internal and external stakeholder meetings and internal design workshops.

Preparation of Business Cases

Having recently completed a number of Business Cases for WYCA, AECOM are familiar with the requirements of the West Yorkshire Combined Authority Assurance Framework. [REDACTED]

Development of Highway Proposals

Our team of traffic and highway engineers in AECOM's Leeds office are familiar [REDACTED]

Consultation

Effective stakeholder engagement is crucial to the success of this commission,

which is a key town centre facility used by 15,000 passengers per day. The Project Information provides some indication of the range of stakeholders for this commission, which is not surprising given the town centre nature of the scheme and its critical relationship to the future of the town centre itself.

Such a range of stakeholders requires a firm plan for engagement, but also an ability to flex inputs around the needs of the stakeholders themselves, something which we believe has been a feature of our organisations' work [REDACTED]

[REDACTED] Our ethos of standing alongside WYCA Officers through the commission will be a feature of our approach to the Bus Station project.

Our approach to stakeholder engagement and communications is underpinned by a methodology and series of principles that will guide our activity and provide a clear and transparent approach to every element of the project. These are:

- Proactive – engage early and secure community and political buy-in for the approach to consultation
- Wide-reaching – engage as widely as possible and ensure the consultation activity is accessible to all constituent parts of the local community
- Educate and inform – be clear with the stakeholders what is being consulted on and how their comments will be considered
- Always learn, never defend – the community and stakeholders are experts in the local area, so it is vital to listen and learn from their experience and knowledge
- Feedback – provide clear feedback to the community on what has been said and how it has informed the emerging proposals.

Full Planning Application Preparation and Submission

Whilst an EIA for business case will need to be prepared, an EIA to accompany the planning application would not be mandatory. We would prepare a screening opinion request at project onset. We anticipate, given our local knowledge, that the Proposed Development may be classified as EIA development and have therefore included the preparation of a full statutory EIA to accompany the planning application. The scope of the EIA would be agreed with Calderdale Council via preparation and submission of a formal request for an EIA Scoping Opinion immediately after EIA screening to ensure the preparation of the EIA and subsequent extended planning determination period will have no impact on the project programme.

We will draft a Planning Statement, including Design and Access Statement that mirrors the normal template of the local planning authority reporting process. This will allow the Case Officer to readily appreciate all the material planning considerations, the benefits to accrue from the proposal, whilst at the same time being offered robust rebuttal of any adverse representations. Effectively we will draw the 'planning balance' that leads the Council towards a positive conclusion.

Mobilisation

All of our team are available from Day One and upon appointment, we will immediately mobilise our project core team and engage an internal "Fast Start" Team for the initial phase of the project to expeditiously develop the processes and procedures necessary to manage the project. This includes preparing the Project Execution Plan, BIM Execution Plan and Stakeholder Engagement Plan. Our Fast Start Team will comprise [REDACTED] and [REDACTED].

From our experience of very fast paced and complex transport projects such as the Design of the Area A Pier and Airside Works at Schiphol Airport, we know that the deployment of a Fast Start Team together with early involvement of client decision makers is essential to ensure that the project core team is able to focus on the delivery of the early project milestones, tasks and deliverables.

Question Q5 – Delivery methodology for the overall project – Staff/Delivery Team	20% (120 Marks)
<p>Provide details of your proposed structure of the management and resourcing of this project, including supervision, technical and administration resource, in order to demonstrate your ability for provide suitable and sufficient resources to ensure project success. (Provide CVs of the proposed staff to resource this project demonstrating their; qualifications, knowledge, experience, ability and suitability to deliver services for this project).</p>	
<p>Insert response here (maximum 3 sides of A4 at 12pt Arial, single line spacing):</p> <p>Resource Management AECOM recognises the influence that key personnel can have in the successful delivery of any project and with this in mind have developed a robust team, with the right experience, strength in depth and resilience to effectively deliver the project.</p> <p>The Activity Schedule has been fully resourced and this is underpinned by an extension of the fee proposal spreadsheet to include time inputs for all disciplines proposed for each stage of the project. Please find the Resources Table and Business Case Cost Schedule in Appendix B.</p> <p>Having a clear and effective management structure is essential to the delivery of a service aligned to meet WYCA's needs.</p> <p>WYCA and CMBC are at the centre of delivering the transformational West Yorkshire Plus Transport Fund A629 scheme, which will support economic growth in Halifax Town Centre. AECOM and SGP will fully support WYCA as a delivery partner in meeting these challenges when assisting on the Halifax Bus Station project.</p> <p>Core Team</p> <p>We will resource this project primarily with staff from the Yorkshire region and it will be delivered from our local Leeds offices. The management team supported by a number of experienced discipline leads will form our core project team with further support from specialists including our sub-contractors within our Technical Team. As with all AECOM's WYCA commissions our EMEA Director, [REDACTED], will be ultimately responsible guaranteeing access to the necessary resources, ensuring client satisfaction and dispute resolution should it be required.</p> <p>Management Team</p> <p>[REDACTED]</p>	



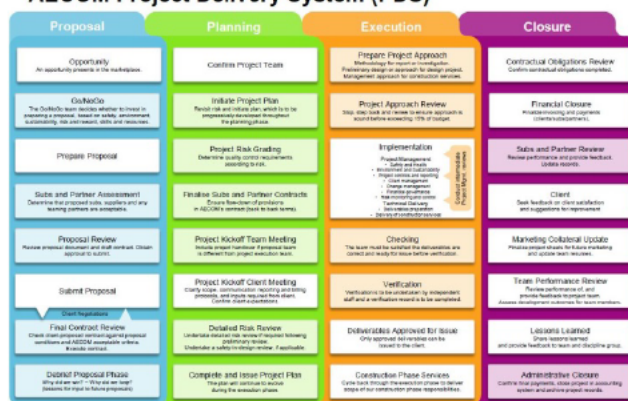
Discipline Leads

In recognition of the nature and importance of this project we have allocated the role of Discipline Leads to our key people each with highly relevant expertise and experience. They are all professionals responsible for their respective specialism, their team (including sub-contractors) and their own deliverables. Our key discipline leads are profiled below.



Proposed organisation chart and CVs for all our team are included in Appendix D.

AECOM Project Delivery System (PDS)



Our project management approach is based on the systematic application of our ISO accredited Project Delivery System (PDS) and this would be used to establish a comprehensive project management structure and clear verification and checking procedures. A Project Manager and Project Director are selected and dedicated to every project under this system. Our work would start with a kick off meeting during which a clear understanding of the schemes objectives and drivers would be agreed. At this point resources would be confirmed; we will develop / refine our programme and identify interdependencies / critical path, agree a communication plan, develop a risk management plan and agree progress / expenditure reporting with you. This would all be contained in a Project Execution Plan. Our project management approach will be flexible and proportional and tailored to complement the client's knowledge

of design matters to avoid misunderstanding and add real value to the important aspects of the design. We will ensure excellent communication is maintained with the client and the Contractor such that issues can be resolved jointly as a team working towards common goal.

Question Q6 – Social Value	10% (60 Marks)
<p>Please describe how you will enhance social value as described in the Statement of Requirements, including by:</p> <ul style="list-style-type: none"> A. engaging with local schools, colleges and universities on an ongoing basis during the project; B. taking on apprentices through your company or sub-contractor; C. utilising and managing new entrant trainees within delivery of the project, including what subsequent opportunities and progression will arise; D. upskilling your workforce and supporting / assisting lower paid workers; and E. the environmental policies / practices that will be in place to reduce waste, CO₂ emissions and transport impacts, promote energy efficiency, and put in place quality green infrastructure. <p>Tenderers should note that the winning Tenderer will be required to include appropriate activities to address the questions above in their Project Implementation Plan.</p>	
<p>Insert response here (maximum 3 sides of A4 at 12pt Arial, single line spacing):</p> <p>Engaging with local schools, colleges and universities; taking on apprentices; utilising and managing new entrant trainees within delivery of the project; upskilling our workforce</p> <div style="background-color: black; height: 100px; width: 100%;"></div>	



Since 2010, AECOM has been a Category Sponsor of The Duke of Gloucester's Young Achievers Scheme, which is run by the Construction Youth Trust. The awards aim to identify and celebrate young people throughout the United Kingdom who have either faced barriers into education, or supported communities whilst studying and yet, have excelled in their chosen career within the built environment. The awards aim to promote the professions to young people and, as a result, increase the number of young entrants into the sector.

Over the years our employees, particularly those based in Leeds and York have developed links with a number of local schools and also support the promotion of science, technology, engineering and mathematics (STEM). We encourage our employees, especially graduates, to register with STEMNET, which is an educational charity whose aim is to create opportunities and inspire young people about science, technology, engineering and mathematics. We support STEM Ambassadors participation on STEM-related activities, such as careers fair's and in giving them 'community days' to work with schools. The activities also provide valuable personal development opportunities for the ambassadors.

AECOM delivers work related learning activities to school students. AECOM has successfully worked with local schools in the following areas: work experience, science clubs, industry days, office open days, National Construction Week activities, National Science Week activities, International Women's Day activities, advice on CV writing, support with presentation techniques, Young Enterprise, sponsorship of prizes, engineering in action – practical, interesting demonstrations

of engineering relevant to coursework and national curriculum, support of schools' industry days, initiatives during National Construction Week and National Science Week, involvement with ICE linked to mentoring and personal development.

All AECOM staff are and will continue to be paid above the national living wage. There is an overriding concern for the welfare of staff, to ensure that they are not exploited and trapped within a vicious circle of low-pay, limited opportunities and perpetually low living standards. AECOM's commitment to staff welfare includes not only a policy of fair remuneration for all grades of staff but also a number of policies in related areas designed to cover all other aspects of an employer's obligation towards the well-being of employees. AECOM's 'Be' branding initiative, for example, has the following component parts which provide a comprehensive framework of employee support;

- *Be Rewarded*- this covers the diverse range of rewards which collectively reflect an employee's contribution to the business;
- *Be Secure*- this provides reassurance for employees and their families. With benefits that extend to financial and health planning, it covers the ways in which AECOM tries to enhance an individual's work experience and lifestyle not just today, but in the future;
- *Be Supported*- this programme underpins AECOM's commitment to professional development, growth
- and alignment of opportunities with each individual's aspirations;
- *Be There*- recognises that balance is key to a successful career and that flexibility between work, family and play is a requirement of modern living;
- *Be Well* – this describes a culture of healthy well-being which AECOM promotes for all its staff by encouraging active lifestyles and an awareness of both physical and mental health risks amongst our employees.

In summary, AECOM's approach to employee welfare fully supports the requirements of the National Living Wage as well as the wider aspirations of dignity and support for individuals, families and society in general which are enshrined in the City Council's policy. We will also expect our sub consultants and supply chain to support and adhere to this principle.

Environmental policies / practices that will be in place to reduce waste, CO2 emissions and transport impacts, promote energy efficiency, and put in place green infrastructure

Our vision in AECOM is to build a better world. In accordance with our Global SHE Policy, we embrace sustainability by striving to make a lasting and positive impact on society and the environment. A sustainable world depends on physical and social infrastructure that advances economic opportunity, protects our environment and improves people's lives.

We aim to produce sustainable outcomes across every aspect of our work from planning to delivery. Our AECOM Sustainability Procedures (part of our Integrated Management System) provide guidance on the application of sustainability. Opportunities to minimise waste are then reassessed regularly as part of routine project progress reviews. To support this we have developed a quantitative tool to evaluate and improve sustainability based on CEEQUAL UK.

We adopt the waste hierarchy of prevent, reuse, recycle, other recovery (energy) and last resort disposal, with the use of waste management plans, prepared for all

construction projects.

Sustainability is at the core of what AECOM does in terms of how we approach every project's environmental challenges and how we run our company. We look at all areas of our operations, from reducing our consumption of resources such as paper and water, to reducing our emissions from fleet and offices, we will continue to deliver improvements in our environmental performance across key performance indicators including greenhouse gas emission (GHG's), water, waste and energy and preparedness for the impacts of climate change, AECOM has implemented an Environmental Management System (EMS), certified to the international standard ISO14001 and the use of innovative sustainable design initiatives on our projects.

Examples of technique development and project delivery include:

SUSIT tool an auditable framework using social, economic and environmental indicators to assess optimal treatment options for contaminated sites;

Waste Harmony system connecting developments where surplus soils can be transferred to create an economic and sustainable outcome

AECOM introduced the concept of **Water Sensitive Urban Design** to the UK, integration of water management into urban design and planning

AECOM will positively influence activities and the design with respect to this commission ensuring that waste generated by operations is managed legally and responsibly and in accordance with the principles of the waste hierarchy, Office Green Teams will implement waste minimisation programmes at the site and at respective office locations.

As a project team we will seek to engage local staff reducing travel time, mileage and therefore the associated impacts of this upon the environment. AECOM actively encourages travel by sustainable use providing secure locking facilities within the office, shower and changing facilities, bike loan facilities and regular updates including initiatives such as 'Bike Week Breakfast' and newsletter 'Bikeology' providing information and bike related news relating to cycling. In addition, AECOM offers interest free loans and discounted Metro travel cards which enables employees to travel across the region taking advantage of a season travel card.)

In terms of green infrastructure our leaders, managers, supervisors and employees embrace our biodiversity commitment, demonstrable of this is that any projects or programmes which we are involved in which demonstrate a substantive risk to biodiversity will develop and implement proportionate actions to mitigate these risks and contribute to a net gain in biodiversity.

Appendix 3B (Pricing)

Question P1 – Pricing (400 Marks)

Please complete the attached pricing document

Tenderers are required to enter into the green box for each activity the fixed cost figure for completion of that activity. The figures to be included in the yellow boxes

are a breakdown of the fixed cost on a task by task basis.

Tenderers should note that the fixed cost figure for each activity contained in the green boxes will be added together and the total sum will be used for the basis of the price evaluation.

Tenderers should also note that the figures quoted in the breakdown on a task by task basis may be used following award of the contract as milestones against which payment shall be made.

The Authority has also requested a Schedule of Rates in relation to each activity in case further works falling within the scope of the specification but not referred to directly are required. Please note that these rates will also be used as a benchmark throughout the term of the contract.

All costs submitted are to be fixed for the term of the Contract.

Where the tenderer believes other tasks are essential there is a space within the pricing schedule for these to be added and priced accordingly. However, tenderers should note that all pricing will be evaluated in accordance with the above.

A monetary value should be provided on the Activity Schedule for each box highlighted in yellow or green. If the task for that element is free of charge then £0.00 should be entered.

We enclose our completed pricing schedule in Appendix D.

Appendix 4 – Form of Tender

Note: all Tenderers should complete the required form exactly as set out in this Appendix 4, without amendment.

To: West Yorkshire Combined Authority
Wellington House
40-50 Wellington Street
Leeds
LS1 2DE

Date: 16 November 2018

Reference: **Invitation to Tender for Lead Design and Consultancy Services for the Redevelopment of Halifax Bus Station**

Having examined the ITT (including its Appendices), we tender and offer to provide the Services as specified in those documents and in accordance with the attached documentation to the Combined Authority for the period specified in the Contract.

We confirm that this, taken together with the documents submitted as part of the Tender, comprises all of the documents required to be submitted in accordance with the requirements set out in the ITT, other documents made available to us by the Combined Authority and any subsequent clarifications. Such documents are in an agreed form and no further changes shall be made otherwise than in the absolute discretion of the Combined Authority.

We confirm that we have read and understood all the documentation issued by or on behalf of the Combined Authority and accept the conditions of such documentation. Our Tender remains valid for acceptance by the Combined Authority for 6 months from the Closing Time stated in the ITT.

We confirm by submitting our Tender that we have satisfied ourselves as to the accuracy and completeness of the information we require in order to do so (including that contained within the ITT and any other documents made available to us by the Combined Authority and any subsequent clarifications). We confirm that any determination by the Combined Authority that our Tender is the most economically advantageous offer for the Services, and / or that we are the Preferred Tenderer, will not constitute a binding agreement or contract between us until a formal written contract has been executed.

We agree that the formal contract shall comprise the finalisation and completion of the Contract in Appendix 5 to the ITT. If our Tender is successful, we agree to complete the necessary steps and execute all documentation that is agreed within the stated timescales.

We confirm that the Tender submitted is to be regarded as unconditional and capable of acceptance by the Combined Authority.

We hereby warrant, represent and undertake to the Combined Authority that:

- (a) our Tender complies fully with the Tender submission requirements in paragraph 8 (Tender submission requirements) of the ITT; and

- (b) none of the conduct outlined in paragraph 13 (Tenderer conduct, conflicts of interest and disqualification) of the ITT is applicable to us in connection with this procurement process.

Without limiting our confirmation above, we undertake to comply with the provisions of paragraph 10 (Confidentiality) of the ITT and agree not to disclose, copy, reproduce, distribute or pass the ITT, or any related information, to any other person at any time except as expressly permitted by the ITT.

I warrant that I have all requisite authority to sign this Tender and confirm that I have complied with all the requirements of the ITT.

Contact name	[REDACTED]
Name of organisation	AECOM Infrastructure & Environment UK Limited
Role in organisation	Regional Director
Phone number	[REDACTED]
E-mail address	[REDACTED]
Postal address	2 City Walk Leeds LS11 9AR, UK
Signature (electronic is acceptable)	
Date	16 November 2018

Appendix 5 – Contract

Please see separate document entitled: "Appendix 5 – Contract"

Appendix 6 – CONTRACT DATA PART 2

Please see separate document entitled: "Appendix 6 – Contract Data Part 2 TO BE RETURNED BY THE CONTRACTOR (to be completed and submitted by the Consultant with their tender submission)"

Appendix 7 – CONFIDENTIALITY STATEMENT

Please see separate document entitled: "Appendix 7 – Confidentiality Statement (to be completed URGENTLY and submitted by the Consultant as a matter of urgency to allow for release of confidential feasibility study)

Appendix 8 – Data Protection Annex

Please see separate document entitled: "Appendix 8 – Data Protection Annex (to be completed and submitted by the Consultant with their tender submission)"

Please find our GDPR Compliance Statement in Appendix E.

Find out more

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