

Management of Norwich Bus Station and Park and Ride Sites

NCCT43085

Invitation to Initial Tender

**Monday 7 July 2025**

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# Context and requirement of the procurement

* 1. Context

The Council is looking to retender the contract for the following:  
  
Norwich Bus Station Operational Management and Site and Premises Maintenance and Facilities Management and Maintenance of the Norwich Park and Ride Sites  
  
The Council will be using the Competitive Flexible Procedure as defined in the Procurement Act 2023. The process will be as follows: -

1. Bidders will complete the Invitation to Initial Tender (including pricing) and submit in accordance with the timelines at Section 5 of this Invitation to Initial Tender.
2. The Invitation to Initial Tender must provide a compliant response in respect of the minimum mandatory requirements as set out below:

* Norwich Bus Station Operational Management and Site and Premises Maintenance under a lease agreement
* Facilities Management and Maintenance of the Norwich Park and Ride Sites

1. Tenders will be assessed in accordance with the requirements of the Procurement Act 2023. The Council may decide to undertake these assessment stages in any order or to undertake one or more stages concurrently. This means that if your response fails at any stage of the ITT evaluation process, there may not necessarily be feedback on other stages. However, you will be provided with feedback on any scores you are awarded prior to your tender being rejected in accordance with the Procurement Act 2023.
2. If your response is assessed as not meeting the minimum requirements and/ or conditions of participation, it will be rejected and assessed no further.
3. If there are 3 bidders or less who pass Form A, B, C and D of the Invitation to Initial Tender then those bidders will be invited to participate in dialogue and submit a final tender.
4. If there are more than 3 bidders who pass Form A, B, C and D, then the Council will evaluate the responses to Form F (not including pricing) and will take through the top scored 3 bids. The Initial Tenders will be scored in accordance with the process set out in this Invitation to Initial Tender.
5. During dialogue, bidders will be able to refine their bid (including pricing) and the Council reserves the right to amend the scope, pricing spreadsheet, terms and conditions and lease agreement before requesting Final Tenders.
6. At the close of dialogue, bidders will be issued with the Invitation to Final Tender (including the final scope, pricing spreadsheet, terms and conditions and lease agreement for Norwich Bus Station).
7. Bidders should note that the Council may request a further version of the pricing list and/ or raise clarifications on your quality response before dialogue.
8. It is always the bidder’s responsibility to ensure that their application is as complete and detailed as possible. Although the Council will discuss and comment on your quality and price responses, it is not for the Council to raise every weakness in your response during dialogue.

The Council reserves the right to accept an Initial Tender should a bid or bids capable of acceptance be received. In this instance, pricing would also be assessed to generate a final Quality/ Price score.

* 1. Requirement

The Council seeks to appoint an Operator with experience of public transport to provide a fully managed service with a single point of responsibility for managing and delivering all of the specified Services they are contracted to deliver across the Bus Station site.

For the purposes of this tender, references to public transport have the following meaning ‘a system of vehicles such as buses and trains that operate at regular times on fixed routes and are used by the public’.

The Operator will also be required to undertake facilities management and maintenance of the Norwich Park and Ride sites.

**Norwich Bus Station**  
Norwich is the business centre of the region and a key visitor destination. Accessing the city centre using public transport is a key part of the Client’s transport strategy. A well-managed and maintained bus station is essential to encourage people to travel into the city by bus and not by car.

The main objective of Norwich Bus Station is to provide a high-quality interchange in the city centre which is available for use by all local and national bus operators. The service provided shall be customer focused and enhance the experience of using public transport both for everyday trips and occasional use.

There is approximately 760 daily bus movements Monday to Friday, 660 on Saturday and 180 on Sundays and bank holidays. About 330 customers use the travel information centre desk every day.

The Norwich Bus Station and site shall be leased to the operator.

**Norwich Park and Ride Sites**  
There are 6 Norwich Park and Ride sites which provide frequent bus services to Norwich city centre and other key sites in Norwich:

Airport Park & Ride, Buck Courtney Crescent, Norwich, NR6 6JT

Harford Park & Ride, Ipswich Road, Norwich, NR4 6US

Sprowston Park & Ride, Wroxham Road, Norwich, NR7 8RN

Thickthorn Park & Ride, Norwich Road, Hethersett NR9 3AU

Postwick Park & Ride, Yarmouth Road, Norwich, NR13 5NP

Costessey Park & Ride, Long Lane, Bawburgh, Norwich, NR9 3LX

This element of the proposed contract is for the facilities maintenance of the Park and Ride sites. Provision of the bus service will not form part of this contract.

The Park & Ride sites will remain under the ownership of the Council and will not be leased to the successful Bidder.

Full details of the requirement can be found in the Scope.

# Correspondence and clarifications

All correspondence and clarifications will be issued via In-Tend. Please make sure your details are correct and that you check the system regularly. We advise adding a second person or a team to your In-Tend account for contingency.

Any internal reviewers such as board members, trustees or partners who may raise issues must be engaged early to ensure points of clarification and any commercial issues that may affect your bid can be raised with us by the clarification date.

If you encounter any difficulties whilst using the system you can contact the In-Tend support team by phoning 0845 557 8079 or +44 (0) 114 407 0065 or by emailing [support@in-tend.co.uk](mailto:support@in-tend.co.uk).

# About this procurement document

* 1. The main parts of the first section of this procurement document

|  |  |
| --- | --- |
| Section | Purpose |
| Advice and instructions to Applicants | Tells you how to upload your application and what you must do if you wish to take part in the tender. |
| Procurement Process Information and Procurement Timeline | Sets out key details about the procurement process and the anticipated dates for key elements in the procurement process. |
| Contract Data | Tells you what the terms of any contract entered into under the tender will be. |
| Receipt and Evaluation of Applications | Tells you what we will do with applications we receive, how we will evaluate them and our rights and obligations in respect of the receipt and evaluation process. |
| Evaluation Information | Contains key information that we will use in the evaluation process, including how we will score responses. |

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| **Important Legal Notice** | Sets out the basis on which we will conduct the tender exercise. |

* 1. Forms for completion by Applicants

The forms that make up the parts of the document that are to be completed by Applicants are labelled A to Z. The forms that you must complete and return are contained in this document unless otherwise indicated.

**Please note that you, and any subcontractors involved in the delivery of the contract, must be registered on the Government’s Central Digital Platform, Find a Tender Service, or by Law we will not be able to accept your bid.**

Information about the Government’s Central Digital Platform can be found online at [Find a Tender Service](https://www.find-tender.service.gov.uk/) and [Central Digital Platform - factsheet (HTML) - GOV.UK](https://www.gov.uk/government/publications/procurement-act-2023-short-guides/central-digital-platform-factsheet-html?utm_source=phpList&utm_medium=email&utm_campaign=Procurement+Act+Update+%285th+February+2025+-+Issue+%234%29&utm_content=HTML).

Further details about the forms are contained in sections 7 and 8, including which forms are and are not being used in this procurement. The forms labelled A to Z are:

|  |  |
| --- | --- |
| Section | Purpose |
| Form A – Details of Applicant | This tells us about you and your organisation and who is applying, including any sub-contractors supporting you. |
| Form B – Grounds for exclusion | This form tells us whether there are any grounds under which we will have to exclude you, and any sub-contractors you might rely on to deliver the contract, from bidding. |
| Form C – Compliance with minimum Standards | This form checks your experience and whether you hold the relevant experience and registrations where necessary. It includes minimum standards such as finance and Health and Safety and other checks where relevant to the contract. |
| Form D – Willingness and ability to comply with contractual requirements | This form checks whether you are prepared to enter in to the contract without change and whether you hold the relevant insurances. |
| Form F – Quality | This form seeks to determine how you will deliver the contract. |
| Form G – Price | This form is about the price you will charge for the service. |
| Form Z – Applicant’s checklist and declaration | This form is your checklist to ensure that you have included everything required and your declaration that you are prepared to provide the contract as tendered, under the terms and conditions issued. |

* 1. The following documents are attached

|  |  |
| --- | --- |
| **Section** | **Purpose** |
| Confidentiality Agreement | For bidders to complete before they may access the TUPE data. |
| Pricing Schedule | For bidders to complete. |
| Asset List | Provides details of the assets at each site covered under the proposed contract. |
| TUPE information | TUPE information from the incumbent Service Provider. |
| LGPS Template Admission Agreement | The agreement for admission to the Local Government Pension Fund. |
| Scope | Tells you about the context for this procurement and the scope for the goods and/or services we require. This forms a Schedule of the Contract. |
| Service Matrix | Sets out the services that apply at each site. |
| Landscape and Ecology Specification | Standard for maintenance of landscaping. |
| KPI Process | Tells you about the Key Performance Indicators that will apply to the Contract, how they will be measured and reported. This document also contains the response times that shall apply. |
| Contract | The NEC Facilities Management Short Contract, Special Terms and Staff Transfer terms, shall form the terms and conditions of contract. |
| Lease Agreement | This is the agreement for the Lease of the Norwich Bus Station. |
| Overview of Process and Evaluation | Sets out the process that will be undertaken and how bids will be evaluated. |

* 1. Obligation to consider Small and Medium Enterprises

The Council has considered SMEs and as a result:

* Insurance requirements within the tender have been assessed as fair against the subject matter of the contract; and
* Insurance at the level required need not be purchased until a contract is awarded; and
* Limits of liability in the contract have been assessed as reasonable against the subject matter and value of the contract; and
* Performance management reporting is at the minimum required for the Council to be assured of effective delivery and hold the Supplier to account.

# Advice and instructions to Applicants

* 1. Issues to consider before bidding

We suggest that Applicants consider the following issues before deciding whether to bid:

* 1. Have you read the Specification and the minimum requirements in Form C, and are you able to provide the service? If you aren’t certain, ensure you seek early clarification.
  2. If there are strict deadlines for implementation or delivery, are you able to meet them?
  3. Is there anything in the documents that you think would prevent you from bidding? If so, please request clarification to ensure there isn’t a miscommunication.
  4. Tender preparation

When preparing your tender, it is important to consider the following:

1. Have you read all the instructions, the documents attached and taken in to account any indicative budget provided in the documents or contract notice?
2. You must be registered on the Government’s Central Digital Platform (Find a Tender Service). More information is available at [Find a Tender Service](https://www.find-tender.service.gov.uk/) and [Central Digital Platform - factsheet (HTML) - GOV.UK](https://www.gov.uk/government/publications/procurement-act-2023-short-guides/central-digital-platform-factsheet-html?utm_source=phpList&utm_medium=email&utm_campaign=Procurement+Act+Update+%285th+February+2025+-+Issue+%234%29&utm_content=HTML).
3. Tenders should be clear and concise and in Form F must describe how you will provide the service being tendered rather than just stating that you will provide the service.
4. Bids that are ambiguous or generic in their response or don’t describe how the service will be provided are unlikely to score well. In our experience, tailored solutions that have taken in to account the Council’s requirements in their answers usually score better than generic responses that have not.
5. If the word count is causing you significant issues with answering a question thoroughly, please raise this as a clarification.
6. Please note that the evaluation panel will be made up of people with different experiences and perspectives and you should take this into account when writing your response.
7. When completing the price schedule, have you ensured that your price is fully inclusive of all costs of providing the service in accordance with the contract? We cannot accept bids that have been caveated (see Instructions to Applicants below). If you are unclear about pricing, please seek clarification.
   1. Return of your application
8. If you intend to submit a Tender, please ensure that you arrange to return the documents by the date and time stated. The Council is under no obligations to accept late tenders.
9. You do not need to submit any of the first section of this Invitation to Tender: you only need to submit the Forms from page 34 onwards.

How to upload and submit your application

1. Log in to In-Tend and navigate to “My Tenders” under the “Tenders” tab near the top of the page. Locate the procurement that you are applying for and click “view details”.
2. Click on the tab where you found the tender documents for download. Depending on the procurement this may be labelled as “Request to Participate”, “Conditions of Participation”, “ITT” or “Invitation to Tender”.
3. Scroll down the page until you see a button in the centre of the screen entitled “Attach Documents”. Click on this and it will take you in to your computer to select and attach files. Select the file you need, click “Open” and it will upload the document to the screen. Repeat these actions until everything you wish to attach as part of your application is displayed on the webpage, click on the “Submit Return” button.
4. If you have made a mistake or forgotten to upload a document, you can repeat this process. You may submit your application multiple times, but only the final submission will be evaluated.
5. We advise that you leave plenty of time for upload and submission of your documents to allow for any possible problems with internet or power.
   1. Instructions to Applicants

Applicants must follow all the numbered instructions below.

First steps

1. If you take part in this procurement exercise you will be bound by the terms stated in the Important legal notice. You should review this notice carefully.
2. Applicants should view the Procurement Privacy Notice on the Council’s website <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/open-data-fois-and-data-protection/data-protection/privacy-notices/procurement-service-privacy-notice> and must raise any concerns about the Privacy Notice and how personal information will be handled during the procurement process without delay.
3. You must sign and return a Confidentiality Agreement so that we can release confidential data to you. Details are in the Procurement Process Data section below. You should send the original copy of the signed agreement in by post or scanned and submitted by In-Tend correspondence as soon as possible.

Language

1. All questions, notices, tenders, supporting documents and correspondence are to be submitted in English.

TUPE

1. It is the Council’s preliminary view that TUPE may apply in respect of some or all employees of the current providers.

General

1. Applicants must ensure that the pension rights of the staff who will or are considered likely to transfer are protected and that this is demonstrated in their tender. Without limiting the general obligations described herein, the successful Applicant must comply with the specific obligations detailed in the contract attached at Appendix 1.
2. To assist Applicants, the Council has sought pension information from current provider(s) regarding those individuals considered by the current employer(s) as likely to be eligible to transfer to a successful Applicant in accordance with TUPE.
3. This section contains a summary only of the requirements relating to pensions. Applicants should not place any reliance on this information and must obtain their own independent professional advice.
4. As previously described, Applicants should note that staff eligible to transfer may come from more than one existing provider and that current employees include staff transferred out from public sector bodies. This means that there are likely to be employment and pension protections in addition to those prescribed under TUPE and that staff may retain a right to participate in the relevant pension schemes even if they do not currently do so.
5. Existing pension arrangements may fall into the following categories:
6. the Local Government Pension Scheme (via the Norfolk Pension Fund); and
7. a money purchase pension scheme.
8. The attention of Applicants is therefore drawn to the requirements to offer Transferring Employees certain protections, whether under TUPE, the Pensions Act 2004 as amended by the Transfer of Employment (Pension Protection) Regulations 2005, the HM Treasury guidance “Staff transfers from Central Government: a fair deal for staff pensions, or the Best Value Authorities Staff Transfers (Pensions) Direction 2007”.
9. Where employees were originally contracted out from the public sector (these obligations continue from previous arrangements), “Staff transfers from Central Government: a fair deal for staff pensions, and/or the Best Value Authorities Staff Transfers (Pensions) Direction 2007” will be applicable. As such, it is a requirement of the Contract where relevant that Transferring Employees be granted by the successful Applicant a broadly comparable pension to that which they currently participate in or have a right to participate in.
10. It is not a requirement for the contractor to grant a broadly comparable pension[[1]](#footnote-2) to new employees who join the contractor to provide services to the council under this contract. For such employees, the contractor shall as a minimum comply with statutory requirements regarding pension provision. The attention of Applicants is drawn to the workplace pension reforms introduced by the Pensions Act 2008. Further information may be found at <http://bit.ly/8iMjQ>.
11. The contractor is wholly liable for all redundancy and pension strain costs relating to any redundancies that occur after transfer.
12. Applicants must make adequate financial provision in their pricing for any TUPE, redundancy and/or pension costs that they may incur from time to time including any cost that may arise from the requirements for them to comply with the specific obligations detailed in the contract attached as separate documents (Appendices 12, 13 and 14).

Money Purchase Pension Schemes

1. Where employees are transferring from an employer which offers a money purchase pension scheme, the Transfer of Employment (Pension Protection) Regulations 2005 will apply and consequently the contractor will be required to offer, as a minimum, a money purchase scheme, and to match employees’ contributions up to six per cent (6%) of salary.
2. The Contract also requires you to provide a high level of pension protection to staff who are members of, or entitled to become members of, one or more final salary pension schemes. The financial consequences of this are significant.
3. It is essential that you understand these obligations and we strongly recommend that you take qualified professional advice immediately if you have not already done so.

Members of the Local Government Pension Scheme

1. The Council will ask the Norfolk Pension Fund (subject to the approval of the trustees and to compliance with statutory requirements) to grant admitted body status to the successful Applicant in respect of transferring staff with current Local Government Pension Scheme membership.

**NHS bodies may not be eligible for admitted body status in respect of this contract.**

The clarification process

1. If there is anything unclear or you think that you need more information, you must send in a clarification question as early as possible in the process and in any case before the final deadline given in the Procurement Process Information and Procurement Timeline. Questions must be submitted via In-Tend correspondence and must be associated with the correct project to receive a response. Clarification questions will be answered on a regular basis through the clarification facility on In-Tend.
2. Once the final deadline is passed, no new questions may be sent in but you will have a final chance to seek clarification of answers already given. You must submit any such request within the period stated in the Procurement Process Data.
3. Tenders must be made against the contractual terms referred to in the Contract Data, without qualification or caveat. We do not expect to change the contract terms but if, exceptionally, you want to raise any issues about them you must do so at an early stage in the clarification process. You should not submit extensive proposals for change. We may issue revised contractual terms applicable to all bidders, and if we do so your tender must be submitted against those terms.

Content of the application

1. In preparing your application you must assume that the evaluators know nothing about your organisation.
2. Throughout the application, you should reflect the Statement of Requirements or Service Specification. To assist you in achieving the highest scores, you should review the “Descriptors for the allocation of quality scores” in the Evaluation Data and write your answers accordingly.
3. You have an overriding obligation to exercise your skill and judgment, to ensure that your solution is fit for purpose and to warn us if, in your opinion, our proposed application of your solution would result in a poor or unacceptable outcome for us.
4. Different questions may be marked by different evaluators and not all evaluators will have read your entire application. The answer to each question must be self-contained. Answers such as “see answer to question x” are not acceptable. You must not include brochures, leaflets or other attachments unless specifically requested. If you do, they will not be read, except where an Applicant has submitted a completed European Single Procurement Document.
5. The forms for completion must be reproduced and completed, except where we say otherwise.
6. So that they are readable, answers must be in a minimum of 11-point font, with line spacing of 1.2 times.
7. You must keep to the given word or page limits for each question.
8. Documents must not contain any embedded objects which appear in the printed copy as icons, rather than in full.
9. It is your responsibility to make sure that your application is complete and unambiguous.
10. Bids must be your own original work and any bids that are plagiarised will be rejected. If you have collaborated with a third party to develop your response, this must be clearly explained within the response and any quoted material within a submission must be attributed. If you have used AI, Large Language Models or machine learning software to generate parts of your response, you must declare which elements of the bid were so developed, and that the bid is an accurate reflection of how you will provide the goods, services or works bid.

No caveats or qualifications

1. Your tender must not be caveated or qualified. The following are some examples of caveats or qualifications:
2. statements that you have made certain assumptions and that, if these assumptions prove incorrect, you may wish to change price, timescales, quality, terms and conditions or other aspects of your offer;
3. statements that you do not comply with any mandatory requirement of the specification;
4. statements that you do not accept, or wish to modify, any aspect of the Contract or that any variant or additional term or condition will apply.

Completion of the application

1. You should not complete and submit your application until after the clarifications have closed.
2. Your application must consist of all the documents listed in the checklist at Form Z. You must include all attachments requested but should include no other documents (and any other document will be disregarded by the Council when conducting its evaluation).
3. On finalising your application, you must complete the checklist at Form Z, and then sign the declaration, scan and upload it as part of your submission.

Submission

1. Your submission must be uploaded and submitted before the deadline specified in the Procurement Process Data. We are under no obligation to consider any application which arrives after the deadline.

Multiple bids

1. Multiple applications from a given prime contractor or consortium will not be evaluated by the Council.
2. An applicant may act as the proposed prime contractor for one bid, and a proposed sub-contractor for another.
3. However, an applicant may act as:

* the proposed prime contractor for one bid, and a proposed sub-contractor for another; or
* the proposed prime contractor for one bid, and a proposed consortium member for another; or
* a consortium member for more than one bid.

1. Where an Applicant is involved in more than one bid, all relevant forms must be completed for each bid.
2. Where they form part of more than one bid, Applicants shall pay particular attention to the need to avoid collusion in pricing and commercial terms.
3. In particular, no Applicant shall be involved in the setting of the price to be tendered to the Council for more than one bid.

Sub-contracting arrangements

1. Where the Applicant proposes to use one or more sub-contractors to deliver some or all of the contract requirements, Part 3 of Form A should be used to provide details of the proposed bidding model that includes members of the supply chain, the percentage of work being delivered by each sub-contractor and the key contract deliverables that each sub-contractor will be responsible for.
2. Where you are you are relying on a sub-contractor or sub-contractors (“relying on” for the purposes of this procurement means you are relying on the technical and professional ability of a sub-contractor(s) to meet the criteria stated in this document) then:
3. Each sub-contractor you are relying on must be registered on the Central Digital Platform, Find a Tender Service, or the bid cannot be accepted.
4. Each sub-contractor you are relying on should complete Forms A and B and all questions of Form C, apart from C1.
5. Question Form C1 should be completed by the lead contractor being clear about which sub-contractor or sub-contractors experience/ technical and/or professional ability they are relying on to meet that particular criteria.
6. The Council recognises that arrangements in relation to sub-contracting may be subject to future change and may not be finalised until a later date. However, Applicants should be aware that where information provided to the Council indicates that sub-contractors are to play a significant role in delivering key contract requirements, any changes to those sub-contracting arrangements may affect the ability of the Applicant to proceed with the procurement process or to provide the supplies and/or services required. Applicants should therefore notify the Council immediately of any change in the proposed sub-contractor arrangements. The Council reserves the right to deselect the Applicant prior to any award of contract, based on an assessment of the updated information.

**Offer capable of acceptance**

1. If we award a contract to you all statements and commitments made by you in your tender shall be binding upon you.
2. Your tender must constitute an offer to provide the supplies, works or services specified in this Invitation to Tender in accordance with the contractual terms referred to in the Contract Data, as amended by any clarification response issued by the Council before the tender submission date. Your offer must remain open for acceptance for the period stated in the Procurement Process Data.
3. We may at our discretion ask you to extend the period for which your offer remains valid or to reconfirm the validity of your offer after expiry of the initial period of validity. You may at your discretion agree to such a request, or not. If all of those asked to extend the validity of their offer do not agree to do so, we may award the contract to the highest-ranked Applicant which is willing to extend the validity of its offer.
4. We may accept your offer by writing to you awarding the contract, at which point a binding contract will exist between you and us without any need for further formalities.
5. However, without prejudice to the enforceability of the above contract we will require you to execute the contract and any ancillary agreements, and you must do so promptly on request. We will not agree any modification to the contract at this stage.

# Procurement Process Information and Procurement Timeline

* 1. Timetable and information

The procurement timetable, outlined below, is for information and potentially subject to change. The Council reserves the right to amend any aspect of the timetable during the procurement and evaluation process.

|  |  |
| --- | --- |
| ****Information**** | Details |
| ****Procurement reference number**** | NCCT43085 |
| ****Procurement title**** | Norwich Bus Station and Park and Ride Sites |

|  |  |
| --- | --- |
| **Date contract notice dispatched to publisher** | Monday 7 July 2025 |
| **Procurement procedure** | Competitive Flexible procedure as defined in the Procurement Regulations 2024 |

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| --- | --- |
| **Deadline for clarification questions.** | Wednesday 30 July 2025 at 11am |
| **Date and time for return of Initial Invitation to Tender** | Monday 11 August 2025 at 11am |
| **Anticipated date for issue of Invitation to Participate in Dialogue; inform unsuccessful Applicants** | Wednesday 10 September 2025 |
| **Anticipated dates for Dialogue** | 30 September and 1, 2, 3 October |
| **Anticipated date for issue of Invitation to Final Tenders** | 13 October 2025 |
| **Date and time for return of Final Tenders** | 11:00 UK time on 14 November 2025 |
| **Expected date for issuing Contract Award notice and for standstill period to commence** | Friday 12 December 2025 |
| **Expected date for standstill period to finish** | Midnight UK time on Tuesday 23 December 2025 |
| **Contract Award** | From Wednesday 24 December 2025 |
| **Contract Commencement** | Sunday 5 April 2026 |

|  |  |  |
| --- | --- | --- |
| **Contracting Authority’s name and address** | | Procurement Sourcing Team  Norfolk County Council  Floor LG County Hall  Martineau Lane  Norwich NR1 2DH  United Kingdom  **DO NOT SEND ANY CORRESPONDENCE BY POST** |
| **Correspondence** | | All correspondence and clarifications regarding the procurement should go through In-Tend: <http://In-Tendhost.co.uk/norfolkcc> |
| **Confidentiality Agreement** | The Confidentiality Agreement must be signed and either scanned and submitted through In-Tend correspondence or posted to the address above. | |
| **Public Services (Social Value) Act 2012** | The Authority has concluded that it is not appropriate to consult on social value in respect of this procurement, because it is implicit in the service. | |
| **Address for submission of tender documents** | | All tenders must be submitted via the In-Tend portal. |
| **Period for which offers must remain open for acceptance** | | 90 days from the tender submission deadline |
| **Award decision and standstill process** | | The Council shall have no obligation to Applicants concerning debriefing beyond those contained in the Procurement Regulations 2024. The Council will observe a standstill period and will not enter into a contract until after midnight on the eighth working day from when the contract award notice has been published. |

* 1. Competitive Flexible procedure

**We reserve the right during subsequent stages of the Competitive Flexible procedure to refine the award and or assessment criteria, and may alter the relative importance of the award and or assessment criteria.**

**We also reserve the right to amend the stages of the Competitive Flexible procedure where further stages are required to come to a fuller understanding between parties of the scope or requirement or other such necessary elements, or where fewer stages are required due to early mutual understanding between all parties.**

**Any amendments will be communicated in full.**

# Contract Data

* 1. Contract information

|  |  |
| --- | --- |
| ****Contract information**** | Details |
| **Conditions of contract** | As set out in Form D |
| **Contract commencement date** | The contract will commence on the day we send you our formal award letter accepting your tender. |
| **Required Service Commencement Date** | Monday 1 April 2026 |
| **Term** | 60 months from the Required Service Commencement Date |

|  |  |  |
| --- | --- | --- |
| **Contract extensions** | The Contract may be extended by up to 60 months at the Council’s discretion. | |
| **Permits, consents and licences** | | As set out in Form D |
| **Required insurances and limits of liability** | | As set out in Form D |

* 1. TUPE and Pensions

You will be sent TUPE data when we have received a signed confidentiality agreement.

# Receipt and evaluation of Applications by the Council

General

* 1. We will admit, evaluate and where appropriate reject Applications reasonably, impartially and as set out below. We make no other commitments concerning our admission, evaluation or rejection of Applications.
  2. New and forgotten documents may not be able to be considered after the tender deadline has passed.

Clarification

* 1. It is your responsibility to make sure that your Application is clear, complete and unambiguous. We may ask you to clarify your answers provided that in our judgment this does not adversely affect the integrity and fairness of the exercise, but we are not obliged to do so and other bidders may be notified that clarifications have been sought and what it was regarding.

The Public Services (Social Value) Act 2012

* 1. Social value considerations have been included in the specification for this contract but are not used as evaluation criteria.

Compliance with Instructions to Applicants

* 1. You must comply with the Instructions to Applicants or you risk your Application being rejected.

Grounds for exclusion (Form B)

* 1. If any of the grounds for exclusion set out in Form B applies, we will normally reject your Application (and tell you that we have done so).
  2. If any bidder appears on the Government’s debarment list, that supplier will be excluded.
  3. Exceptionally, and in accordance with any relevant legislation, we may exercise our discretion and permit your Application to be considered if any of the discretionary grounds for exclusion apply.

Compliance with minimum standards (Form C)

* 1. We will check that you have provided, in your answers on Form C, evidence that you meet the minimum standards set out there. We will not be able to further consider your application if in our opinion you do not meet the minimum standards.

Willingness and ability to comply with contractual requirements (Form D)

* 1. We will check that you have confirmed that you can enter into the contract under the specified terms and conditions (without modification) and hold appropriate levels of insurance (or are willing to obtain it).

Form E (not used)

Award of Overall Quality Score (Form F)

* 1. For each question in Form F, we will award a mark based on the Descriptors stated in the Evaluation Data (unless we state, on Form F, that we are using different descriptors for that question).
  2. Each question in Form F is weighted. The weightings are set out in the Evaluation Data.
  3. The score for each question will be divided by the maximum possible score for that question and then multiplied by the individual weighting to give a weighted score.
  4. For example, if a score of 3 out of 5 is given and the question is worth 10% of total marks (3/5\*10), then the weighted score will be 6.
  5. We will sum the weighted Scores to give an Overall Quality Score.

Quality Threshold

* 1. We will reject any tender which does not achieve an Overall Quality Score greater than or equal to the Quality Threshold stated in the Evaluation Data.

Abnormally low tenders

* 1. We may reject tenders which we consider to be abnormally low, having first followed any statutory process which applies.

Award of Price Score (Form G)

* 1. Price marks will be awarded as follows:
* After excluding any abnormally low bids, the bid with the lowest price will be allocated the maximum number of weighted points. Other tenders being awarded marks in proportion to this price, so that for example a total price that is 30% more expensive will receive 30% fewer marks, one that is 60% more expensive will receive 60% fewer marks etc.
  1. A total of 70% of the overall score is allocated to Price.
  2. We will exclude from the final calculation of Price Scores any tender which has been rejected.

Combining Overall Quality and Price Scores

* 1. To give a Total Score out of one hundred, the Overall Quality Score will be added to the Price Score.
  2. In the event of a tie, the tied bidders will be asked to submit a revised price by a given deadline.

Award of contract

* 1. We will (subject to our right not to make an award at all) first make a provisional award to the Applicant achieving the highest Total Score. The standstill period will commence when we publish the contract award notice.
  2. Our contract award decision is not binding on us and we may decide not to enter into the contract at all or, in the event of an error or misjudgement being identified, change our award decision prior to entering into a contract. Our award of the contract, communicated to the Applicant by us in writing, will constitute acceptance of the Applicant’s offer and a binding contract will then exist between us and the Applicant on the terms set out in this Invitation to Tender. We may though require the successful Applicant to execute a written agreement between us.
  3. If the successful Applicant cannot or will not perform the contract, we may award the contract without further competition to the next-ranked Applicant which is willing and able to perform the contract, but only on the basis of that Applicant’s offer and the terms set out in this Invitation to Tender.
  4. We will check whether you have signed the declaration in Form Z as part of the evaluation process. If the declaration is not signed, we will be unable to award you a contract.

# Evaluation Information

|  |  |
| --- | --- |
| ****Evaluation information**** | Where |

|  |  |  |
| --- | --- | --- |
| **Grounds for exclusion** | | As set out in Form B |
| **Minimum standards including technical and professional capacity** | As set out in Form C | |
| **Willingness and ability to comply with contractual requirements** | As set out in Form D | |

|  |  |
| --- | --- |
| ****Award Criteria - Weightings for quality and price**** | |
| **Overall Price weighting** | 70% |
| **Overall Quality weighting** | 30% |
| Total | 100% |

**Weighting of quality questions applicable (Form F1)**

|  |  |  |
| --- | --- | --- |
| ****Reference**** | ****Subject area**** | ****Weighting as a percentage of the marks available**** |

|  |  |  |
| --- | --- | --- |
| C1 | **Previous Experience** | **Pass/Fail – No Weighting** |

**Weighting of quality questions (Form F2)**

The weightings of the scored quality questions are set out below:

|  |  |  |
| --- | --- | --- |
| ****Reference**** | ****Subject area**** | ****Weighting as a percentage of the marks available**** |
| **F2.1** | **TUPE** | **Pass/ fail** |
| **F2.2** | **Contract Delivery** | **5** |
| **F2.3** | **Contract Management** | **4** |
| **F2.4** | **Mobilisation** | **2** |
| **F2.5** | **Maintenance and Repairs** | **5** |
| **F2.6** | **Reporting** | **2** |
| **F2.7** | **Business Continuity** | **3** |
| **F2.8** | **Health and Safety** | **5** |
| **F2.9** | **Quality Assurance** | **2** |
| **F2.10** | **Environmental** | **2** |
| **F2.11** | **Information for Dialogue** | **For information only** |

|  |  |  |
| --- | --- | --- |
| **Total** |  | **30%** |
| **Quality threshold**  **(minimum acceptable overall quality score)** | | 20 marks out of 45 |

**Descriptors for the award of quality marks**

|  |  |
| --- | --- |
| **The mark to be awarded is that for which the descriptors most closely match the tenderer’s response** | **Mark awarded** |
| An excellent response that is realistic, appropriately detailed and specific. Any weakness is immaterial and:   * the approach embodies accepted good practice in all material respects and offers excellent levels of (as appropriate) functionality, performance, environmental performance, ease of use and other relevant characteristics; * the response is tailored to the requirement wherever relevant and, where relevant, to specific circumstances; * all material aspects of the question are fully answered, and the approach described fully meets all material aspects of the requirement; * where relevant the proposal is ambitious in terms of outcomes, and sets out a convincing, coherent and evidence-based approach to achieving the outcomes claimed; and * where relevant, the organisation, capacity, qualification and experience of staff assigned to performing the contract are excellent. | 5 |
| A good response that is realistic, appropriately detailed and specific and with only minor weaknesses, where:   * the approach generally embodies accepted good practice and offers good levels of (as appropriate) functionality, performance, environmental performance, outcomes, ease of use and other relevant characteristics; * with minor or no exceptions, the response is tailored to the requirement where relevant and, where relevant, to specific circumstances; * all material aspects of the question are fully answered, and the approach described meets the material aspects of the requirement, with no or minor exceptions; * where relevant the proposal seeks to deliver a good level of outcome, and sets out a convincing, coherent and evidence-based approach to achieving the outcomes claimed; and * where relevant, the organisation, capacity, qualification and experience of staff assigned to performing the contract are good, with only minor deficiencies. | 4 |
| A satisfactory response that is realistic in all material respects, and that is at least sufficiently detailed and specific to give general clarity about what is to be delivered and how. There are some weaknesses, but all of the following requirements are met:   * the approach does not materially conflict with accepted good practice and generally offers acceptable levels of (as appropriate) functionality, performance, environmental performance, ease of use and other relevant characteristics; * all material aspects of the question are fully answered, and the approach described meets the material aspects of the requirement, with no or minor exceptions; * while the response may be somewhat generic, it is not inappropriate to the specific circumstances or too high-level to give reasonable clarity and confidence; * where relevant the proposal seeks to deliver acceptable outcomes, and sets out a reasonably convincing, coherent and evidence-based approach to achieving the outcomes claimed; and * where relevant, the organisation, capacity, qualification and experience of staff assigned to performing the contract are generally acceptable. | 3 |
| A rather deficient response that is not of a sufficient standard to meet all the bullet points set out above for a score of ‘3’ but that is not considered so unsatisfactory as to raise serious doubts as to the prudence of entering into a contract incorporating the response, as further described in the descriptor below for a score of ‘1’. | 2 |
| A response which shows **some or all** of the following characteristics such that in the round a prudent contracting authority would have serious doubts about entering into a contract incorporating the response:   * there being insufficient detail or specificity to be clear, wholly or for a material aspect of the requirement, what is to be delivered and how; * the approach materially conflicting with accepted good practice and/or failing to offer acceptable levels of (as appropriate) functionality, performance, environmental performance, ease of use or other relevant characteristics; * material parts of the question(s) not being answered or material parts of the response being unrealistic or the approach described, in some material respect, appearing not to meet the requirement or not to comply with the law; * the approach described appearing, in some material respects, not to deliver expected levels of (as appropriate) functionality, performance, environmental performance, ease of use or other relevant characteristics; * the approach conflicting with accepted good practice in some material respects; * the approach being in material part inappropriately generic or a poor fit with the specific circumstances or context; * the approach being unacceptably unambitious in terms of outcomes or the approach to achieving the claimed outcomes being materially unconvincing; and/or * where relevant, the organisation, capacity, qualifications and/or experience of staff assigned to performing the contract not reaching the expected levels in some material respects.   **If any response receives a score of ‘1’, the entire submission will be rejected** | 1 |
| No response or a response with insufficient content to allow meaningful evaluation or a fundamentally unrealistic response or a clearly unacceptable response where the weaknesses, individually or in aggregate, are fundamental.  **If any response receives a score of ‘0’, the entire submission will be rejected** | 0 |

**When evaluators are reviewing your response, they will be considering the following points, as relevant to the question.**

* Detail, completeness and specificity
  + How detailed is the answer about what is to be delivered and how?
  + Are all aspects of the question covered?
  + Is the answer sufficiently specific and, where relevant, tailored to the requirement and the context?
* Is the proposal realistic – for example in (as relevant) timescales, resourcing, identification and mitigation of risks and obstacles, and if relevant stakeholder engagement, cultural fit and/or technical approach?
* Does the proposal accord with good practice?
* Does the proposal meet the requirement in all material respects?
* Is the proposal suitably ambitious in terms of outcomes, and to what extent does it set out a convincing, coherent and evidence-based approach to achieving the outcomes claimed?
* As relevant, the functionality, performance, environmental performance, ease of use and other relevant characteristics provided by the proposal
* Where relevant to the question, evaluate the organisation, qualification and experience of staff assigned to performing the task. For example:
  + Is the structure appropriate to the service to be delivered?
  + Is the balance of front-line, management and support staff appropriate?
  + Are key staff suitably qualified and experienced?

|  |  |
| --- | --- |
| Descriptors for scoring pass/fail questions in Form F | Score |
| The response shows one or more of the following features:   * there is insufficient detail or specificity to be clear, wholly or for material aspects of the requirement, what is to be delivered and how * material parts of the question are not answered or material parts of the response are unrealistic or the approach described, in some material respects, appears not to meet the requirement * the approach conflicts with accepted good practice in some material respects * the approach is in material part inappropriately generic or a poor fit with the specific circumstances or context * where relevant, the organisation, qualification and experience of staff assigned to performing the contract do not reach the expected levels in some material respects | Fail |
| The response shows the following features:   * is realistic and is at least sufficiently detailed and specific to give general clarity about what is to be delivered and how * the approach does not materially conflict with accepted good practice * material aspects of the question are sufficiently answered * where relevant, the organisation, qualification and experience of staff assigned to performing the contract are at least generally acceptable | Pass |

# Important legal notice

**No implied contract**

* 1. Norfolk County Council (“the Council” or, where the context so requires, “We”) does not make any binding commitment to actual or potential tenderers (“Applicants” or, where the context so requires “you”) or to any other party about its conduct of this procurement exercise, other than to abide by its statutory obligations and the express terms of this Important Legal Notice.

**Acceptance of conditions**

* 1. Any Applicant who participates in this procurement exercise shall be deemed to accept the above condition and the conditions set out below. These conditions form the entire understanding between the parties about the conduct of the tender exercise.
  2. The Council will not accept any change to the terms of this legal notice and in the event that any Applicant submits any tender or notice which seeks to change these conditions the purported change shall be void, even if the Council considers the Applicant’s completed request to participate or tender.

**Communications, information and notices**

* 1. Applicants shall not, in connection with this procurement exercise, rely on any communication from the Council (including without limitation any notice published by the Council and any information published on any web site) unless it specifically states that it concerns this procurement exercise. Applicants shall not rely on any communication which is not in writing.
  2. Information supplied by the Council is subject to constant updating and amendment in the future and is necessarily selective and is supplied for general guidance in the preparation of tenders. It does not purport to contain all of the information which Applicants may require and Applicants must satisfy themselves by their own investigations about the accuracy of such information.
  3. The Council has taken reasonable steps to ensure, as at the date of each document supplied by the Council in connection with this procurement (“Procurement Document”), that the facts which are contained in or provided with each such document are true and accurate in all material respects. But the Council does not make any representation or warranty as to the accuracy or completeness of the Procurement Documents, or the reasonableness of any assumptions on which they may be based. The Council accepts no liability to Applicants however arising, whether resulting from the use of the information provided, or from any omissions from or deficiencies in the information. As such, the Council cannot accept responsibility for any inaccurate information obtained by Applicants.
  4. Any notice from any person in connection with this procurement exercise must be sent to the Contact Name and Address stated in the Procurement Process Data below in accordance with the relevant timescales.

**Amendments to the procurement process**

* 1. The Council may at its sole discretion change any aspect of, or stop this procurement exercise at any point and if it stops the exercise (or the procurement of any lot or lots therein) need not provide any Applicant with the scores allocated in any marking exercise already undertaken or the reasons for the allocation of those scores.

**Applicants’ costs**

* 1. The Council will not under any circumstances be liable to pay Applicants for any costs incurred as a result of their participating in this procurement exercise.

**Standstill period and contract award notice**

* 1. The Council shall have no obligation to Applicants concerning debriefing beyond those contained in the Procurement Regulations 2024. The Council will observe a standstill period and will not enter into a contract until after midnight on the eighth working day beginning with the day when the contract award notice is published.
  2. Applicants hereby agree that they will not reveal the Council’s provisional award decision to any person (other than staff, Directors, trustees or professional advisers who have a need to know) until the completion of the standstill period, and that they will place a similar obligation on any person to whom they notify the Council’s provisional decision.

**Confidentiality, Freedom of Information and Intellectual Property**

* 1. The Council is subject to laws about access to information including the Freedom of Information Act 2000, the Environmental Information Regulations 2004, the Audit Commission Act 1998 and the Procurement Act 2023. The Council may – despite any claim made by any Applicant that any information is given in confidence or is confidential in nature – be required to release any information it holds in accordance with the law, subject to the Council’s discretion concerning any applicable exemption or the application of any public interest test. It is important to note that information may be commercially sensitive for a time – for example, during a tender process – but afterwards some of that information it may not be, while other information may remain commercially sensitive for a longer period. The timing of any request for information may be extremely important in determining whether or not information is exempt. Applicants should note that no information is likely to be regarded as exempt forever.
  2. The Council does not in general consider the identities of the successful bidder or of unsuccessful bidders to be commercially confidential. It
  3. will publish the details of the successful bidder(s) as required by the Procurement Regulations 2024 and the Local Government Transparency Code;
  4. will provide unsuccessful bidders with a copy of successful bidders’ assessment summaries, redacted only to the extent that they contain information that is sensitive commercial information and where there is an overriding public interest in its being withheld from publication or other disclosure;
  5. will publish such details of unsuccessful bidders as are required by Regulation 27 of the Procurement Regulations 2024; and
  6. may release the identity of unsuccessful bidders in response to FOI requests without consultation with the bidders concerned once the contract has been awarded.
  7. Any working documents produced by the Council in the course of evaluation shall remain confidential to and the property of the Council and need not be retained by the Council.
  8. All intellectual property rights in the Procurement Documents and all materials provided by the Council or its professional advisers, consultants or information providers in connection with this tender and tender process are and shall remain the property of the Council and/or its professional advisers, consultants and/or information providers. The information they contain shall be used only for the purpose of preparing a tender and delivering any resulting contract.
  9. The contents of the Procurement Documents together with all other information, materials, specifications or other documents provided pursuant to or in the course of this procurement exercise, or prepared by the Applicants specifically for such purposes, shall be treated at all times as confidential by the Applicants unless put in the public domain by the Council. Applicants may not disclose any such information, materials, specifications or other documents to any third parties or to any other part of the Applicant´s company or group or use them for any purpose other than for the preparation and submission of responses to the Procurement Documents. Applicants may not publicise the Council’s name or the tender without the prior written consent of the Council.
  10. Applicants must seek the approval of the Council before providing to third parties any information provided in confidence by the Council and shall ensure that all third parties to whom disclosure is made shall keep any such information, materials, specifications or other documents confidential and not disclose them to any other third party except as set out above.

**Collusion, canvassing, bribery and corruption**

* 1. Applicants shall not enter into any agreement or arrangement with any other person with the intent that the other person shall refrain from responding to the procurement exercise or submit an excessively high price or an otherwise unattractive or non-compliant offer nor enter into any price-fixing agreement with any other person in respect of this procurement process.
  2. Applicants shall not, in connection with this procurement process or the proposed contract:
  3. offer any inducement, fee or reward to any officer or member of the Council;
  4. do anything which would constitute a breach of section 117(2) of the Local Government Act 1972 or of the Bribery Act 2010; or
  5. canvass any officer or member of the Council in connection with the response/tender about any aspect of the proposed contract or for soliciting information in connection therewith.
  6. If any Applicant or any employee of any Applicant or any third party acting on behalf of any Applicant commits an act detailed in clauses 9.18 or 9.19 or offers, promises or gives any bribe or inducement or makes any improper threat or colludes (or offers or agrees to collude) with any other Applicant in connection with this procurement exercise then, in addition to any criminal sanction such conduct may attract, the Council may:
  7. immediately exclude that Applicant’s offer from consideration;
  8. exclude that Applicant from future procurement exercises;
  9. terminate any contract entered into with that Applicant; and
  10. recover from that Applicant the reasonable costs of re-running this procurement exercise and any consequential losses (including loss of anticipated savings) which result from any delay in letting a contract.
  11. If any person approaches any Applicant seeking any bribe or making any offer to collude in respect of this procurement exercise, that Applicant is to contact the Council’s Head of Law immediately.



**Norwich Bus Station and Park and Ride Sites**

NCCT43085

INVITATION TO INITIAL TENDER

TO BE COMPLETED AND RETURNED BY APPLICANT

Form A: Details of Applicant

**Applicants are to edit the header of this form to insert their name at the top of every page.**

**You must be registered on the government’s Central Digital Platform,** [Find a Tender Service](https://www.find-tender.service.gov.uk/)**, or we will not be able to accept your bid.**

**Form A is split into different parts.**

**Part 1 of Form A is information relevant to the procurement.** If you are tendering with other key suppliers that you will be reliant on to deliver the contract, please complete a copy of Part 1 for each organisation taking part, including their Central Digital Platform (Find a Tender Service) share code.

## Part 1 – basic details

|  |  |
| --- | --- |
| Name of person or organisation tendering |  |
| Trading as… |  |
| Find a Tender Service share code |  |
| Are you bidding in conjunction with another supplier? | Answer ‘yes or no’ |
| If yes, who is the lead bidder? |  |

|  |  |  |
| --- | --- | --- |
| **Person managing bid** | | |
| Ms, Mr, etc |  | |
| Name |  | |
| Address |  | |
| Postcode |  | |
| Country |  | |
| Phone |  | |
| Mobile |  | |
| **Director, partner or trustee overseeing bid** | | |
| Mr, Ms, etc |  | |
| Name |  | |
| Address |  | |
| Postcode |  | |
| Country |  | |
| Phone |  | |
| Mobile |  | |
| **Registered office address** | | |
|  | | |
|  | | |
|  | | |
| Postcode |  | |
| Country |  | |
| **Applicant’s registration number, as applicable** | | |
| Company registration no. | |  |
| Charity registration no. | |  |
| VAT registration no. | |  |
| Other registration no. | |  |
| **Group structure (as applicable)** | |  |
| Name of immediate parent organisation | |  |
| Company registration number | |  |
| Name of ultimate UK holding company | |  |
| Company registration number | |  |
| Name of ultimate parent organisation | |  |
| Country | |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **Company size** | | | |
| Are you an SME? (yes/no) | |  | |
| **Type of organisation (select one box only)** | | | |
| Sole Trader |  | Public sector |  |
| Partnership (Unincorporated) |  | Private Company |  |
| Limited Liability Partnership (‘LLP’) |  | Public Limited Company |  |
| Private Co. Limited by Guarantee |  | VCSE, please select:  Choose an item. | |

**Part 2 is information relevant to contract management if you were to be successful and is non-mandatory but useful if we have a quick award-to-contract-commencement process.**

## Part 2 – contract management

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Role | Name | Phone | Mobile | Email |
| Contract manager |  |  |  |  |
| Ordering/referral |  |  |  |  |
| Contract queries |  |  |  |  |
| Invoice queries |  |  |  |  |
| Emergency out of hours contact |  |  |  |  |

**If you are not an existing NCC supplier, please complete the BACS form below. We will only pay by BACS transfer.**

|  |  |
| --- | --- |
| Bank Details | |
| Account Type |  |
| Name of Bank |  |
| Address of Bank |  |
| Sort Code |  |
| Account Number |  |
| Building Society Roll Number |  |
| Name the account is held in |  |

**Part 3 must be completed as part of your Tender if you are bidding as part of a consortium or propose a prime and sub-contractor relationship to deliver the contract.**

## Part 3 – delivery structure

If you intend to form a consortium or sub-contract key elements of the services please provide details of the consortium members/sub-contractors who will play a significant role, by providing a brief description of your proposed business structure, including a “family tree” to illustrate the relationship between members of the consortium or prime and sub-contractors that you will be reliant on to deliver the contract, so it is clear who the lead applicant is and what role all members play and the amount of work being delivered by each sub-contractor and the key contract deliverables each sub-contractor will be responsible for.

Responses must enable the Council to assess the overall service proposed and whether the business structure proposed, and any consortium arrangement, is appropriate for this service. Please specify the roles and services to be fulfilled by the Applicant and the services to be delivered by each sub-contractor or each consortium member. We will judge the structure against the pass/fail criteria at the bottom of Form C and if we do not believe the structure to be suitable, we may reject the tender (maximum 2 pages of A4 + diagram).

**Sub-contractors that you rely on to deliver the contract must be registered on the government’s Central Digital Platform,** [**Find a Tender Service**](https://www.find-tender.service.gov.uk/)**, or we will not be able to accept your bid.**

Please note that you do not need to complete this if you are not reliant on a sub-contractor or are using a sub-contractor that would be straightforward to replace.

Form B: Grounds for exclusion

* **Applicants are to reproduce this Form B, retaining the question text and question numbering, and return it as part of their submission. Applicants are to answer all questions.**
* Applicants must edit the header of this section to insert their name at the top of every page of the forms so that it is clear to evaluators whose bid is whose.
* **Please do not append any documents unless specifically requested below.**
* If you cannot answer ‘yes’ to every question below it is very unlikely that your **Tender** will be accepted, and you should contact us for advice before completing this form.
* Please see section 4.4 of this Tender document for how this Form B should be completed if you are bidding as a lead contractor with sub-contractors or as a consortium.
* Applicants and any sub-contractor or member of a consortium who are also completing Form B must complete the self-declarations in relation to this Form B on behalf of all connected persons and entities, in accordance with The Procurement Act 2023 and the Procurement Regulations 2024.

## **B.1 Mandatory Grounds for Exclusion**

**We certify that we are registered on the Government’s Central Digital Platform, Find a Tender Service, and that we are not considered an excluded supplier under any of the provisions in** [**Schedule 6 of the Procurement Act 2023**](https://www.legislation.gov.uk/ukpga/2023/54/schedule/6)**.**

Yes

No

**If you have answered “no”, please provide an explanation below.**

## **B.2 Discretionary Grounds for Exclusion**

**We certify that we are registered on the Government’s Central Digital Platform, Find a Tender Service, and that we are not considered an excludable supplier under any of the provisions in** [**Schedule 7 of the Procurement Act 2023**](https://www.legislation.gov.uk/ukpga/2023/54/schedule/7)**.**

Yes

No

**If you have answered “no”, please provide an explanation below.**

## **B.3 Sub-contractors**

**We certify that the subcontractor(s) we rely on to deliver this contract are, or will be by contract award, registered on the Government’s Central Digital Platform, Find a Tender Service, and are not an excluded supplier(s) under any of the provisions outlined in B.1.**

Yes

No

**If you have answered “no”, please provide an explanation below.**

**We certify that the subcontractor(s) we rely on to deliver this contract are, or will be by contract award, registered on the Government’s Central Digital Platform, Find a Tender Service, and are not an excludable supplier(s) under any of the provisions outlined in B.2.**

Yes

No

**If you have answered “no”, please provide an explanation below.**

Please note that we will verify the information provided on this Form B with the Central Digital Platform.

We reserve the right to ask you to replace any sub-contractors that you are relying on to deliver the contract that are excluded or excludable suppliers.

Form C: Compliance with minimum standards

* **Applicants are to reproduce this Form C retaining the question text and question numbering and return it as part of their submission. Applicants are to answer all questions.**
* Applicants must edit the header of this section to insert their name at the top of every page of the forms so that it is clear to evaluators whose bid is whose.
* **Please do not append any documents unless specifically requested below.**
* **Responses to this Form C will be evaluated against the criteria at the end of the Form.**

## **Technical or Professional ability**

Our minimum standards for technical or professional ability are that Applicants have the experience, capabilities and qualifications set out in the questions below and are able to provide satisfactory references as evidence of their relevant track record. Please complete each question as instructed.

**Norwich Bus Station Operational Management and Site and Premises Maintenance & Facilities Management and Maintenance of the Norwich Park and Ride Sites**

We need to be satisfied that your organisation has previous relevant experience in providing similar services.

* 1. **Do you have a proven track record and extensive knowledge and experience in providing the following to Local Authorities or other large organisations within the last 3 years:**
* Experience of operational management within the public transport sector\*.
* Experience of provision of a face-to-face customer facing helpdesk
* Experience of managing a contract with responsibility for delivering hard and soft facilities management, managing statutory health and safety responsibilities, provision of security and maintenance on a publicly accessible site.

\*For the purposes of this tender, references to public transport have the following meaning ‘a system of vehicles such as buses and trains that operate at regular times on fixed routes and are used by the public’.

Yes

No

If yes **please provide detailed evidence** of your organisation’s relevant experience, including details of previous clients and projects (maximum 500 words). If no, please explain how you think that skills you have acquired may be transferrable to this work. Please note that if you cannot evidence a proven track record and extensive knowledge of providing the services set out above, your application will fail.

Please do not use framework agreements as examples, it must be a specific contract.

For consortium bids, or where you have indicated that you are relying on a subcontractor in order to meet the technical and professional ability, you should provide relevant examples of where the consortium/ particular member/ subcontractors have delivered similar requirements.

**Answer below** (maximum 500 words)

## **References**

Applicants must have experience of providing the services they are applying to provide. Therefore, we require details of two people that can provide references, from organisations for whom you have provided services of a similar scope to the requirements within this procurement in the last 3 years. If applying as a consortium, we require each member to supply details of two referees. **Failure to provide two eligible referees** **may result in disqualification**

|  |  |  |
| --- | --- | --- |
| **Reference information** | **Referee 1** | **Referee 2** |
| Customer Organisation: |  |  |
| Customer contact name: |  |  |
| e-mail: |  |  |
| phone number: |  |  |
| Date contract awarded: |  |  |
| Contract reference and brief description: |  |  |
| Total contract value in GBP(£): |  |  |
| Contract length in years: |  |  |

Scored as a pass/fail. If you are unable to provide satisfactory referees we will not take your application further.

## Economic and financial standing

The information provided will be used to assess your Organisation’s financial standing.

**Our minimum standards for economic and financial standing are that:**

* Applicants comply with regulatory requirements relating to the filing of statutory accounts
* Applicants’ statutory accounts (if any) have received a ‘clean’ audit opinion or, where the audit opinion is qualified, suitable, appropriate and timely action has been taken to deal with the issues raised;
* The financial aspects of Applicants’ organisations (including but not limited to the payment of creditors) are properly managed;
* Applicants’ organisations are financially sustainable, including adequate liquidity, profitability, balance sheet strength and cash flow.

**Checks and review:**

1. We will first check that your statutory accounts (where you are required to file them) have been filed on time. If they are overdue, we will seek an explanation from you and, if no acceptable explanation is forthcoming, we will not take your application further.
2. We will make checks with a credit rating agency and, if there are any adverse reports (such as High Court writs, County Court Judgements, or qualifications to your auditor’s report) we will seek an explanation from you. If no acceptable explanation is forthcoming, we will not take your application further.
3. Subject to (1) and (2) above we will review the information provided and publicly available information and will consider whether there are “warning signals” which, taken together, indicate significant cause for concern about your financial stability. These may include:
4. falling cash levels
5. falling profit margins
6. increasing overdraft with static turnover
7. major reductions in staffing
8. increasing employment with static turnover
9. increasing debtor and creditor days
10. larger increases in creditors than debtors
11. deteriorating liquidity
12. over-reliance on short term debt
13. high gearing
14. unsatisfactory results of ratio analysis
15. increasing pension liabilities
16. heavy write-offs of foreign or subsidiary holdings
17. late filing of accounts
18. qualified accounts
19. profit warnings
20. County Court Judgements (CCJs)
21. poor credit ratings
22. unusual accounting policies
23. changing auditors and bankers
24. debt rating downgrades/alerts
25. concerns raised by investment bank prospect reports
26. adverse press reports.

We may seek further information or explanation from you about any such matter.

**Information required:**

The following financial information is required to be provided and an assessment will be undertaken to produce a summary profile of your organisation’s financial condition and that of its ultimate parent (if applicable).

If you have changed your legal identity during the last two years, please provide accounts for both old and new identities.

A qualitative assessment will be used to identify the level of risk presented by your organisation the results of which will be categorised either as a Low Risk, Medium Risk or High Risk.

The Council may seek further information from any Applicant about their economic and financial standing during the evaluation.

The Council may also ask any Applicant whether it is willing to offer a financial guarantee (such as a parent company guarantee or ultimate holding company guarantee) and/or a performance bond and/or any similar instrument and may take into account the comfort offered by these instruments in its assessment of whether financial risk is ‘high’.

**In order to meet minimum standards your organisation must be categorised as either a ‘low’ or ‘medium’ risk. Applicants categorised as a ‘high’ risk will be eliminated and their application will not be taken further.**

1. Please provide a copy of the audited accounts at I for the most recent two years. If this is not available please provide one or more of ii, iii or iv to demonstrate your economic/ financial standing. Please indicate which items you have attached to your bid by ticking “yes” or “no” in the relevant box.
2. A copy of the audited accounts for the most recent two years.

Yes

No

1. A statement of the turnover, profit and loss account, current liabilities and assets, and cash flow for the most recent year of trading for this organisation.

Yes

No

1. A statement of the cash flow forecast for the current year and a bank letter outlining the current cash and credit position.

Yes

No

1. 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).

Yes

No

1. Have you complied with regulatory requirements relating to the filing of statutory accounts, including filing accounts on time?

Yes

No

**If you have answered “no”, please provide an explanation below**

1. Where the Council has specified a minimum level of economic and financial standing and/or a minimum financial threshold within the evaluation criteria for this **tender,** please self-certify by answering ‘Yes’ or ‘No’ that you meet the requirements set out here.

Yes

No

**If you have answered “no”, please provide an explanation below**

1. Where the audited accounts (if any) provided do not cover the most recent full financial year (or part financial year if you have been trading for less than one financial year), please provide a statement of your turnover, profit & loss and cash flow for that financial year (or part year if full year not applicable) and an end period Balance Sheet, or a draft set of accounts.
2. Where a Consortium or Association is proposed, the information is requested for each member company.

**Evaluation**

For each candidate we will prepare an analysis stating a summary score, from 1 to 3, as follows

1 – High risk Unacceptable financial risk

2 – Medium risk Some concerns but acceptable

3 – Low risk No material concerns

and a summary justification for the score given, reflecting reasoned professional judgment, where an Applicant receives a score of 1.

Parent Companies will not be reviewed unless a company fails its initial assessment.

We will eliminate Applicants who score 1.

## Modern Slavery Act

If you have an annual turnover of at least £36 million and are a relevant commercial organisation as defined in the Modern Slavery Act 2015, please confirm that you have published a statement and that you meet the requirements of Section 54 and any guidance issued under Section 54 of the Modern Slavery Act 2015.

Yes

No

N/A – our turnover is less than £36 million and we are not a relevant commercial organisation as defined in the Modern Slavery Act 2015.

If you cannot answer yes to this question where you have an annual turnover of at least £36 million and are a relevant commercial organisation as defined in the Modern Slavery Act 2015, your tender will be rejected.

## Health and Safety

The Council needs to be confident that Applicants have a good track record of managing Health and Safety both for their own organisation and the public, and organisations should be able to demonstrate they have previous experience in undertaking the type of work involved safely. In order to demonstrate this please answer the following questions.

The Council reserves the right to seek further information from any Applicant to support the statements provided below, including but not limited to requesting copies of relevant policies and procedures, method statements and copies of risk assessments for this type of work, and verifying that any stated sub-contractors meet the same standard.

**The criteria at the end of this Form C will be used to evaluate the responses to each of the questions in this section. If you do not pass this part of the evaluation, your** tender will be rejected.

* Please limit each response to a maximum of 500 words.
* **The responses to these questions will be evaluated by Norfolk County Council’s Health and Safety team.**

1. If your work involves activity where registration or licensing with a statutory body is required, please provide details of e.g. the date of the last inspection by CQC and the outcome; or details of how your employees meet competency requirements for gas and electrical safety or licensed asbestos work.

Where there are no relevant regulatory bodies for your work, please state Not Applicable.

**Answer below**

1. In relation to your business, please give details of any pending or completed prosecutions and prohibition or improvement notices served by the HSE, EHO or Fire Service and actions taken as a result, over the past three years.

A number of significant incidents will not automatically preclude an organisation from the process, unless the evidence provided about the actions taken is unsatisfactory, or there are enforcement actions for the same type of deficiency.

**Answer below**

1. In relation to your business, please provide the following information for the last three years:

* The number of incidents reported under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)
* A summary of incident details, investigation findings and actions identified to prevent recurrence.

Confirmation that all actions have been implemented

**Answer below**

## Environmental management

1. Has your organisation been convicted of breaching environmental legislation, or had any notice served upon it, in the last three years by any environmental regulator or authority (including local authority) or have any prosecutions pending?

If your answer to this question is “Yes”, please provide details of the conviction or notice and details of any remedial action or changes you have made as a result of conviction or notices served.

The Council will not appoint Applicants that have been prosecuted or served notice under environmental legislation in the last 3 years, unless the Council is satisfied that appropriate remedial action has been taken to prevent future occurrences/breaches

Yes

No

**If your answer to this question is “Yes”, explain below**

1. If you use sub-contractors, do you have processes in place to check whether any of these organisations have been convicted or had a notice served upon them for infringement of environmental legislation?

Yes

No

N/A

**If your answer to this question is “Yes”, explain below**

**Where a written response has been provided to support a “yes” for question 1, it will be scored against the criteria at the end of this Form C. If you do not pass this part of the evaluation, your** tender will be rejected.

|  |  |
| --- | --- |
| Descriptor FOR THE ALLOCATION OF PASS/FAIL scores | Mark awarded |
| The application shows one or more of the following features appropriate to the question:   * Applicant has not provided a response * Applicant provides a response of such a poor standard as to provide no confidence that the Applicant could meet the requirements * Applicant provides no evidence that their experience and/or expertise is relevant to this contract * The Applicant has demonstrated poor industry practice in their response * The Applicant does not hold the required qualification(s), registration(s) or licence(s) in order to perform the contract and will not do so by contract commencement * Supporting documents (where requested) are of insufficient quality, depth or relevance to provide any confidence that the Applicant could meet the requirement. | Fail |
| The application shows, relevant to the appropriate question, that:   * The Applicant has the required experience and/or expertise to provide the service and provides some confidence that they would be able to perform the contract * The Applicant has demonstrated that they have the capability to perform the contract * The Applicant has demonstrated that they hold the required qualification(s), registration(s) or licence(s) in order to perform the contract or that they will do so by contract commencement * The Applicant has demonstrated good industry practice in their response * The supporting documents (where requested) are of good quality, relevant and of sufficient depth and demonstrate that the Applicant could meet the requirement. | Pass |

Form D: Willingness and ability to comply with contractual requirements

* Applicants are to reproduce this Form D, retaining the question text and question numbering, and upload it as part of their submission. Applicants are to answer all questions.
* Applicants must edit the header of this section to insert their name at the top of every page of the forms so that it is clear to evaluators whose bid is whose.
* **Please do not append any documents unless specifically requested below.**

D1. Conditions of contract

The following questions are marked as pass/fail, where “yes” is a pass, and “no” is a fail

**D1.1 Terms and conditions**

We are willing to enter into a dialogue process and follow the process as laid down in the procurement documents. We are willing to ensure that suitably empowered people are available at key points in the process.

Yes

No

**D1.2 Terms and conditions**

We are willing to enter into an NEC4 Contract

Yes

No

**D1.3 Terms and conditions**

We are willing to lease the Bus Station site.

Yes

No

**D1.4 Insurance**

Please provide details of your organisation’s insurances.

|  |  |  |
| --- | --- | --- |
| Specific minimum insurances | We already hold this insurance (state insurer, policy number, extent of cover and expiry date below) | *Or* We are willing and able to obtain and maintain this insurance if awarded the contract (answer yes below) |
| Employer’s (Compulsory) Liability Insurance = £10,000,000 – on an any one event basis |  |  |
| Public Liability Insurance = £10,000,000 – on an any one event basis |  |  |

Scored on a pass/fail basis: If you do not currently hold and are unwilling or unable to obtain the minimum levels of insurance, your application will be rejected and your tender will be taken no further.

Form F: Quality

* Applicants are to reproduce this Form F retaining the questions and numbering and return it as part of their tender submission. Applicants must answer all questions.
* Applicants must edit the header of this section to insert their name at the top of every page of the forms so that it is clear to evaluators whose bid is whose.
* Applicants’ responses must be clearly legible and in at least 11-point type, on a line spacing of at least 1.2 times the type size.
* The answer to each question must be self-contained. Responses such as ‘see answer to question x’ are not acceptable.
* You should not assume that the evaluators have any prior knowledge of your organisation, its capabilities or the solutions your organisation offers, and you should ensure your responses to each question presume the evaluators know nothing of your organisation, and where relevant your subcontractors, consortium members or partners if you are heavily reliant on a third party in a bid.
* **Please do not append any documents unless specifically requested below.**
* Please ensure all answers are fully referenced to the relevant question.
* The scoring matrix provided in Evaluation Data (Section 8) is to assist evaluators in establishing areas of the proposals that concern them, and those areas that they think are good, and feedback will be provided to all Applicants.
* If 3 bidders or less apply, then the responses to Form F will be used as the basis for dialogue.
* Please ensure that you provide a detailed and full answer.

**Conditions of Participation (Pass/ fail)**

If you are unable to meet the following conditions of participation, your bid will be rejected at this point and evaluated no further.

* Norwich Bus Station Operational Management and Site and Premises Maintenance under a lease agreement
* Facilities Management and Maintenance of the Norwich Park and Ride Sites

Please confirm you are able and willing to provide all of the services required under this Contract as set out in the scope of services.

Yes

No

Pass – If you are willing and able to provide all of the services required as set out in the scope of services, the evaluation will proceed to the scored questions.

Fail - If you are not willing or unable to provide any of the services required as set out in the scope of services, your entire bid will be rejected and scored no further.

**F2.1 TUPE (Pass/fail)**

Bidders should note that for the Contract, it is envisaged that secondary (Supplier to Supplier) TUPE may apply. Bidders shall provide the following:

* Proposed arrangements for dealing with transferring eligible staff, including those with current Local Government Pension Scheme Membership (please see pro forma admission agreement – Appendix 15) and a commitment that the terms and conditions of service for transferring staff will be in line with appropriate legislation.

**Maximum Word Count: 500 words**

**F2.2 Contract Delivery (weighting 5%)**

Please set out how you will deliver the required services. As a minimum your response shall cover:

* Method statements for day-to-day management and administration of the contract and the services contained within.
* Details of the proposed supply chain for this Contract, the services they will provide and how they have been assessed to ensure suitable knowledge and experience.
* Evidence of how the delivery team (both directly employed and sub-contractors) will be managed to ensure quality of service.
* Evidence of long-term collaborative arrangements with the supply chain proposed for this Contract.

**Maximum Word Count: 2000 words**

### F2.3 Contract Management **(weighting 4%)**

Please provide an organogram setting out the roles that will be used to deliver the Contract. This shall include:

* Named Contract Manager including a CV demonstrating relevant skills and experience in the last 3 years.
* Job specifications for the Customer Service Information Desk staff including minimum qualifications and experience.
* An explanation as to how the proposed structure will ensure sufficient resource to deliver the roles required by the Contract.

**Maximum Word Count: 1000 words plus up to 1 side of A4 for the CV and an organogram**

### F2.4 Mobilisation **(weighting 2%)**

Bidders shall provide a bespoke method statement setting out their approach to mobilisation from contract award to commencement of full operations. Bidders shall provide:

* A draft mobilisation plan including a Gantt chart (or similar) showing the key activities to be performed, interdependencies between activities, the allocation of resources where the client’s input is required.
* Details of the proposed structuring and resources for mobilisation.
* Approach to the recruitment of suitably qualified and experienced staff and sub-contractors

**Maximum Word Count: 1000, excluding Gantt chart**

### F2.5 Maintenance and Repairs **(weighting 5%)**

Please provide details of:

1. Your approach to planned maintenance to minimise the levels of reactive repairs required
2. Your approach to scheduling planned maintenance and repairs to minimise disruption to users of the site.
3. How will you ensure assets and buildings are maintained to the required standards in line with the requirements of the contract, best practice and statutory requirements? How will you verify that this is taking place?
4. How will you ensure maintenance and repairs undertaken do not invalidate any warranties for assets or buildings?
5. How will you log maintenance, repairs and statutory work undertaken?
6. How will members of the public be able to report issues relating to cleanliness, health and safety etc.

**Maximum Word Count: 2000 words**

### F2.6 Reporting **(weighting 2%)**

The bidder shall be required to provide regular, robust and informative reporting. Please set out how the data will be made available to the Client.

**Maximum Word Count: 1000 words**

### F2.7 Business Continuity **(weighting 3%)**

The bidder shall set out how they will ensure business continuity in the delivery of the Contract. The response shall include how planned and unplanned absences of customer facing staff will be dealt with to ensure a high level of service is maintained.

**Maximum Word Count: 500 words**

### F2.8 Health and Safety **(weighting 5%)**

Please set out your approach to health and safety on site to ensure the safety of all people and vehicles using the Bus Station site and building and the Park and Ride sites. Please identify any site-specific risks and your mitigation measures.

**Maximum Word Count: 1000 words**

### F2.9 Quality Assurance **(weighting 2%)**

Please set out the processes that you will have in place to ensure all areas are clean and to good state or repair, in between scheduled checks.

**Maximum Word Count: 1000 words**

### F2.10 Environmental **(weighting 2%)**

Please set out how you propose to minimise and mitigate the environmental impact associated with the provision of this service. Your response shall include:

* Use of consumables
* Movement between sites
* Vehicles used for delivering the service

**Maximum Word Count: 1000 words**

### F2.11 Information for dialogue (For information only)

Please set out any aspects of the bid which you wish to discuss should you be invited to dialogue.

Form Z: Applicant's declaration

* Applicants are to edit the header of this section to insert their organisation’s name at the top of every page of the forms.

## Z.1 Checklist

Check each issue below and tick each box.

|  |  |
| --- | --- |
| We confirm that: | Tick |
| We are registered on the Government’s Central Digital Platform, Find a Tender Service |  |
| Any subcontractors we are relying on are registered on the Government’s Central Digital Platform, Find a Tender Service |  |
| We do not appear on the Government’s debarment list |  |
| Any subcontractors we are relying on do not appear on the Government’s debarment list |  |

|  |  |
| --- | --- |
| We have completed the following forms: | Tick |
| * Form A (as the cover sheet to our submission) |  |

|  |  |
| --- | --- |
| * Form B |  |
| * Form C including references, plus supporting financial information |  |
| * Form D |  |
| * Form F |  |
| * Form G |  |
| * This Form Z |  |

|  |  |
| --- | --- |
| We have: | Tick |
| Amended the header on each form to insert our organisation’s name. |  |
| Included all required documents and information, without omission. |  |
| Made arrangements for the tender to be uploaded and submitted on time, with adequate contingency for ICT failures, power outages etc. |  |

|  |  |
| --- | --- |
| We have not: | Tick |
| Used a smaller typeface or line spacing than that permitted. |  |
| Annexed any document not specifically requested. |  |

1. i.e. a pension broadly comparable to the current pension arrangements of transferring staff [↑](#footnote-ref-2)