INVITATION TO TENDER (ITT)

PROJECT: OPPORTUNITY MAPPING AND INVESTMENT PLANS DEVELOPMENT FOR THE LONDON TREE EQUITY AND URBAN RESILIENCE INITIATIVE

CONTENTS

SCHEDULE 1 - THE SPECIFICATION

1.1 Project purpose, context and partnership

1.1.1 Introduction and purpose of this ITT

Trees for Cities (TfC) is inviting quotes from suitably qualified consultants to support delivery of the Tree Equity and Urban Resilience (TE&UR) initiative, a grant-funded partnership scheme initiated by the Greater London Authority (GLA) to improve access to trees, and the benefits they provide, within London neighbourhoods facing high heat risk and wider social vulnerability.

TfC is acting as the contracting authority for this commission and will oversee delivery of the consultant's work as part of the wider TE&UR partnership.
See link for more details about Trees for Cities' work and organisational strategy.

This ITT is for a time-limited commission to **deliver treescape enhancement opportunity mapping, ground truthing and investment planning for 15 ward-scale areas distributed across a cohort of six London boroughs** (e.g. 1 to 3 ward(s) per borough).

Further background on the TE&UR initiative and the associated partnership is provided in section **1.1.2 and 1.2.3** of this Specification Schedule.

Further details on the ambitions, anticipated outcomes and outputs expected from this commission are detailed in section **1.2**

This project requires a range of skills and we welcome consortia, with a single lead consultant required. Further details are provided on consultant capabilities and available data input in section **1.3**.

Appointment is anticipated in August 2026 with delivery commencement expected by the end of the month, and payment to be made following achievement of key project milestones, as set out in the timetables provided in section **1.4**.

Please refer to **Schedule 2** for details on submissions content and format, and tender assessment process.

1.1.2 Why this work is needed

London has strong strategic ambitions to increase tree canopy cover, improve climate resilience and address environmental inequality. A growing body of evidence shows

that neighbourhoods with the lowest tree cover are often those experiencing the greatest heat stress and social vulnerability.

Over recent years, a range of analytical tools and pilots have been developed to identify where tree planting might be beneficial in principle. However, experience has consistently shown that:

- Opportunity mapping alone does not translate into delivery in the most constrained, high need areas.
- Practical barriers such as highways constraints, underground utilities, car access requirements often prevent action.
- Funding models driven by tree number targets and capital only approaches favour 'easy-to-plant', potentially already well-resourced areas.
- Boroughs vary significantly in data availability, internal cross-departmental alignment and, critically, capacity to resource and act upon opportunities identified.

As a result, some of the neighbourhoods that would benefit most from increased shade and tree cover continue to face persistent delivery barriers, despite policy commitment and funding.

This project responds to that gap. It focuses on unlocking delivery by helping boroughs move from high-level evidence to realistic, community-shaped, ward-scale delivery pipelines with cross-department support and agreed funding pathways.

The outputs of this commission are intended to complement and support existing borough strategies and programmes.

1.1.3 The TE&UR partnership

The Tree Equity and Urban Resilience (TE&UR) initiative is being delivered through a partnership model, with clearly differentiated roles:

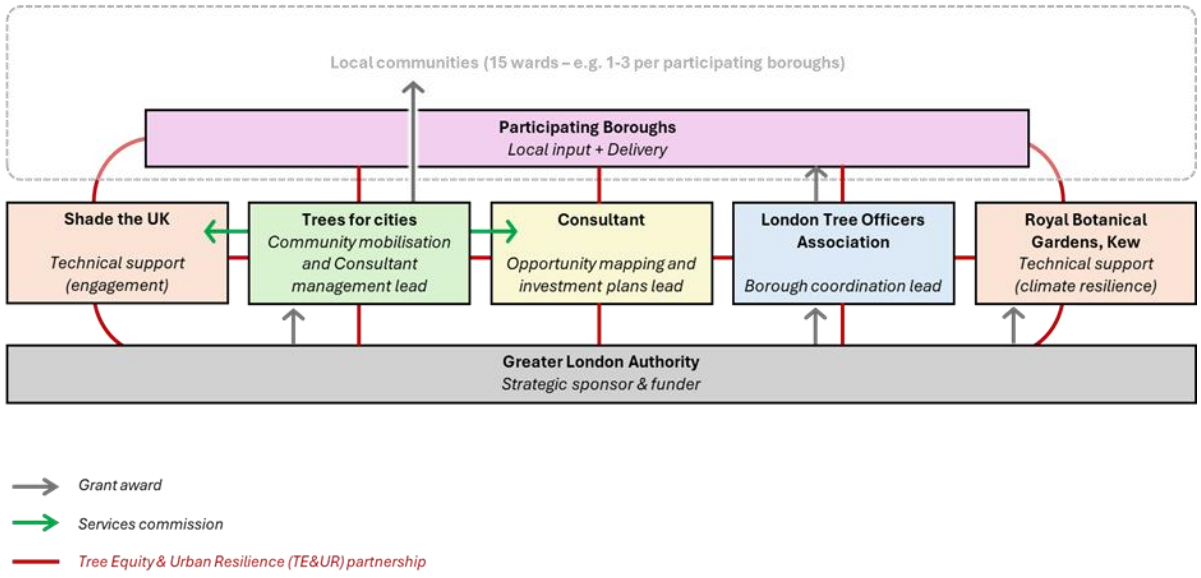
- **Greater London Authority (GLA):** Strategic sponsor and funder, setting overall direction and providing policy, technical and delivery support during project mobilisation.
- **Trees for Cities (TfC)**: Lead delivery partner responsible for opportunity mapping and investment plan development (the subject of this ITT), community engagement and communications.

- **London Tree Officers Association (LTOA)**: Responsible for borough coordination through a dedicated Project Manager role to be recruited by the end of November 2026. Until this role is in place, TfC will be supported by the GLA in programme coordination.
- **Participating London boroughs:** Six Council partners responsible for inputting in and steering the work with borough priorities and data, as well as for leading the detailed design and managing the delivery of pilot schemes. Council partners recruitment is currently in progress, with the final list of wards to be agreed by the time this commission starts. Borough readiness, data availability and internal processes will vary.
- **Technical support partners:** including **the Royal Botanical Gardens, Kew (RBGK)** and **Shade the UK**, offering support advice and peer-review to achieve high technical delivery standards and learning.

Consultants are not expected to manage borough or community engagement but will be expected to work closely with TfC, the LTOA-hosted Project Manager (or the GLA PM lead in the interim) and participating borough officers to ensure outputs are usable and timely for these purposes.

Consultants are not expected to assume responsibility for planting design or delivery (e.g. contractor commission and oversight).

ROLES DIAGRAM



1.2 Outcomes, scope and delivery approach

1.2.1 Project ambition and intended outcomes

The ambition of this project is to improve tree equity and urban resilience by enabling the delivery of treescape enhancements in parts of London where trees are currently least present and most needed.

By the end of this commission, the project aims to have:

- A clear, **prioritised understanding of where public realm treescape enhancements are realistically achievable** for each of the 15 targeted wards, taking account of on-the-ground constraints, known borough priorities and programmes, and community needs and preferences. For the purpose of this commission:
    - *"Treescape enhancements"* are defined as both new planting/establishment and enhancement of existing trees.
    - "*Public realm"* refers to land that is publicly accessible and where delivery and management responsibilities are held primarily by public authorities. This includes: adopted highways, streets and pavements (including those managed by Transport for London); publicly accessible streets, junctions and highway verges; public parks and open spaces managed by local authorities; and other land in public ownership that is fully or predominantly accessible to the public.
    - Land owned or managed by third-party organisations (including social housing providers such as housing associations) is not a primary focus of this commission. Consultants may identify such areas as potential longer-term opportunities where relevant, but are not expected to assess these sites in detail or include them within priority investment pipelines.
    - Privately owned land, or land with restricted or conditional public access (for example forecourts, institutional land or commercial estates), is outside the primary scope of this commission unless otherwise agreed.
- **Produced treescape investment plans** for each identified ward setting out delivery pipelines for all the priority treescape enhancement opportunities identified. Each investment plan will compile priority treescape enhancement opportunities for the ward, developed into sufficient conceptual design to include estimated costings presented alongside agreed preferred funding pathways agreed with borough officers.

- **Identified 10 to 12 priority pilot schemes** that can demonstrate delivery in challenging settings and inform wider replication. Not all wards participating in this project will have a pilot site, and some wards might contain more than one pilot scheme. Each pilot scheme will take forward one of the priority investment opportunities identified, and will likely be at a street, block, or micro-area (e.g. grounds of a housing estate) scale.
- **Shared learning** to support future scaling of opportunity mapping and investment plan development beyond the initial ward and borough cohort.

Project success will be judged by the deliverability of the plans to enable change in areas of need, not by maximising opportunity counts or tree numbers. However, there is a working assumption that up to 5,000 trees (including whips and standards) will be planted during the 2027/28 planting season enabled by this project, and a plan to find a pathway for the planting of circa 16,000 further trees.

1.2.2 What the consultants will undertake

The consultant will deliver:

A. Opportunity mapping and prioritisation

- **Map ward-scale tree planting opportunities and existing tree enhancement opportunities in 15 wards**, exploiting existing datasets (more details on datasets are provided in paragraph 1.3.1 below).
- **Ground-truth the opportunities identified** through a combination of desk-based analysis (ground truthing phase 1) and field survey (ground truthing phase 2). Field surveys are expected to focus on prioritised opportunity areas at street, block or micro-area scale (e.g. a micro-area might be the grounds or part of the grounds of a housing estate, the edges of a playing field) using an approach agreed with TfC, rather than exhaustive surveying of all mapped opportunities. The agreed approach will need to enable:
    - Engaging communities in the task via the use of dynamic and interactive, GIS/database-driven tools enabling online engagement (allowing communities to upload comments and suggestions directly) as well as through in person session relying on more static artefacts (e.g. PDF printable maps), and
    - TfC undertaking aspects of the work where this is complementary. The consultant will lead ground truthing activities. TfC and partners may

support aspects of this where appropriate, but bidders should assume responsibility for designing and delivering a proportionate and robust survey approach.

- **Support TfC and borough officers to shape and prioritise opportunities in advance of engaging, and together with communities**, including typology, trade-offs between impacts, feasibility, cost and time.
    - TfC will capture key community messages, preferences and concerns (for example around type of treescape, shade, access, parking, safety or maintenance). The consultant's role will be to provide basemaps to facilitate community engagement and show how engagement findings have influenced the way opportunities are combined, refined or prioritised.
    - Prioritisation will need to be iterative, with an initial assessment of potential impact expected to guide field surveys, and survey results anticipated to inform the final assessment of feasibility and costs.

Outputs:

Consultants are not expected to design or lead engagement activities, but must produce outputs in formats that support engagement and respond to feedback generated through that process to ensure community voices are reflected in the final opportunities.

Treescape enhancement opportunity maps and visuals must be provided as:

A1. Borough-specific GIS-compatible datasets, with coordinates for each individual planting site and existing target tree for enhancement as well as wider 'opportunity priority area' grouping. Each dataset must include robust metadata enabling easy interpretation of each field for anyone unfamiliar with the dataset e.g. future potential users across borough departments as well as the wider general public. For each borough, the dataset must also be compatible with the tree management database system that boroughs use for tracking planting opportunities (e.g. Ezytreev, Confirm, etc.). Details on this will be provided by each borough at the beginning of the project.

A2. Up-to-date photos of all opportunity sites enabling effective community engagement.

A3. Printable PDF maps of treescape enhancement opportunities (at ward scale, as well as close-ups of key opportunity priority areas) to enable effective in-person community engagement.

A4. Additional printable PDF context maps to support prioritisation e.g. contextual information about places where the benefits will be most experienced such as most heavily trafficked routes in terms of footfall (bus stops, walking routes) and other areas actually used by the community including places for vulnerable people (healthcare facilities, schools, community centres, care homes).

B. Investment plans development and pilot selection

- **Translate priorities into 15 ward treescape investment plans**, showing:
    - Priority opportunities for investment – including conceptual/high level designs with indicative costings, rationale/anticipated impacts,
    - Recommended funding method and delivery channels for each investment priority identified (e.g. highways schemes, planning obligation, capital programmes, external funding via grant programme, green finance, etc.),
    - Indicative delivery timescales.

  The consultant is responsible for structuring and producing the investment plans. TfC and Boroughs with support from the LTOA Project Manager will lead agreement of priorities and preferred funding mechanisms shown in the investment plans, with consultants supporting this through clear presentation of options, trade-offs and supporting evidence.

- **Support identification of a small number of pilot sites** suitable for delivery by the end of March 2028 (e.g. 2027-28 planting season) – providing insights into potential impacts, estimated cost and complexity.

Outputs

B1 Selection of opportunity sites to be considered for pilot delivery during 2027-28 planting season

B2 Final investment plan documents (1 per ward) must be supplied in PDF format, compliant with Web Content Accessibility Guidelines (WCAG) 2.2.

B3 Each investment plan document to be accompanied by an Adobe Accessibility Check report demonstrating a "Pass" in all WCAG assessment categories.

B4 For each investment plan, the production of two intermediary drafts, each used to elicit comments to be integrated into the next iteration, should be allowed for prior to the production of the final document (e.g. output B1 above).

C. Reusable method statements and templates for future replication

– **Capture the approach used in a way that enables future replication** by boroughs and partners.

Outputs

C.1 A PDF technical note documenting the methodology applied for treescape enhancement mapping and prioritisation, including:

a. A narrative overview of the methodology used and key enhancements made, supported with a process map;
b. A description of the preferred datasets used, key assumptions and inclusion / exclusion rules used for the desk-based mapping; and
c. A description of the preferred approach taken to package information and data to facilitate engagement and input from local communities in ground-truthing and prioritisation of the opportunities identified.

C.2 Scripts or workflows used to deliver the treescape enhancement mapping and prioritisation, captured in a format that is understandable and usable by others with a generalist GIS/mapping expertise.

C.3 Final version of the ground truthing tools developed and used including survey forms and any short supporting guidance or training slides created to train and guide surveyors and any other tools used to involve the public or other partners where appropriate.

1.2.3 How the work is expected to be approached

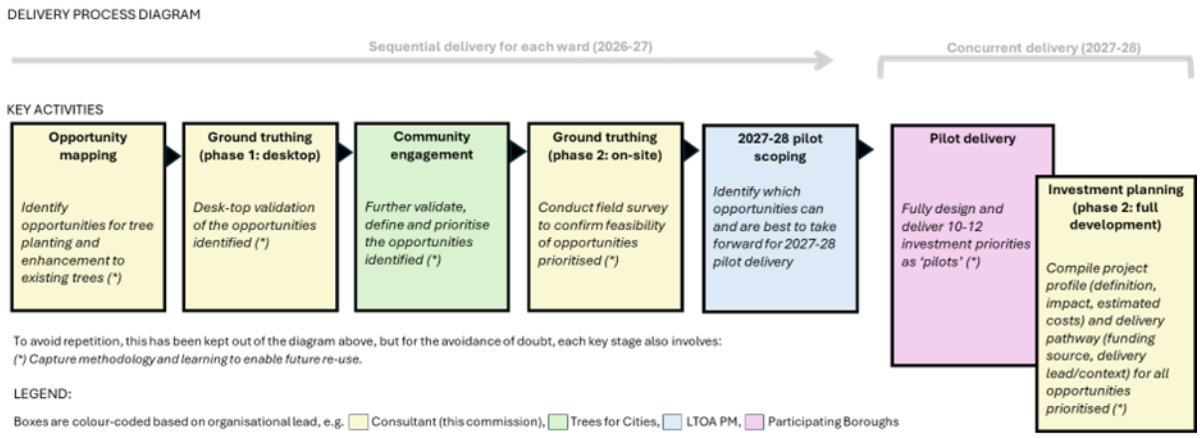
Consultants should expect that:

– Work will be delivered in phases, rather than all boroughs or wards progressing simultaneously.

- Borough readiness, data availability and response times will vary.
- Early work in August 2026 will focus on reviewing available information and preparing analytical methods and tools as well as output templates, even where not all borough inputs are immediately available.
- Phasing should be treated as an opportunity to refine and optimise methods/templates as the project progresses.
- Opportunity mapping outputs will be indicative and will require refinement through engagement (led by TfC) and ground-truthing (to be delivered by the consultant in charge of this commission (with partner support as agreed) before being treated as 'delivery ready'.
- Investment planning will also need to take place iteratively, with TfC leading on community engagement and the LTOA Project Manager leading on cross-departmental engagement within each borough: the outputs produced will need to enable these lead project partners to manage these priorities and help shape conversations.

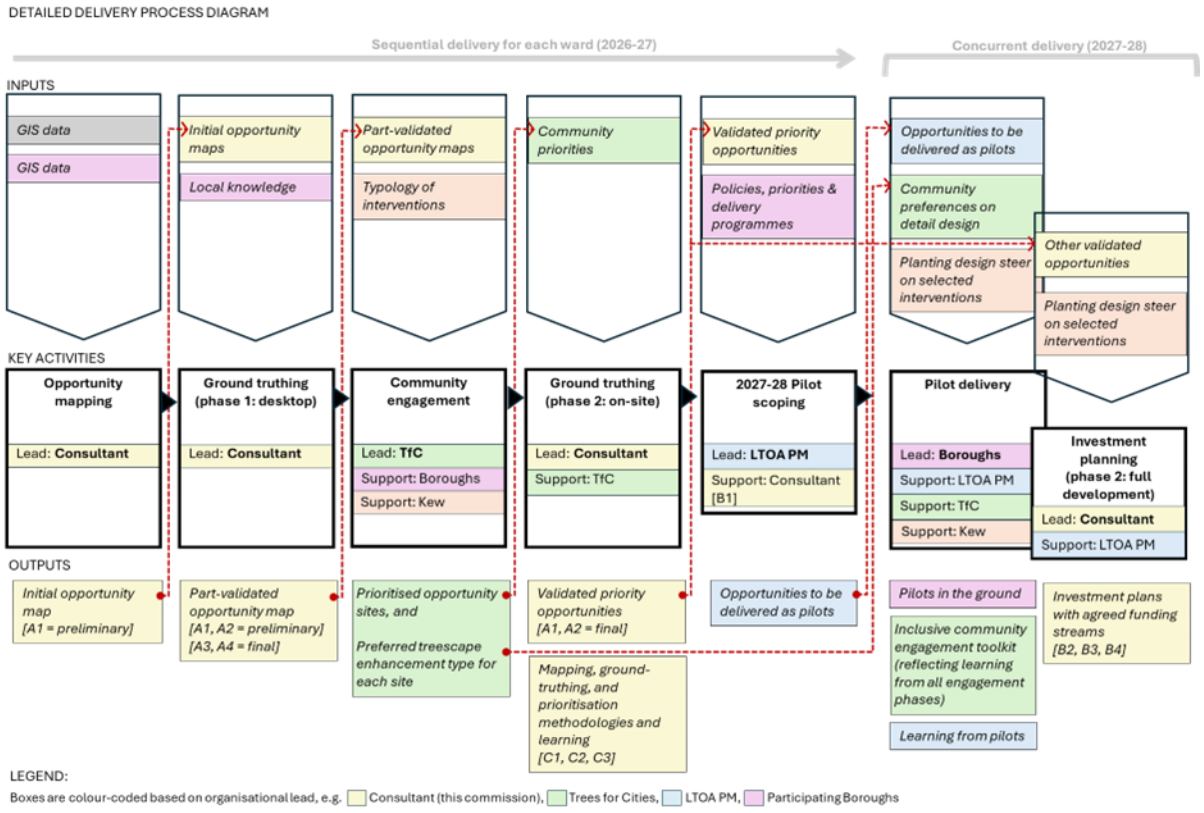
TfC and the GLA are looking for consultants who are proactive, adaptable and comfortable working in partnership environments, while remaining clear about assumptions, limitations and trade-offs.

The TE&UR initiative will broadly be delivered as shown in the Delivery Process diagram below. This diagram is colour-coded using the same key as the Roles diagram on page 5.



A more detailed version of this diagram is shown below, intended to highlight how, and the degree to which partners involved in TE&UR depend on one another for successfully fulfilling their role and objectives. In particular, the outputs to be produced as part of

this commission underpin most other work. The red arrows highlight the deliverables (outputs) that are critical for the delivery of the next stage.



1.2.4 Indicative activities

The activities below illustrate the type of work this commission is anticipated to require from the appointed consultant team, across the agreed boroughs and wards. They are not intended to prescribe a single method – alternative methods and approaches are welcome.

Consultants are expected to use judgement and work proportionately, focusing more detailed effort where it adds most value for delivery and learning.

a. Desktop opportunity mapping

Identify where trees could be physically planted in the public realm and where existing public realm trees could be prioritised for enhancement:

- Integrate existing datasets on tree canopy cover, tree equity, heat risk, land use, land ownership and public realm constraints.
- Apply clear and transparent inclusion and exclusion rules (for example, minimum pavement widths, junction visibility, existing tree canopy).

b. Refinement and prioritisation

- Overlay equity, deprivation and heat indicators to identify high impact locations.
- Prioritise residential streets and areas where benefits to people are greatest.
- Carry out desk-based visual checks, for example using Street View, to remove clearly unsuitable locations (ground truthing, phase 1) before field surveys (ground truthing, phase 2).

c. Field surveys

- Develop a simple, repeatable ground truthing method with clear pass / fail / conditional criteria.
- Focus surveys on prioritised opportunity areas and packages, rather than exhaustive coverage of all mapped locations.
- Collect structured data including photographs and geolocation and refine methods as learning emerges.

d. Analysis and learning

- Compare field findings with GIS outputs and analyse reasons why opportunities are constrained or unviable.
- Use findings to improve mapping rules and approaches, not just final outputs.
- Assess viability at street or area level, not only at individual site level.

e. Consolidation of community shaped opportunities

Use outputs from community engagement (led by TfC) to refine and shape priority opportunities:

- Group mapped and ground truthed opportunities into street-, block- or micro-area packages that reflect how communities experience places and have expressed priorities.

- Document, at a proportionate level, why each opportunity package matters, the needs it addresses (e.g. heat, equity, wellbeing), and how community input has helped shape the proposed approach.

f. Investment planning and pilot identification

- Work with TfC, the LTOA Project Manager and other TE&UR project partners and advisors to identify realistic funding and delivery pathways for priority opportunities.
- Develop a practical understanding of delivery complexity, considering factors such as coordination across teams, need for design or surveys, impacts on access or parking, and likely maintenance implications.
- Use this understanding to group opportunities into near-term, medium-term and longer-term delivery, with indicative timescales rather than fixed commitments.
- Identify key enabling actions or dependencies that would need to be addressed to unlock delivery.
- Support selection of 10-12 pilot schemes that are deliverable within the programme timeframe, reflect community priorities, and provide useful learning for future scaling.

1.2.5 Programme, phasing and anticipated timeframe

The project is expected to commence in mid-August 2026 and complete by December 2027.

Key features of the programme include:

- An initial mobilisation phase (including refinement of the project approach);
- Phases of work with specific boroughs, programmed and sequenced in response to readiness and availability;
- Structured review points - to reflect on learning and adjust approaches where necessary.
- Detailed milestones will be agreed following appointment, recognising the need for flexibility alongside clear direction.

At a minimum, the bidder should allow for:

- Fortnightly 45-min coordination meetings with TfC;
- Participation in 10 monthly TE&UR Delivery Group meetings involving all partners involved in the initiative, including borough representatives
- Contribution to at least one key project workshops per ward (e.g. 15 workshops)

1.3 Inputs and bidder expectations

1.3.1 Available data and information

The GLA will make available a range of existing datasets and information to support this commission. These are expected to include, but are not limited to:

- London tree canopy cover dataset (GLA, 2024)
- London green cover dataset (GLA, 2024)
- London tree equity score map (GLA data not currently publicly available - uses the Transport for London Hexagon grid and some of the datasets underpinning the London Green Infrastructure Framework following a methodology closely aligned with the Woodland Trust's Tree Equity Score UK)
- London public realm trees dataset (GLA, 2024).
- Datasets on heat risk, deprivation and other relevant indicators or disadvantage and/or vulnerability – including all datasets used to create the London Green Infrastructure Framework
- Access to London Public Open Space dataset (held by GiGL)
- Access to Ordnance Survey's Mastermap data and National Geographic Database (NGD) - the latter includes data on road type, pavement geometry and Street lights
- Bus Stops data and other surface assets owned/overseen by TfL (such as cycle docking stations), together with current and planned cycle routes, TfL bus lanes, and TfL Red routes
- London Underground Utility Assets Congestion Map – a GLA dataset not currently publicly available which uses the Transport for London (TfL) Hexagon grid and data from the National Underground Asset Register to score each of TfL's hexes for underground asset congestion

- The Planning London Datahub, which brings together planning application and development proposal data from all London Planning Authorities
- All layers from the current London Plan
- The London Public Land Map (GLA)
- Access the SuDS Opportunity Map dataset (GLA, 2025) and the underlying methodology report (by JBA Consulting), which identifies the locations that could achieve the greatest surface water flood risk resilience benefits
- Access to the SuDS Eligibility Map (GLA, 2025) and the underlying methodology report (by Arcadis), which identifies the locations (footway/carriageway) where SuDS schemes are deemed fundamentally viable (and beneficial from a flood risk perspective, building upon the SuDS Opportunity dataset).
- Access to all data contained in public version of the Infrastructure Mapping Application tool (IMA) (GLA) - the context layers, particularly, will likely be useful.

Additional datasets may be available from participating boroughs and other delivery partners. These additional datasets will be sourced by boroughs, with support from the GLA PM.

However, access to datasets held by boroughs cannot be guaranteed, and availability may vary depending on data quality, internal capacity and timing. Consultants should therefore propose approaches that are robust to partial, delayed or uneven data availability, and that can still support delivery ready decision-making under these conditions.

1.3.2 Expectations of consultant capability and approach

This commission requires a mix of technical, programme management and local authority partnership-working skills. We expect that bidders will assemble a balanced team, either within a single organisation or through a consortium with a single organisation acting as the lead.

Core skills and experience

a. Neighbourhood- or ward-scale spatial analysis in urban settings

- Practical experience of using GIS or spatial analysis to identify opportunities for tree planting/enhancement in dense, constrained urban environments (particularly streets and public realm land).

- Ability to combine multiple datasets (e.g. tree canopy cover, heat risk, deprivation, public realm constraints) and define/apply transparent threshold, inclusion and exclusion rules to the combined data to generate a relevant subset output.
- Experience presenting spatial outputs as effective decision support tools.

b. Design and delivery of ground truthing in busy public realm environments

- Experience designing clear, repeatable ground truthing methods, including pass / fail / conditional criteria, structured data collection tools, photographic and geospatial evidence capture.
- Experience managing or supporting on-street surveys in live environments, with attention to efficiency, consistency and safety.

c. Applied knowledge of urban trees and treescapes design and delivery

- Practical knowledge of trees in urban forestry, including establishment challenges, constraints on long-term health and growth, opportunities to enhance existing trees (e.g. soil improvement, depaving).
- Ability to distinguish what is technically possible from what is likely to be deliverable and succeed in practice.

d. Working knowledge of highways and public realm constraints

- Understanding of common public realm constraints such as pavement widths and accessibility requirements, visibility at junctions, drop kerbs, vehicle crossovers and parking pressures, underground utilities and soil condition.
- Experience working alongside or in coordination with highways or public-realm teams,

e. Experience translating opportunities into vetted investment plans well adapted to local authorities' delivery processes

- Experience developing investment plans, delivery pipelines or prioritised programmes effectively aligned with local authorities' ways-of-working and decision-making processes.
- Ability to identify realistic delivery channels, flag enabling actions and dependencies, and sequence opportunities over time.

- Understanding of how decisions are made within local authorities, and how to support cross-departmental alignment.
- Insights into non-Borough financial mechanisms to be considered for enabling delivery such as charitable trusts and foundations, crowdfunding or private 'green' finance.

f. Ability to work adaptively in phased programmes

- Comfort working in projects where partners join at different times, data availability varies, and methods evolve as learning emerges.
- Ability to be proactive and agile while remaining honest about limitations and uncertainty.

Desirable skills and experience

The following skills are not required, but will be viewed positively where present:

g. Experience with tree equity, heat resilience or climate adaptation frameworks

h. Experience supporting community shaped investment planning

i. Experience producing reusable tools, templates or guidance

1.4 Timetables

1.4.1 Procurement timetable

The anticipated procurement process is as follows:

ITT issued:	30/6/2026
Deadline for clarification questions:	15/7/2026
Deadline for submission of quotes:	04/08/2026
Appointment decision:	18/08/2026
Contract start:	Date to be confirmed (~25/08/2026)

1.4.2 Payment timetable

The payment timetable to be confirmed at project inception is as follows:

Milestone	% of fee
Project inception	20%
All initial opportunity mapping to enable community engagement complete (e.g. preliminary versions of A1 and A2, final versions of A3, A4)	20%
Support to pilot schemes selection complete (B1) Technical report capturing, mapping, ground-truthing and associated outputs complete (C1, C2, C3)	20%
First draft of all agreed investment plans provided, including overview of impact, and estimated costs for all opportunities identified. (B4)	20%
All agreed investment plans finalised and signed-off by borough officers (B2, B3)	20%

1.4.3 Budget

Bids are welcomed up to a maximum contract value of **£254,000 plus VAT**.

TfC reserves the right to reduce the scope of contract if necessary to ensure delivery is feasible within the total project budget.

SCHEDULE 2 - SUBMISSIONS AND TENDER ASSESSMENT

2.1 Overview

This schedule is to provide transparency on how TfC will evaluate the Bidder's submission.

Bidders are expected to assemble a team with the full range of skills required to deliver the project end-to-end. While TfC prefers to appoint a single lead consultant, consortium bids are strongly encouraged, particularly where subcontractors bring specialist expertise in areas such as mapping, plan-making and urban forestry delivery.

Tender responses should include a **technical proposal** clearly demonstrating how the proposed team meets the technical assessment criteria outlined below.

In addition to the technical proposal, bidders must provide a **commercial proposal** as detailed below.

The weighting of scoring will be split between technical and commercial scores at 80% and 20% respectively.

2.2 Assessment criteria and submission format

2.2.1 Technical submissions

Bidders are invited to submit proposal addressing the following criteria, while adhering to the page limits and formatting prescriptions show in the table overleaf.

Technical assessment criteria		Weighting (Total 80%)	Page Limit
1	**Strategic understanding of the project and its objectives** Demonstrate a clear understanding of the project's objectives, outcomes and the impacts it is anticipated to have.	Scored (15%)	Use form provided in Schedule 3 or your own template. Answer must not exceed: **2 pages** **A4, pt. 12 Arial**
2	**Method statement** Provide a practical method statement detailing ***how*** you will deliver the outputs detailed in Schedule 1. Include approach to opportunity mapping, ground truthing, and investment plans development, including the individual project costing to be featured in each plan. Provide an overview of how you will manage relationships in this partnership project, and the associated dependencies. Demonstrate how innovative methods, tools, or technologies will enhance delivery of your proposed scope. Explain how your methodology ensures quality, efficiency, and feasibility.	Scored (20%)	Use form provided or your own template. Answer must not exceed: **5 pages** **A4, pt. 12 Arial**
3	**Relevant experience and qualifications** Provide an overview of the team's relevant experience and qualifications. Include CVs, an organogram, and a description of roles and responsibilities. Highlight experience in urban forestry, GIS analysis, project costing, and delivering similar complex/multi-component projects.	Scored (20%)	Use form provided or your own template. Answer must not exceed: **3 pages** **A4, pt. 12 Arial** 2-page CVs can be provided in addition.
4	**Project management and delivery resourcing** Provide a clear delivery plan including a timeline with key milestones, task breakdown, resource allocation including estimated person-days, and a risk register. Describe the project management structure and communication approach.	Scored (15%)	Use form provided or your own template. Answer must not exceed: **3 pages** **A4, pt. 12 Arial**
5	**Equality, Diversity and Inclusion (EDI)** Describe how EDI principles will be considered in the project's design, delivery and outputs. Strong responses will demonstrate consideration of equity implications in analysis and recommendations NB: Corporate policies related to EDI will not be scored.	Scored (10%)	Use form provided or your own template. Answer must not exceed: **1 page** **A4, pt. 12 Arial**
6	**Conflict of interest** Provide any details (if any) of actual or potential conflicts of Interests that would arise were you to be appointed, and details of how these conflicts would be mitigated.	**Discretionary** Pass/Fail	**Respond online**
7	**IR 35**	Pass/Fail	**Respond online**

	Confirm that you are compliant with the Intermediaries Regulations 35 (IR35) – more information available at: https://www.gov.uk/guidance/ir35-find-out-if-it-applies		

2.2.2 Commercial submissions

Assessment criteria		Weighting (Total 20%)	Page Limit
8	**Price** Provide a price for the tender, shown as a total sum total price for delivery of the full scope, along with a breakdown of costs on a per-ward basis and identification of any fixed or baseline costs that would not materially vary with changes in the number of wards. The cost breakdown is requested for transparency and contract management purposes and will not be separately scored; commercial evaluation will be based solely on the total price submitted.	Scored (20%)	**Use form provided**

2.3 Submissions scoring

2.3.1 Technical submissions

Weighted technical questions will be scored using the following scale:

Linear score	Definition
0 – Fail	Does not meet the requirement. Response is unclear, incomplete, or lacks relevance to the criterion. Provides little or no confidence in delivery.
1 – Pass	Meets the basic requirement. Provides a satisfactory but limited response with minimal detail or justification. Scope or approach lacks ambition or clarity.
2 – Good	Meets the requirements well. Provides a clear, structured, and feasible response with sound justification. Demonstrates some added value or thoughtful prioritisation.
3 – Outstanding	Exceeds the requirement. Provides a highly compelling, well-

	evidenced response that demonstrates strong insight, innovation, and added value. Shows clear rationale for choices and trade-offs and maximises impact within the maximum budget.

To calculate the technical weighting the formula is:

$$\frac{\text{Linear Score Awarded (E.g. "2")}}{\text{Maximum Score Available (E.g. "3")}} \times [\textit{Insert Technical Weighting}]\ (\%)\ (\text{E.g. } 20)$$

2.3.2 Commercial submissions

Commercial proposals will be scored using an inverse price proportioning approach. The maximum weighting of 20% will be awarded to the lowest compliant total price submitted. All other offers will receive a proportionate score relative to the lowest price.

The formula used to work out commercial scoring is shown below:

$$\frac{\text{Lowest submitted commercial submission}}{\text{Bidder's submitted commercial submission}} \times 20(\%)$$

SCHEDULE 3 - SUBMISSION TEMPLATE

Areas highlighted in yellow in the table below are to be completed by the Bidder.

Please **remove yellow highlighting prior to submitting your proposal**.

[Insert Bidder's Name Here]
Date: [DD/MM/YYYY]
Bid Manager's contact details: Company Address Line 1 Address Line 2 Postcode Email Tel

Sub-contractors (if relevant)

[Insert Sub-contractor's Name Here]	
Sub-contractor Manager's contact details:	**Areas to be sub-contracted:**

Company Address Line 1 Address Line 2 Postcode	[Insert high-level description of Here]

[Add more sub-contractor's tables if needed]

Technical proposal

1	**Strategic understanding of the project and its objectives**
[Insert response here]	
2	**Method statement**
[Insert response here]	
3	**Relevant experience and qualifications**
[Insert response here. 2-page CVs can be provided as an appendix]	
4	**Project management and delivery resourcing**
[Insert response here]	
5	**Equality, Diversity and Inclusion (EDI)**
[Insert response here]	

6	**Conflicts of Interest** Provide details of actual or potential conflicts of Interests that would arise were you to be appointed, and details of how these conflicts would be mitigated.
[Insert response here]	
7	**IR35** The GLA **cannot** contract with any supplier who isn't already IR35 compliant. Please let us know if you are IR35 compliant:
[Yes / No]	

Commercial proposal

8	**Total price for delivery of the full scope, excluding VAT:** **£** [Insert Price Here] Please also complete the Price Breakdown excel form provided. This breakdown is for transparency and contract management only. Only the total price above will be scored.