



Thames Garden Bridge Procurement Issues

A Project Compass CIC report

by Walter Menteth
February 2016

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Author

Walter Menteth. B.A.(Arch), Dip Arch (PSB), RIBA, FRIAS, RIBA Presidents Medal for Research 2015, Director Project Compass CIC, Director Walter Menteth Architects, Senior Lecturer Portsmouth School of Architecture, , RIBA National Councilor 2011-, Chair RIBA Procurement Reform Group 2011-2013, member Cabinet Office SME Panel 2011-2015. Walter has written extensively about procurement and [presented evidence](#) on the procurement of the Garden Bridge Procurement previously to the GLA Oversight committee (17 Sept 2015)

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Disclaimer:

This report has been prepared using information provided to Project Compass via FOI requests and that available within the public realm. The interrogation of the data and analysis has been prepared accordingly. The analysis therefore may not be fully comprehensive or based on all possibly existing information.

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FOREWORD

This report by Project Compass CIC on the Thames Garden Bridge explores issues around TfL's procurement of the Bridge Design Services (*TfL 90711 Design Services*) and Temple Bridge Lead consultant (*TfL 90001 Task 112 Temple Bridge*) contracts awarded in 2013.

Public procurement is required to be in accordance with TFEU (*Treaties on the Foundation of the European Union*), requirements under the European Procurement Directives and the Public Contract Regulations for England.

The summary principles underpinning these requirements are that the acquisition process of public works should be fair, non-discriminatory and transparent, and are purported to be designed to deliver society best value from an open market. For public authorities the summary principles extend above and below EU threshold values.

Additionally TfL have their own procurement standing orders.

TfL is a public authority responsible for procurement worth approx. £3.7bn p.a., which expends public resources in procuring works and services from a large number of architects and other consultants for a huge amount of construction having significant impact on London. TfL is chaired by the Mayor of London.

No prior scoping study for this nationally important site has come to light. There is no specific identified need for the resultant proposition or for it in this location, within the London Plan

TfL Legal provided advice on the procurement process, and recommended a design contest through an OJEU notice:

“The procurement ... for the bridge will need to be subject to competition through OJEU. It will be for the appropriate procurement team to write the procurement strategy but this note ... concludes that a design contest is likely to be the most suitable process.

Given the design contest process is tailored to the sort of circumstances presented by the garden bridge, it seems the most suitable process to follow....

Level playing field: We are aware that Thomas Heatherwick has already raised with the GLA and TfL the possibility of a garden bridge across the river between Temple and South Bank and care will be needed to ensure that, particularly in relation to timing of the competition and its specification, other bidders have an equal opportunity.

No specific details of the design contest itself that could be construed as giving anyone an unfair advantage should be made public before the contest is started.” (TfL legal 8 January 2013)

However no open bids through OJEU or through a call for a Design Contest were sought.

There is no objective reasoned analysis, evidence or comparative study as to what problem is being solved or function fulfilled pre-dating presentation to the public of the 'de facto' design solution.

The overall cost of this project - estimated at approx. £175m - is equivalent to approximately 4 or 5 more 'normal' bridges of equivalent span. (*Mill Bridge £22m; Nine Elms proposals £40m*). The project is very expensive in proportion its purported function.

Although there will be a £60m public contribution towards its construction the Garden Bridge will not offer the normal unrestricted access of a public bridge.

This report endeavours to shine some light on the above, and on some systemic issues in the public procurement process as it exists today.

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SUMMARY CONCLUSION

Lobbying, design presentations, fund raising and public expenditure for a Garden Bridge occurred prior to the invitation to tender for the Design Services Contract. This is inappropriate when a proposition has not been agreed through due governance and process.

TfL Legal recommended a design contest through an open OJEU notice. However no open bids through OJEU or through a call for a Design Contest were sought. This reduced choice, competition and transparency.

Heatherwick studio failed to meet the submission deadline through the e-portal, but their tender was accepted late, manually (Appendix 1 Chronology). They were unable to submit their tender for the design services contract electronically. In public tendering bids are all normally treated equally, with late submissions rejected.

In the tender broad options for testing were called for, with no mention of a garden or any specific design solution (Appendix 2 ITT Specification). The Heatherwick studio bid included a design drawing and location plan of the Garden Bridge, and posited a single solution. This was not called for in the tender specifications, yet Heatherwick studio received the highest mark for their understanding of the brief.

Those tendering were asked to declare in their tender submission any conflicts of interest or conflicting relationships with TfL or any other party likely to enter into the transaction. The Heatherwick studio team included associate Joanna Lumley a known long term family friend of the TfL Chair¹, but this matter was not declared. It might have been advisable to do so to improve transparency.

A single person assessed the technical and commercial evaluation of the three bids that were submitted, Richard de Cani, Managing Director Planning TfL². Where matters of subjective qualitative judgements are made in public tender assessments this is normally undertaken by a team of assessors having relevant expertise and experience, to ensure appraising is impartial and robust.

Many issues surrounding the award selection stage for the Design Services contract have been widely raised in the press and some of these are discussed within this report. Conclusively the matters raised in this report regarding the probity and transparency of the procurement process require address.

In the award of the subsequent Temple Bridge £8.42m consultant's contract, unlike any other bidders, Arup were given opportunity to submit two commercial tenders. TfL then mixed and matched these to synthesise their commercial bid. It is therefore evidentially apparent that bids have not been assessed on a level playing field.

¹ AJ 4 February 2015. Lumley's Boris letter fuels Garden Bridge lobby claims

² TfL Internal Audit report 15 Sept.15; & GLA Sept 17 Minutes-Appendix 1 Transcript p 23

Evidence appraised in this report provides indications to suggest that both the assessments for the Design Services Contract and the Temple Bridge consultant's contract were neither transparent nor fair, and did not comply with the required principles.

Information on the TfL assessment evaluation of the Temples Bridge procurement was requested and subsequently released under FOI-1181-1516. This comprised tabulated numbers across five pdf pages, without explanation or description. The information and its presentation is opaque and enigmatic. It has defied interpretation by the public and those in elected positions of Governance in London. The public might reasonably ask how this procurement assessment and its presentation also meets basic tests of transparency.

This lack of transparency is a systemic problem. In 2011 the UK procured almost 24% by value of all public procurement in the EU³. In the UK much of this is done by exercising similarly weighted spreadsheet methodologies that are impenetrable to the public, with contracts called off frameworks. Oversight of the system is weak, and largely reliant upon a challenge being raised by unsuccessful bidders for the contracts. However those in this position - and most capable of challenging the decision surrounding a procurement award - are frequently bound to the client by the expectation of subsequent future contracts. This is a system with inbuilt conflicts of interest, poor oversight and accountability, along with an evidential lack of transparency.

From what has been presented in FOI-1181-1516 there is no evidence to show that there was more than a single assessor scoring the bids for the £8.42m Temple Bridge contract. There is also no evidence of workings by an assessment team. In the assessment data that has been provided a variety of material anomalies appear which conjunctively accumulate to significantly skew the final result.

The extent of adjustments in the data in favour of Arup appears beyond coincidence.

The TfL Internal Audit reported that:

“...error resulted in an uplift in the Arup score from 19.26% to 19.85%.”

On the basis of the analysis of the commercial assessment presented in this report, we derived a score of 16.92% before its uplift, which would have placed Arup 4th.

Given the otherwise cumulative inconsistencies in the data provided any projections however are meaningless, without adequate evidence to inform further calculations.

It has been stated that in consequence of the interviews which took place with four of the candidates for the Temple Bridge consultant's contract, marks were adjusted to reflect the outcomes. There are doubtless many justifiable explanations that TfL can provide regarding some of the apparent anomalies arising from the accumulative nature of scoring in complex assessment matrices, with different award assessment stages; however some of those answers have yet to materialise. As this report endeavours to show - these questions do not diminish, they multiply daily.

³ 'Public Procurement in Europe: Cost and Effectiveness.' Prepared for the European Commission by London Economics, Ecorys Research and Consulting and PWC March 2011

The GLA and its Oversight Committee have highlighted these and many other issues, and raised concerns about whether the procurement of this project has been undertaken with due diligence, fairly, transparently and legally.

Given the sums managed by TfL on behalf of the public and this project's likely known profile, the public might be justified in asking whether there is any systemic malaise in the public procurement system.

Reassurance can best be provided by a constructive and early response.

With respect to the procurement of the Garden Bridge this report concludes that an independent investigation would be appropriate, before the public make any further commitment.

The remit of such an independent investigation might also appropriately consider examining, taking evidence on and scrutiny of contract awards by TfL over a wider remit and timescale, the methodologies used and the distribution of these awards to the bidders in each framework lot; to verify and evidence that the systemic operational methodologies in respect of all other procurements have been sound; transparent, delivered best value and offered a fair and level playing field.

So that the underpinning principles of UK public procurement can be better upheld and implemented there is also a significant need for reform.

THE BRIDGE DESIGN CONSULTANCY SERVICES CONTRACT

An evaluation on the basis of the Invitation to Tender (ITT)⁴ and award of contract.

The tender specification summary requirements:

These called for (Appendix **SCHEDULE 3 - SPECIFICATION** pp14):

Item 1 "...design advice to help progress ideas"

Item 2 "...help to develop this concept," and

Item 7 "This initial study will help examine the potential for a footbridge in this area, considering a number of different locations and taking into account a range of constraints in the area. The appointed designer would work with TfL to identify and test broad options and to help identify a potential preferred option that could be considered further."

and tenderers should:

Item 8 "...submit details of CV's of proposed individuals, along with day rates and two pages of recent relevant experience to this commission. Tenderers are also asked to submit a short statement outlining their overall approach to the work, limited to six pages in total".

In addition to day rates, the Form of Tender⁵ also required a total lump sum price.

No mention of a garden or any specific design solution is called for.

The following evaluation criteria were specified:

EVALUATION CRITERIA	WEIGHTING
TECHNICAL (75%)	
Relevant design expertise	25%
Relevant experience	25%
Understanding of the brief	25%
COMMERCIAL (25%)	
Based on day rates	25%
TOTAL	100%

⁴ ITT REF: TfL/90711 issued 13th February 2013

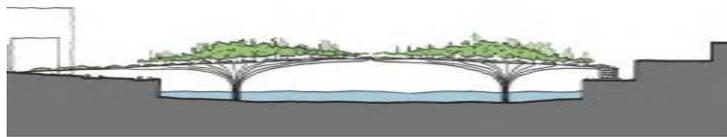
⁵ ITT pp10

Examples of what the submitted tenders reveal:

Evidence the brief was understood:

Of the three practices invited to tender, two responded to the ITT questions providing detail methodologies on how they would engage in going about the design study, develop concepts, and scope the constraints and parameters to identify broad options. One practice optionally included a firm of structural engineers, the other indicated they would seek these services for their study off the TfL framework

Heatherwick Studio included a plan location drawing and elevation of the Garden Bridge, propositioning a singular design idea, and made no reference to the need for structural engineering services.



Abstract: Heatherwick Studio submission to tender for design services Feb '13

Evidence of design expertise:

Two practices responded with details of their production teams' relevant experience, along with their extensive experience of previous similar projects such as bridges and including work in London and on the South bank. Wilkinson Eyre (WE) evidencing 100+ bridges, 16 in detail, Marks Barfield (MB) evidencing 11+ bridges and bridge projects, and extensive London experience.

Heatherwick Studio listed a project team of 5 including associate Joanna Lumley. Six projects were listed; the Rolling Bridge Paddington, the new Routemaster bus, a park project in Abu Dhabi, a Distillery and the UK Pavilion Shanghai.

Joanna Lumley
OBE, FRGS

Associate



Joanna Lumley is a British actor and author, who is deeply committed to human rights activism. Joanna has captured the imagination of the British public through her work to support the Gurkhas and is a passionate supporter of Free Tibet and Burma Campaign UK. She is also a patron of the Born Free Foundation and a keen supporter of several animal rights organisations, as well as the charities, Mind, ActionAid, SANE and Kidasha.

Abstract: Heatherwick Studio submission to tender for design services Feb '13

The Lump sum price estimates:

As submitted on the form of tenders: Wilkinson Eyre - £36.7k; Marks Barfield £15.1k, and Heatherwick Studio £172k.

The day rates on which these figures were built up have not been released under FOI commercial confidentiality exemptions.

The tendering process:

25th February 2013 12.00: The submission deadline: Heatherwick Studio failed to meet the submission deadline through the e-portal, but their tender was accepted late, manually. (FOI)

26th February 2013: TfL contacted Heatherwick Studio in an unrecorded email exchange reportedly to clarify their day rates. (TfL audit found this to be inconsistent with their policy and practice.)

The tender evaluation results:

A single person assessed the technical and commercial evaluation of the three bids, Richard de Cani Managing Director of planning TfL⁶.

There is no information released which can explain how the tender evaluations of the bid submission were arrived at to result in the following evaluation scores:

Evaluation Criteria		Company Score (1-5)		
		WE	MB	H
TECHNICAL CRITERIA	75%			
Relevant Design Experience	25%	3.0	3.0	4.0
Relevant Experience	25%	4.0	4.0	3.5
Understanding of the Brief	25%	2.5	3.0	4.0
COMMERCIAL CRITERIA	25%			
Daily Rates	25%	3.0	3.0	3.0
TOTAL SCORE	100%	62.5%	65.0%	72.5%

1=Poor	Demonstrates lack of evidence of understanding of the requirement.
2=Fair	Shows some evidence of understanding of the requirement but provides a limited or inadequate response and is poorly explained
3=Good	Demonstrates satisfactory understanding of the requirement which is explained in adequate detail.
4=Very Good	Demonstrates very good understanding of the requirement which is explained in reasonable detail.
5=Excellent	Full and accurate understanding of the requirement which is explained in comprehensive detail with some innovation

KEY: WE – Wilkinson Eyre, MB – Marks Barfield, H - Heatherwick

The Conflict of interest declaration⁷

Those tendering were asked to declare in their tender submission any conflicts of interest or conflicting relationships with TfL or any other party that is likely to enter into the transaction. The Heatherwick studio team included associate Joanna Lumley a known long term family friend of the TfL Chair⁸, but this matter was not declared. It might have been advisable to do so.

Friday 8 March 2013: Heatherwick Studio was notified they had been awarded the contract, with the other bidders informed the following week.

July 2013: the contract awarded to Thomas Heatherwick Studios, with a retrospectively capped fee of £60,000 ended. The capped fee was significantly more than the lowest two sums tendered upon the defined specifications.

What has been delivered of what the public paid for under the contract tender specifications (Items 1 and 7), as set out in the ITT documents, remains to be evidenced, as where plural outputs are described in this document, it appears there has only ever been a single output.

⁶ TfL Internal Audit report 15 Sept.15; & GLA Sept 17 Minutes-Appendix 1 Transcript p 23

⁷ ITT for Bridge Design Consultancy Services ITT Ref:TfL/90711 pp 5, Item 5.

⁸ AJ 4 February 2015. Lumley's Boris letter fuels Garden Bridge lobby claims

TEMPLE BRIDGE LEAD CONSULTANT: assessment of the TfL procurement

An evaluation on the basis of the TfL Internal Auditors Report⁹ and FOI¹⁰ release.

TfL sent out enquiries to consultants on their framework prior to tendering for the Temple Bridge Lead consultant's contract in April 2013, and shortly after the Design Services Contract was won by Heatherwick Studio on 8th March 2013.

By invitation 13 consultancy firms on the existing TfL Engineering and Project Management Framework lot were called off the framework, invited to compete and bid.

The vast majority of people will require an abridged background explanation to understand the analysis and reading of TfL's Temple Bridge Assessment, and the extreme complexity of UK public procurement. This is set out below.

Whether or not such a degree of complexity is necessary for a transparent and open public market is moot.

The FOI 1181-1516 release responds to a request by Caroline Pidgeon AM for supply of the TfL evaluation assessment records used to appoint Arup to the lead consultant's role in the Temple Bridge contract for the design of the Thames Garden Bridge.¹¹

Abridged explanatory background

A 'framework' is a specific procurement procedure having a 'call off' whereby only those already on a list created or accessible to the public body, have access to the 'call off' for a contract. Frameworks typically last 4 years. A regulated generic two stage restricted competition procedure is used for selection onto the framework when it is established¹². They are generic because the firms do not compete for any specific identified project task, work, service, supply or contract; they compete to get onto the framework. Firms are therefore frequently assessed primarily on the basis of financial strength, length of service, size and associated previous experience.

A 'Lot' within a framework refers to a specialist sub-division, for example between a 'Lot' for Engineering and Project Management and a 'Lot' for Architectural design. The terminology is similar to that used in auction houses.

Therefore consultants on a public framework have already been through a competitive process to ensure that they meet the purported standards sought by the public body. TfL have highly competitive frameworks attracting a large number of bids from many firms

⁹ Report from Clive Walker Director of Internal Audit. TfL Ref 1A 15 638, 15 Sept 2015

¹⁰ Ref: FOI-1181-1516

¹¹ TfL 90001 Task 112 Temple Bridge

¹² The Public Contracts Regulations 2015: www.legislation.gov.uk/uksi/2015/102/contents/made

regarded as the best in their fields, from across London and beyond¹³. Therefore it might be considered that those on the TfL Engineering and Project Management Framework Lot are some of the UK's most highly skilled and competitive in their class.

Call-offs a framework are done subsequently in a variety of ways, and in this instance by competitive bid between 13 firms. It is the practice of many public bodies (but not all) to invite all firms on a particular 'Lot', by a call-off, forward to tender for each and every individual contract that is let.

This approach purports to offer each firm equal access to each tender. In the case of the Temple Bridge Lead consultant's contract this informs understanding as to why 13 firms tendered. Despite the higher collective cost to those tendering, a clear benefit of this is that there is a statistically larger sample when, as below, the data is examined.

Call-offs can also be done otherwise, for example by using smaller tender lists on a randomised rota with previous winners of a contract subsequently being precluded for a specific interval.

Procedures are not proscribed or regulated under the Public Contracts directives when tenders are by call-off a framework and hence can vary. For many this flexibility has raised significant concerns for a long time. They believe the result is that only a few of those on frameworks ever progress to being awarded contracts, that lead to commissions¹⁴.

Going through these progressive tender stage hoops is a significant cost for the firms, as it is for the public body. Of the total economic cost across all procurement approximately 75% is borne by those bidding and 25% by the public body¹⁵; and the sums expended in individual competitive bid procedures are sizeable. Unfortunately the speculative cost of bidding, particularly through so many multiple stages can preclude many, particularly micro-businesses and SME's, from the process. This diminishes competition¹⁶. In architectural design contracts, the UK notably uses framework procurement with call-offs far more than our EU competitors, who prefer cheaper, more transparent and accessible procurement processes¹⁷.

Following their call-off firms are invited to submit tenders. When a procurement is assessed 'weightings' are given to the scoring. These weightings apportion scores across different criteria according to a predetermined formulation that is supplied to those bidding within the invitation to tender. The assessed scores for each criteria for each bidder are accumulated into the final tally and these are typically expressed as percentiles. This information is

¹³ For architects alone:

www.projectcompass.co.uk/index.php?page=sesame&sub=procuring_body&body=Transport+for+London

¹⁴ Procurement Case Studies RIBA 2012

¹⁵ 'Public Procurement in Europe: Cost and Effectiveness.' Prepared for the European Commission by London Economics, Ecorys Research and Consulting and PWC March 2011

¹⁶ Building Ladders of Opportunity: How reforming construction procurement can drive growth in the UK economy. RIBA 2012

¹⁷ Public Construction Procurement Trends 2009-2014 pp24-27. Project Compass CIC 2015 ISBN 978-0-9931481-0-1

conveyed to those tendering in 'an Evaluation Matrix' which describes the weightings being applied that are particular to that assessment. The specified criteria assessed in an evaluation matrix typically fall into two category headings; the Commercial and Technical. In terms of the day rates in a Commercial bid, the assessment weightings attributed to them are rightly formulated so that the higher the price the lower the score, and visa versa, as is known by all who submit bids.

The technical assessment is different. Typically this is not mathematically formulated, but derived as a quality assessment against factors which are most likely to reflect the bidders' response to a set of questions related to implementation and outputs; such as understanding of the brief, the project programme and the quality of CV's. Given the high calibre of consultants on TfL frameworks the weighting given to the latter seems somewhat unusual however at this stage.

To assess qualitatively it is normal practice for such technical assessments to be undertaken by a team, drawn from those having appropriate independent professional expertise relevant to the projects being undertaken, on a panel of at least three assessors. Assessors marks are typically recorded, weighted were required, aggregated, and transposed into the final score. In the Thames Garden Bridge Temple Bridge Contract the technical evaluation amounted to 70% of the final score.

Typically the technical evaluation in an assessment might be done first with the commercial evaluation afterwards. This is on the basis that only candidates who meet a qualitative threshold should be considered.

A key principle in public procurement is that the market should be fair and on a level playing field. In consequence a number of analytical mathematical field checks have been developed purportedly to allow the cohort of all those bidding to be compared to the winning bidder. Some of these use a 'knock off' technique. This establishes the cohorts' mathematical mean average by excluding the top and bottom bids – hence they are 'knocked off'! In the commercial market this might account for various factors. For example the lowest bid maybe economically untenable and/or poorly resourced, or even submitted simply to fulfil the bidder's perceived obligation to do so as an expression of their interest in being asked to bid on further contracts more suited to them. The corollary also applies to the higher bidder. This process allows insights into any apparent aberrances in the bids or their assessment.

Where there is a large enough bidder sample, as in the case of the commercial evaluation reported here, two bids from the top and bottom have been 'knocked off', the two lowest and the two highest, to explore and evaluate some of the data, for the reasons discussed later.

The Tender Evaluation Scoring Matrix

The Tender Evaluation scoring matrix below accumulates the scores received in the various categories weighted according to the specified percentages attributed to those criteria. This evaluation matrix has been deduced from the data sheets:

EVALUATION CRITERIA	WEIGHTING
TECHNICAL	
Understanding	25%
Programme	20%
Quality of CV's	25%
	70%
COMMERCIAL day rates	
Engineering	1 grade 5%
	2 grade 20%
	3 grade 10%
Environment	1 grade 4%
	2 grade 19%
	3 grade 7%
Proj Manage	1 grade 2%
	2 grade 15%
	3 grade 3%
Planning	1 grade 2%
	2 grade 10%
	3 grade 3%
	100% x
Final Total	<u>30%</u> 100%

The TfL Auditors Report¹⁸

Findings from the TfL Internal audit report were presented by Richard Di Cani TfL Managing Director for Planning on 17 September 2015 and Clive Walker TfL Director of Internal Audit on 22 October 2015 to the GLA Oversight Committee. This throws some light on the procurement process.

“The commercial submission from Arup on 7 May 2013 was in the form of an Excel spreadsheet providing day rates. We would have expected a formal commercial submission.” (Internal Audit report pp5)

This might indicate that in their commercial submission Arup did not submit what was expected of them. With the exception of the day rates there was nothing else provided and that the formal submission requested of them was therefore not tendered. Such items in a commercial submission might include for example a signed tender form with a separately recorded total lump sum offer and breakdown on the basis of the briefing etc. Yet their bid was accepted.

“During evaluation of the tenders, TfL Planning made a direct request (by telephone) to Arup to reduce their day rates.” “Communications outside

¹⁸ Report from Clive Walker Director of Internal Audit. TfL Ref 1A 15 638, 15 Sept 2015

of the formal tender process are inconsistent with TfL policy and procedure.” (Internal Audit report pp 4)

There were no such communications made to any other bidders.

Di Cani explained, at the GLA¹⁹, that Arup had a strong technical submission which then got progressively better, and accordingly they invited Arup and no one else to revise their prices the rationale being:

“the fact their technical bid was judged by the evaluation team to be the strongest. However, a decision was taken to interview Arup as they had the strongest technical bid. At this point it was decided to contact Arup to ask them to review their fees, with a view to reducing them, leading to a second submission. ... it was their price that affected their scoring. ”
(Internal Audit report pp 5-6)

However the principle of a level playing field is meant by law to apply to public procurement - with all participants in the competitive procedure being given equal opportunity. Why no other bidders were therefore given the opportunity to revise their submissions needs to be clarified.

The Internal Audit Report puts it thus:

“None of the other bidders were given the opportunity to revise their submissions and there was no Best and Final Offer stage included in the procurement. It would have been best practice to have done this.”
(Internal Audit report pp 6)

Clive Walker conceded²⁰ that the process had been neither ‘open’ nor ‘objective’.

Now with TfL having two commercial bids from Arup on the table, the first from 7th May 2013 and a second²¹, after it was decided to contact Arup to ask them to review their fees, the Audit goes on to report furthermore:

“There was a small error in the analysis of Arup’s commercial submission. Each bidder was required to submit day rates in each defined area for five roles, these were Partner/Director, Principal Consultant, Senior Consultant, Consultant and Junior Consultant. In the analysis of the Arup commercial submission the rates for Consultant and Junior Consultant were taken from the 7 May submission and the rates for Partner, Principal Consultant and Senior Consultant were taken from the second submission.

¹⁹ GLA Oversight Committee 17 September 2015

²⁰ GLA Oversight Committee 22 October 2015

²¹ Date unknown

The rates used in each analysis were the lower of the two rates provided. This error resulted in an uplift in the Arup score from 19.26% to 19.85%. However, it should be noted that the additional 0.59% did not affect the final placing of the bidders.
(Audit Report pp6)

This apparent ‘mix and match’ of day rates from two submissions invites reflection as to why, if they had been 0.59% lower and this did not affect their overall score, was it necessary to invite their re-submission? Bidders frequently have to go through the hoops with stages having different ‘criteria’ evaluated and there may be a range of possibilities here, but a fuller explanation is required.

Opportunity was provided for a single bidder, Arup, to make multiple submissions, without this opportunity being offered equally to all others.

In the case of Arup, the day rates they submitted were reportedly mixed from the two bid submissions. This previously unheard of methodology was not applied equally to all bidders and resulted in the winning bid being scored more favourably.

However TfL has a large framework with many excellent consultancies on it, so a further question arising – which requires clarification - is why none of the other twelve firms bidding, who were all deemed sufficiently excellent to be on the TfL Framework, could get close to the Arup Technical bid?.

Clarification should be sought from TfL as to whether the practices identified in their audit report are compliant with TfL’s procurement standing orders, regulations and legislation.

Following the internal Auditor’s report and hearings Caroline Pidgeon AM requested disclosure of the TfL bid assessment evaluations. This report also evaluates that release of additional information²² in the light of matters previously divulged.

[Temple Bridge: Summary findings from Data released under FOI-1181-1516.](#)

There is no available evidence in FOI-1181-1516 to suggest either the commercial or the technical assessment of the Arup bid was undertaken by a team. Given the value of this contract a recording of the technical assessors various marks might have been expected to have been found, amongst the spreadsheets, averaged and carried forward to the summary score found in table 9.

No supporting documentation relating to the individual technical evaluation scores was available to review. We have been told the documentation was held in hard copy by the TfL Planning Project Manager until recently when, as a result of an office move and introduction of hot desking policy, it was disposed of. Interviews with those involved show

²² FOI-1181-1516

that the first tender evaluation was carried out in accordance with TfL procedures. (Audit report p 5):

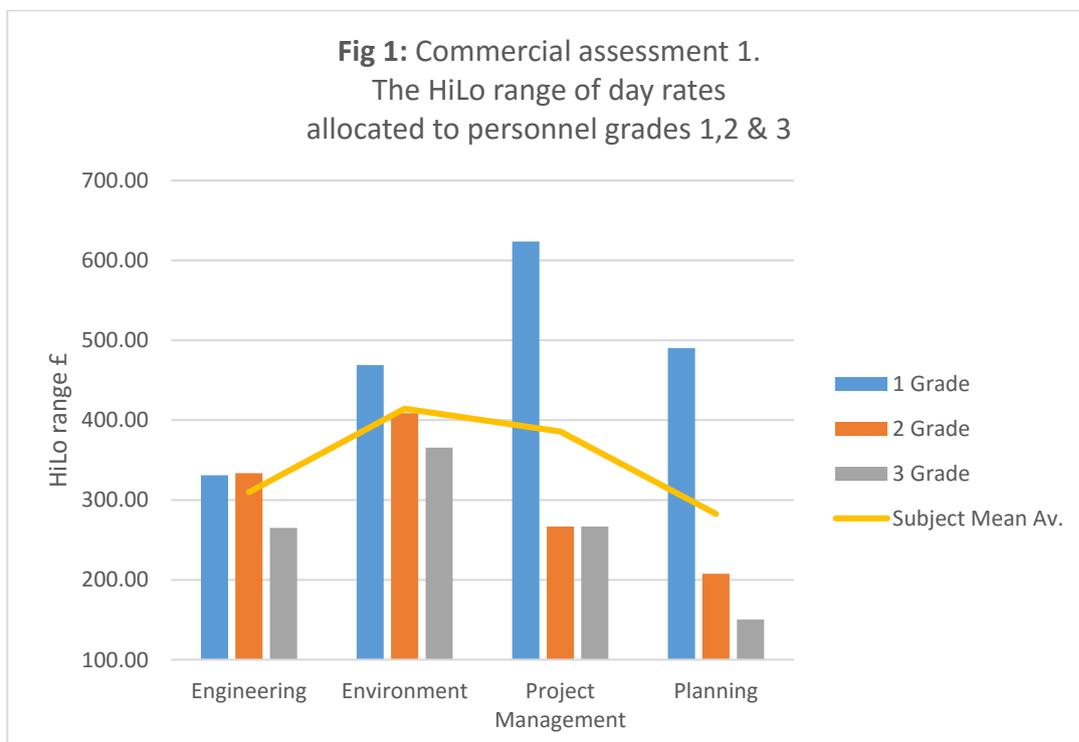
This statement is unclear however as to what is meant by 'the first tender evaluation' and whether this refers to the technical or commercial evaluation assessment, the tender analysis or the process.

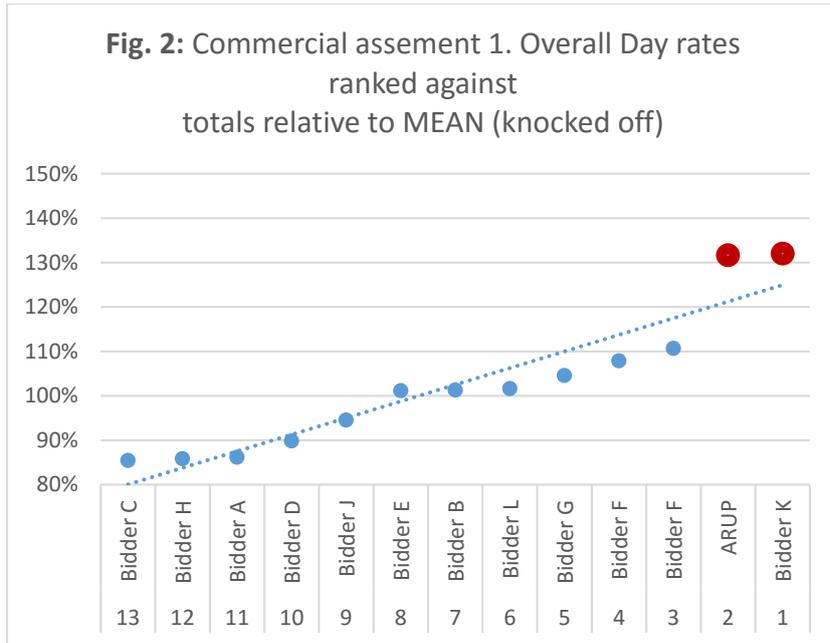
An interrogation of the data release has been unable to find how a score of 19.26% might be derived.

However in the analysis of the commercial submission Table 8, when the four inconsistently higher day rate figures for Arup found there are entered into the assessment evaluation calculation Table 5, a score of 16.92% is derived. Although this has the same string of numerals, it is of another order. It is different to the reported commercial score by 2.93% and would be material to the final ranking. On this basis only, Arup would have been placed 4th. Given the otherwise cumulative inconsistencies in the data provided any projections however are meaningless, without adequate evidence to further inform calculations.

To clarify the above matters TfL should provide the calculation methodologies for deriving figures they have reported.

In the first commercial evaluation the day rates when simply summated, show a remarkably wide range (Fig.1), with the two highest (which includes that from Arup), inexplicably outlying the cohorts' field. (Fig. 2)

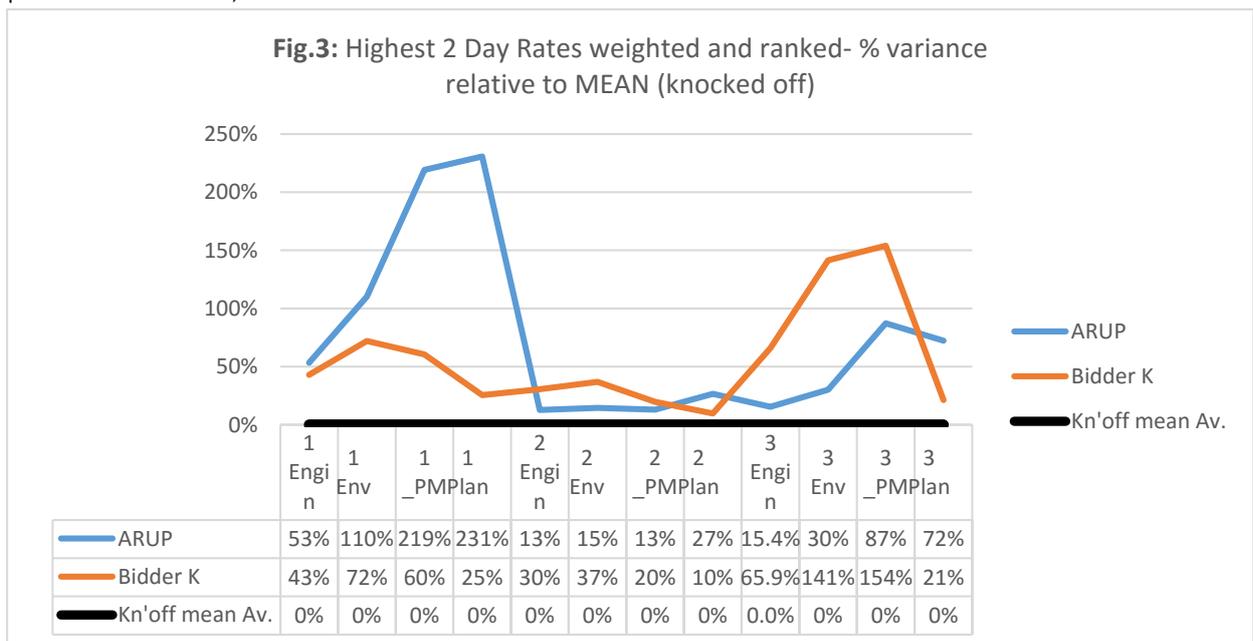




NB For ARUP these are the lowest day rates taken for 5 No. Roles in 2 No bid submissions
 Arup were the only bidder allowed to submit two bids

As there are two specific top end outliers, Arup and Bidder K (Fig. 2), and the sample cohort is large (13 bidders), both the top two and bottom two bidders have been ‘knocked off’ to ascertain the working mean used to analyse the assessment of the commercial evaluation.

Examination of the two outliers, having the highest day rates in aggregate, indicates that, in the case of Arup the greatest variance against the cohort was found in higher grade day rates, whilst for bidder K it was in the lower grades (Fig.3). Arup bid their highest relative day rates for top planners, at 1135, followed by project managers. The knocked off mean for planners was 776, and the lowest 645.



Accordingly from what was assessed in the final evaluation the Arup bid was expensive. The Arup original bid was appreciably more so, having contained higher rates for middle grade personnel.

The day rates assessed for Series 2 (middle grade) was 600 across all services. The original Series 2 (middle grade) day rates were: Engineers 735, Environment 768, Project Management 843, Planning 799.

Table 4 has two columns of 13 figures that both range from £249k to £999.7k against the bidders. This table is peculiarly inconsistent. Against the first of the two columns an (FOI) average is recorded.

Table 4

		This column Rank Ordered by Value	
Bidder F	£591,784.48	Bidder C	£249,326.00
Bidder D	£766,218.75	Bidder A	£396,200.00
Bidder G	£499,725.00	Bidder G	£499,725.00
Bidder E	£514,482.00	Bidder B	£510,436.00
Bidder A	£396,200.00	Bidder E	£514,482.00
Bidder J	£997,248.50	Bidder F	£591,784.48
Bidder L	£603,293.00	Bidder L	£603,293.00 Median
Bidder B	£510,436.00	Bidder D	£766,218.75
Bidder C	£249,326.00	Bidder H	£767,066.00
Arup	£890,549.00	Bidder K	£889,053.00
Bidder K	£889,053.00	Bidder J	£997,248.50
Bidder H	£767,066.00	Bidder F	£999,729.00
Bidder F	£999,729.00	Arup	£890,549.00 ? entry
Mathematical Av.=	£667,316.21		
H is NOT NEAREST to average			
Average without Arups	£648,713.48		
	Average		
	£767,066.00		

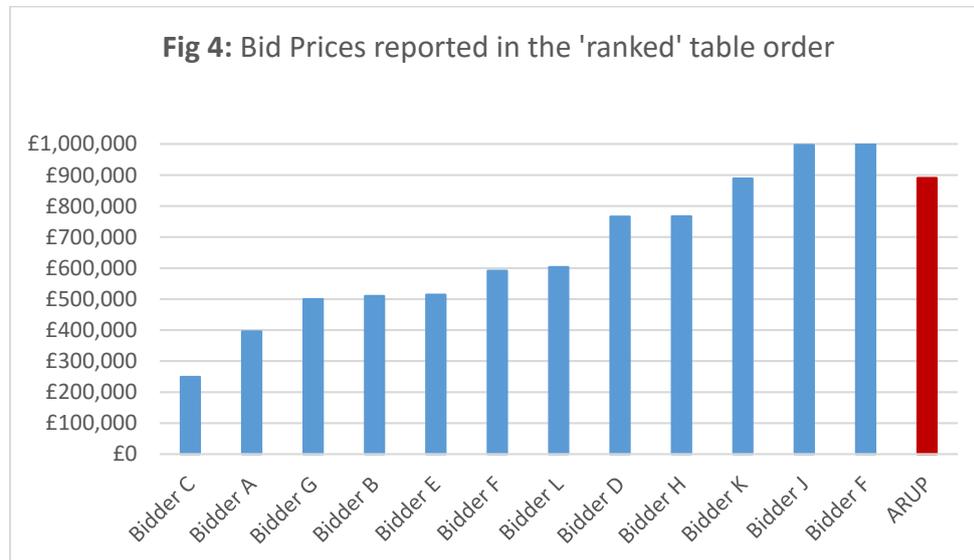
Table 4 appears to have no mathematical relationship to the evaluation calculations, but appears to record lump sum financial bids in two columns. The first 2 columns in Table 4 show bids against named individual bidders. The second 2 columns show the price bids ranked and also identify the Median bid; however the position of Arup at the bottom is anomalous.

Between the 2 columns it states (FOI) Average £767,066.00. However this is not the mathematical average of the sums given, which is £667,316.

Although the quoted average figure £767,066 matches that recorded for Bidder H, that bid is not even the nearest to the actual average sum.

As the notation of the average sum on the FOI, appears out of context within the table, it is possible that this may have been entered manually or the link to the originating cell lost.

Addressing this as a possibility, Arup’s initial bid has been speculatively calculated - and only on this basis - at £2,187,296.



This is also illustrated by Fig.4. It is unclear from the data why this FOI average sum in the first columns and the ranking order in the second are expressed in this way. The TfL internal audit report (p.5) indicates only that there was a shortfall in the original formal commercial submission.

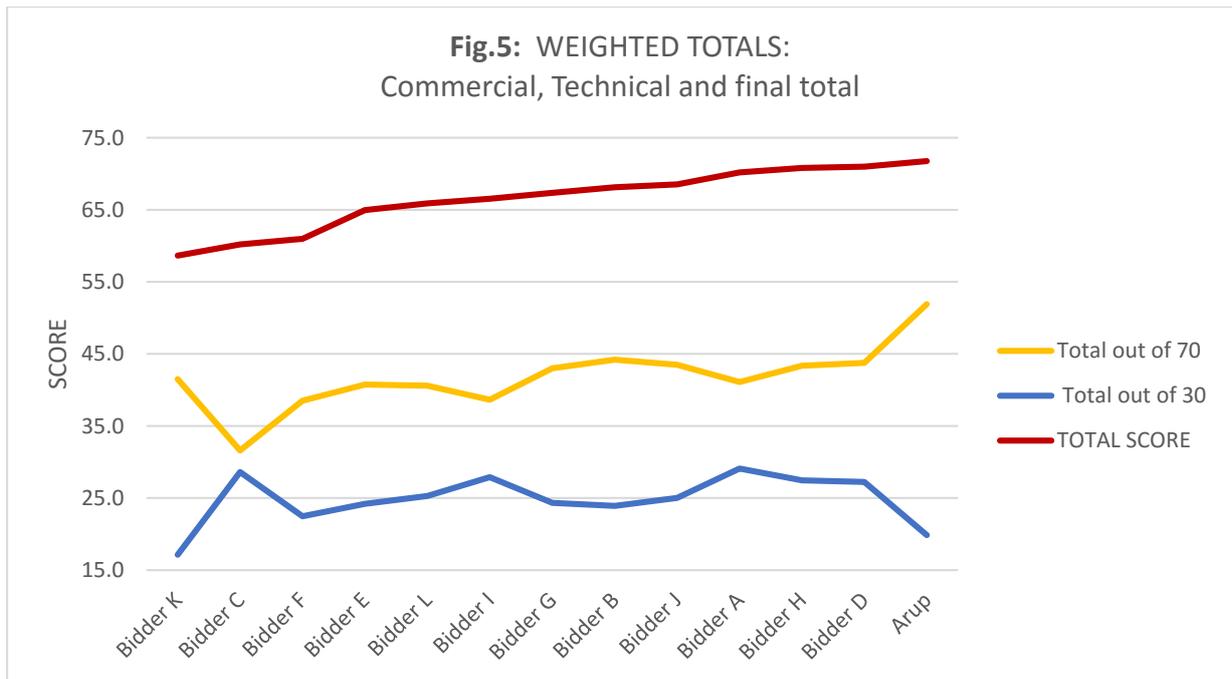
But given the admission that the commercial bid was mixed and matched, Arup’s’ rank placement 3rd highest on this lump sum price, invites further questions. Neither the TfL Internal Audit report nor the FOI have provided confirmation as to what the original Arup lump sum commercial bid price was, or whether one was submitted at tender stage.

The question as to the relevance of these figures and why this table contains multiple anomalies and inconsistent figures should be further clarified.

Although the contract resulted in a final fee of £8,422,000²³ it remains unclear relative to the bids, on what commercial basis the contract was entered.

In Fig.5 below the weighted scores awarded to bids show a direct correlation between the final technical evaluation assessment and the final commercial evaluation assessment. They appear inversely proportionate, one smiles upwardly, the other is downward in appearance. The 30% total commercial score (blue) and the 70% technical score (yellow) are added together to give the final score (red). This chart has been ordered into the final ranking with Arup the winners to the right.

²³ Audit report pp3



This highlights a degree of variance. For example a bid having particularly high day rates attracts a low score, and requires a commensurately high technical score if it is to achieve a high ranking.

Relative to the cohort the Arup commercial and technical scores appear notably divergent, having the highest technical competency and a low commercial score (blue) - reflecting their high day rates.

However Bidder K who also submitted high day rates (blue), only achieves an average technical score and for this reason is ranked last.

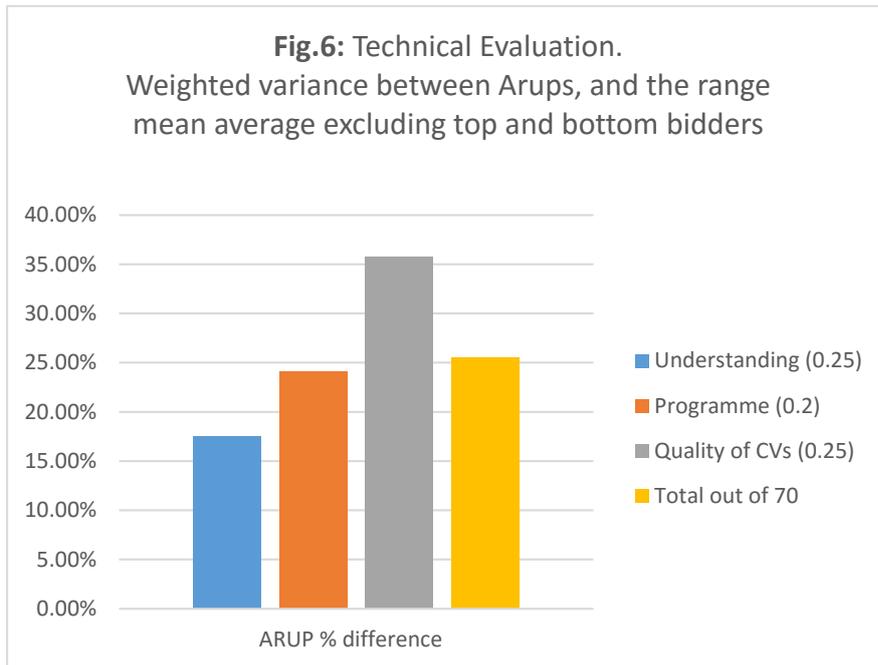
The Technical Submission comprises 70% of the overall total and is collated in the Final workings sheet

There is no evidence to suggest that this evaluation was done by a team or group of assessors. There are no multiple marks recorded against bidders for the areas being evaluated: Understanding, Programme and Quality of CV's, only a single column of figures. There is no recording of the scores having been assessed in more than one stage.

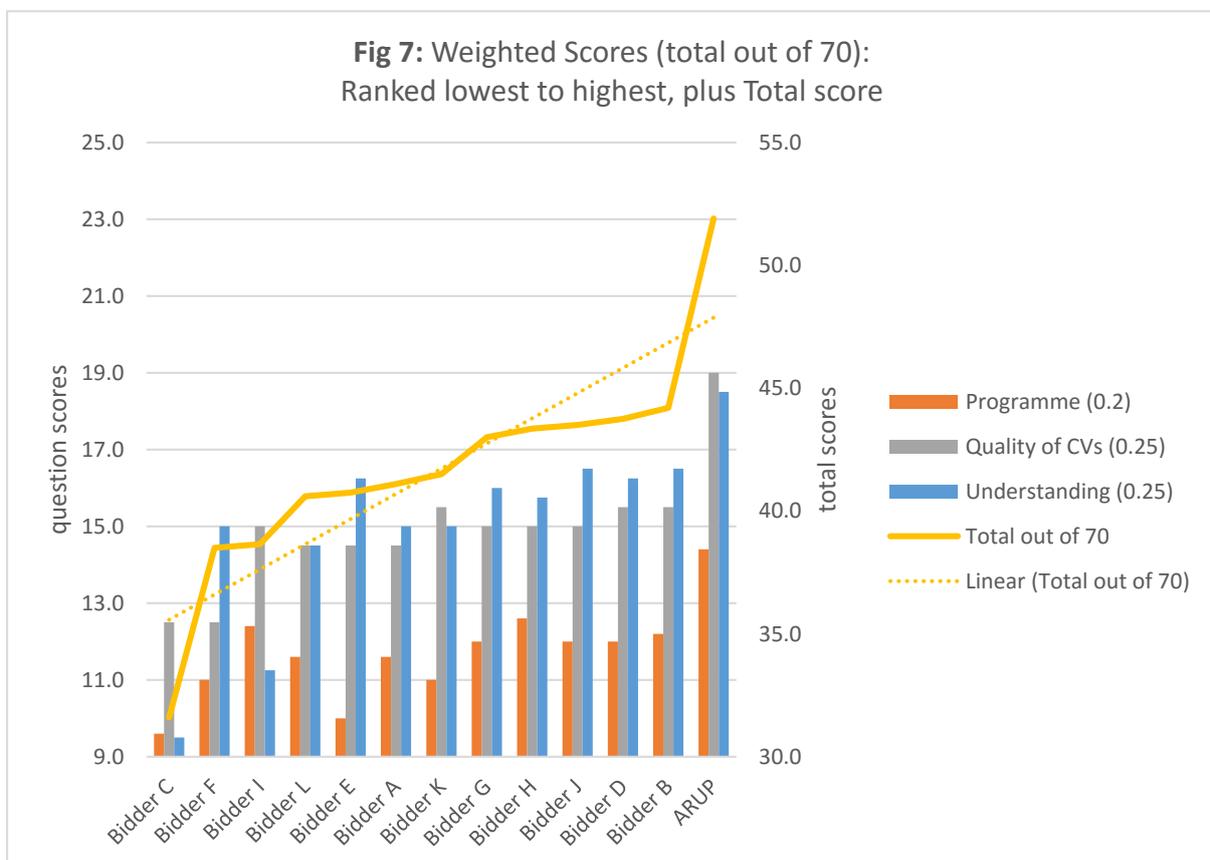
As marks are presented along with the expressed weightings (0.25, 0.2, 0.25), located directly above the data reconciliation in Table 10, and are presented in this format on the same Final Workings spreadsheet page it might be an indication the assessment recorded here was undertaken by one individual, if the participation of other assessors in these results can't be corroborated.

In the technical evaluation the overall scoring of the Arup bid notably outliers the cohort (Fig.6) - by approximately 36% in the technical evaluation assessment covering the quality of

CV's; 24% in programme and 17.5% in understanding. The Arup technical evaluation is on average 15% better across the 3 evaluations.



The scores within the technical evaluation, for understanding, programme and quality of CV's along with the resultant total in rank order are illustrated in Fig.7.



Many of the other twelve on the tender list might ask whether this degree of differential represents the market.

The FOI technical marks (weighted 0.25, 0.2, 0.25) that have been calculated are collated and totalled in Table 10. Arup achieve a total score of 51.9, with the second rank Bidder B, 7.7% below with 44.2. Under this assessment Arup have clearly

“had the strongest technical bid” (Internal Audit Report pp 5-6)

In the final workings the figures from both the Commercial and Technical assessment are added together in Table 10 to create the final tally. In Table 12A below, which is ranked into final order, it is shown how 9 out of 13 figures entered in the final tally of the commercial assessment found within Table 10 are carried forward from the first commercial assessment table 3, and entered consistently (highlighted grey).

Table 12A

Total Commercial Scores in Final Ranking: Transposed from

	Table3	Table 7	Table 10 (Total out of 30)		
Arup	19.79%	19.85%	19.85	Arup	UP
Bidder D	27.37%	27.46%	27.24	Bidder D	BELOW EITHER
Bidder H	27.81%	27.45%	27.45	Bidder H	DOWN
Bidder A	29.09%	29.18%	29.09	Bidder A	
Bidder J	25.02%	25.12%	25.02	Bidder J	
Bidder B	23.92%	24.01%	23.92	Bidder B	
Bidder G	24.34%	24.42%	24.34	Bidder G	
Bidder F	24.89%	24.96%	27.89	Bidder I	ABOVE BOTH
Bidder L	25.29%	25.36%	25.29	Bidder L	
Bidder E	24.20%	24.28%	24.2	Bidder E	
Bidder F	22.46%	22.54%	22.46	Bidder F	
Bidder C	28.60%	28.70%	28.6	Bidder C	
Bidder K	17.14%	17.21%	17.14	Bidder K	

KEY Table 12A

Table 3 are the marks apparently derived from the first assessment evaluation in the final order rank. Those highlighted grey are transposed into the final tally Table 10 (9 of the 13).

Table 7 from the second series of commercial assessment evaluations, two marks are transferred into the final tally Table 10. The mark for Arup highlighted pink is above that found in Table 3. The mark for Bidder D highlighted blue is below the previous Table 3 evaluation.

Table 10 shows marks highlighted pink higher than those found in Table 3, with Blue showing those below the Table 3 figures. NB for Bidders D & I the marks are not in the previous Tables 3 or 7.

In this final Table 10 tally two figures entered for bids D and H (highlighted blue) for the commercial submission drop below those found in Table 3. These are the scores awarded to the bids placed 2nd and 3rd in the final ranking, and in the case of the 2nd placed bid the figure entered could not be found elsewhere in the data provided. For the bid placed 3rd the figure also goes down, but in this case the score entered is transposed from the second of the commercial assessment tables.

The Arup bid however goes up from the score derived in the first assessment tables, and in this particular case delivers a better score that is derived from the second assessment tables.

The Arup Bid, recorded the score achieved in Table 7 19.85 which is higher than that in Table 3 (19.79) and **UP** 0.06.

Bidder D was ranked 2nd. In this case the figure entered 27.24 in the final tally is below either figure entered in Table 3 (27.37) or 7 (24.46). This has possibly disadvantaged the second placed bidder, reducing the mark **DOWN** by as much as 0.22.

Bidder H was ranked 3rd. In this case the figure entered 24.45 has been transposed from Table 7 and accordingly reduces the mark scored **DOWN** 0.36.

Bidder I, was ranked 8th. In this case the figure entered in the final tally was 27.89. In Table 3 (24.89) or 7 (24.96) and increasing the final tally **UP** 3.00.

Bidder D placed 2nd fell close to average for day rate prices, the lump sum submission, was price competitive and was placed 2nd in the technical assessment, although by an unassailably large margin.

Bid H: in the second commercial assessment the day rates for senior grades increase markedly (in engineering £763.85 to £854.59, planning £703.82 to £843.48, and project management from £531.37 to £805.89). If this figure was by negotiation or through interview this might seem somewhat surprising for a firm in such close contention for a contract award, unless they were lead to believe somehow they were in an unassailable position; because this alone reduces their weighted score by 1.17. The margin finally reported between Arup and the bid placed 3rd from Bidder H was 0.95.

In the final marks Arup achieved 71.75, Bidder D in 2nd place achieved 70.99, Bidder H in 3rd place achieved 70.8. The difference between them was: 0.76 (1st - 2nd) and 0.19 (2nd - 3rd).

The TfL Internal Audit report stated:

“The audit identified no issues with regard to the selection of bidders in either procurement.” (Audit Report pp4)

In the final tally the accumulated scoring of the Arup bid delivers a result which appears, in itself and within the rankings, neither aberrant nor unusual, and only fractionally above the bid placed 2nd.

The questions raised by this report have not been responded to adequately by the answers given to date. They highlight significant concerns.

THE STRATEGIC OUTLINE BUSINESS CASE

This was only completed by TfL in May 2014. Purportedly it claimed to meet:

“the agreed standards and format for business cases, as set out in (The HM Treasury) Green Book”, using the approved “five case model”²⁴.

This requires that a project’s value for money be assessed in terms of its strategic case, economic case, commercial case, financial case and management case; and the purpose of carrying out these assessments is made clear:

“The business case, both as a product and a process, provides decision makers, stakeholders and the public with a management tool for evidence based and transparent decision making and a framework for the delivery, management and performance monitoring of the resultant scheme. ...

The business case development process is key to public value in spending decisions, in terms of its scoping, options selection, delivery, monitoring and evaluation.

The business case, therefore, must never be perceived or used as the vehicle for simply gaining approval for a proposal, because to deliver public value all five components need to be planned for with integrity and satisfied.”

The Strategic Outline Business Case (SOC), is considered to be the first stage of a three-stage process, to be followed by the Outline Business Case (OBC) and the Full Business Case (FBC).

The Garden Bridge Project was allowed to advance before its Strategic Outline Business Case was even produced, let alone signed off. The project solution had been developed, and the public sector contribution to it agreed and committed, more than £4m had already been spent on detailed design, on contracts already let. Planning applications to Westminster and Lambeth were completed. It was included within the National infrastructure plan and a special purpose vehicle ‘The Garden Bridge Trust’ constituted and registered with the charity commission.

Upon release of the Strategic Business Case in May 2014 it was described as:

“... beyond dishonest.... You can see the way they have framed this business case - it is self-fulfilling. The options in it are bizarre and it is not looking at what river crossings are needed.”²⁵

²⁴ Public sector business cases using the Five Case Model: Green Book supplementary guidance on delivering public value from spending proposals. HM Treasury 2013

²⁵ Christian Wolmar London Mayoral candidate and former transport journalist reported in the AJ 11 June 2015,

THE ANALYTIC METHODOLOGY:

FOI-1181-1516:

- Data from FOI -1181-1516 supplied in two files entitled Commercial Eval Anonymised.pdf and Final Workings.pdf, and comprising 5 pages (Appendix 2) has been imported into excel.
- The sequence of Data as presented in the FOI has been tabulated for reference as, Tables 1- 11, in the order they were released, with the data from the Final workings.pdf at the end.
- Tables prefixed 1-8 are understood from the file title to relate to the Commercial Evaluation, whilst the full technical evaluation, as can be inferred from the available information including the subject area headings, is contained in Tables 9-11 in the Final Workings.pdf
- Tables otherwise have been generated by the author.
- Wherever data has been reformatted, re-ranked, abstracted for modelling or generated for this evaluation, analysis or presentational purposes this is suffixed alphabetically e.g. Table 6A. Subsequent data modelling is suffixed e.g. 6B, and where data is called out further in different formats 6B.1 etc.
- Mathematical formulations and equations have been ascertained between the data sets, with those data formulations then inserted into the spreadsheet cells, where it is ascertained they exist.
- There was next to no text on the data received (Appendix 2). Where text occurs otherwise this has been inserted by the author to further enhance understanding of the data.
- Table 1.
Bidders (F. etc & Arup) are listed against an array of columns headed 1 to 3, in sections entitled Engineering, Envir. PM and Planning etc. It is known that a day rate submission was called for in the commercial bids and that it had different evaluation assessment categories according to the grades of personnel to be deployed on the contract (TfL Auditors Report).
Looking across the rows there is significant numeric consistency under each specifically numbered column, against each bidder. The correlation is visible in respective rows and columns. In large part the averages are consistent with figures for consultants' day rate charges within the industry.
This Table therefore follows a format for recording the day rates in a bid submissions in a procurement assessment recorded against headings for different construction project specialisms, Engineering, Environment, Project Management and Planning; with day rates provided for three personnel grades in each section (Grades 1 highest, 2 middle and 3 lowest).
The data therefore has been evaluated on this basis.
- Tables 1 & 5.
At the base of this table there are two rows of numbers in blue. The first row of these in Table 1, starts 5, 20 etc, whilst the second starts 660.00. From these the outputs

entered into Table 2 are derived as described below. The first blue line totals 100. These two numbers are; in the first line the weighting by which the day rates have been apportioned to the assessment score for this particular contract; whilst the second line is the lowest bid sum that can be found in each column immediately above; this figure is apparently used in Table 2 to score individual day rate bids against the lowest bid price in that category. That this is the weighting is corroborated by reference to Table 8.

- Table 2

In layout and format this clearly follows Table 1. When the formula $A/(B \times C)$ is applied to the figures in Table 1, the figures for Table 2 are consistent with those found in the FOI Table 2. The figures reported in Table 2 therefore appear to be transposed from Table 1 by taking the lowest bid sum (A) divided by the bidder's individual sum (B) multiplied by the weighting reported in the table (C).

- On this basis the weighting factor 'C' would appear to be have been derived by TfL from an appraisal of the time different grades of personnel might be anticipated to expend on the project and apportioned accordingly. It is normal practice for the weightings to be determined during the procurement planning and notified in the call for a contract when tendered, within an evaluation matrix.

For example under Engineering, Column 1 and 2 Personnel Grade 1 are being assessed on an expenditure of time charged by day rates at a factor of 5, whilst Engineering Personnel grade 2 will be expending on a factor of 20 etc. These factors vary across the different consultancy services and grades being evaluated. (Engineering, Environment. Project Management and Planning).

From this procedure the scores accumulated by each bidder in this commercial evaluation stage are totalled up then processed before being transposed into Table 3.

- Table 3 and 7

Entitled Total Commercial Score was supplied located to the right of respectively Table 2 and 6, in the location of an accumulation table. The scores derived from Table 2 are tallied here and divided by $1/3^{\text{rd}}$ and reported as percentages in Table 3. These appear to be the scores achieved out of the max. 30% attributed to the Commercial Evaluation. They are transposed into the final assessment tally, Table 10, with a high degree of consistency, but with exceptions that are notable.

- Table 4

This table appears to record the lump sums that each of those tendering has bid and entered into their tender return. It is considered this is most likely based on their appraisal of the programme, project brief, anticipated resource expenditure overall, and commercial decisions as to the level of profit and overheads proposed (if not rolled up within the day rates). No mathematical correlation can be found between these figures and any others in the data provided. Typically the submission of such additional information is a commercial tender requirement. The figures here might therefore have a bearing on the value of the contract award that was let. But these figures were not otherwise apparently material to the final assessment calculation in this TfL evaluation.

- Table 5, 6 & 7.
Because the layout format, distribution, data transpositions and correlations in these tables matches those in Tables 1, 2 and 3, and follows them, it may be considered that this represents either a second round of assessment following negotiation or interview of candidates, or some other TfL reworking. Of relevance here is the small number of data entries that change and for which bidders, and how this impacts the final calculations.
- Table 7
This is the output from the day rate assessment in Tables 5 and 6 that mimics the calculation found in Table 3. The resulting figures change due to the small number of amendments made to the day rate entries in Table 5. 2 entries from Table 7, the final commercial score for Arups and that for Bidders H, are transposed from this Table 7 to the Commercial score found in the Final working Table 10.
- Table 8
This provides an analysis undertaken by TfL. It is alluded to in the audit report p.6. It appears to evaluate the final winning bid (against the knocked off mean derived from the final 2nd and 12th placed bids). There are 4 figures for day rates attributed to the winning bid which are not transposed from any other originating day rate entries that could be found elsewhere in the FOI tables. Day rate figures otherwise in this table, attributed to the 2nd and 12th placed bids are all transposed consistently from figures found elsewhere in Table 1. This checksum does not contribute forward into the final assessment tally and notably these figures do not sustain the bid winners' tallied assessment in the tally provided in the final working Table 10 & 11. The audit report identifies that Arup provided 2 bids with different day rates and that the lowest of these was taken in the final assessment. On this basis we have taken the higher figures in Table 8 to be the original figures in the initial bid and recalculated the commercial assessment evaluation Tables 1,2, 5 and 6 to provide our assessment of the possible position of Arup in the final ranking.
It is recommended that the provenance of the Arup day rate figures in Table 8 be provided.
- Table 9
Bidders have marks listed under 3 headings. Understanding, Programme and Quality of CV's. This would be consistent with subject headings covering qualitative criteria in a tender which might be found in a Technical Evaluation, and have been explored accordingly. Below the subject headings are factors, commencing 0.25, which when multiplied by the mark awarded produces the figures reported within the first 3 columns of Table 10, which is located in the FOI layout below. These weighting factors return the percentage of the score attributable to the specific criteria that is aggregated subsequently within Table 10 under the heading Total out of 70. On this basis it is considered that Table 9 records the figures for the Technical evaluation. All the numbers in Table 9 are whole numbers. They range from the lowest 38 for understanding by Bidder C to 76 for quality of CV's by Arup (Total range over all criteria 38).

- Table 10
This accumulates the final data, under 2 columns of totals respectively a total out of 70 and total out of 30. This represents the weighting of the two different evaluation assessments, i.e. the Commercial and Technical Evaluation, and their apportionment as the final score.
- Commencing within the 30% allocated to the Commercial Evaluation the total weighted distribution indicates that the apportionment of marks awarded to the individually listed areas of specialism was: Engineering 35%, Environment 30%, Project Management 20%, and Planning 15%. Each personnel grade day rate was awarded a subdivision of these apportioned as indicated by the weighting given (ie commencing in engineering 5,20,10 etc)
- Figures found within Table 3 and 7 have been transposed to Table 10, and are compared later in Table 12A.

Where data, tables or graphic visualisations are presented in this report they have been derived by the above methodology from the originating FOI-1181-1516 outputs.

Notes on the data provided under FOI-1181-1516:

Tables 1 – 7. In these Tables there are 2 'Bidders F' referenced. This is believed to be an error that occurred when the data was anonymised. By reference to subsequent data tables the second Bidder F later appears to be referenced as Bidder I in Table 10. The naming convention in the originating FOI has been maintained however.

The commercial evaluation used in bid assessments can be formulated to relate to a number of variables: The overall bid pricing, the day rates; the individual bid prices relative to the mean or median average, the day rates proposed or to be allocated (and their relative values), by role and/or specialism, task briefed, and the weighted apportionment of these.

The data formulations for this analysis have not been made available and it should therefore be noted that without confirmation of the precise evaluation formulas and methodology, this analysis will remain incomplete and speculative.

Thames Garden Bridge Procurement Issues

APPENDIX 1

Evaluations

A summary chronology: The Garden Bridge Procurement

Date	Activity	Source
03-May-12	Boris Johnson (BJ) election for mayor of London.	
11-May-12	Joanna Lumley (JL) sends BJ handwritten note <i>"Thomas Heatherwick(TH) & I would very much like to meet you in the near future to talk most earnestly about the idea of a bridge, a green pedestrian bridge, with cycle tracks...."</i>	FOI's - 23/4/2014 & 16/7/2015) AJ_4/2/15
26-Jul-12	Sir Edward Lister(EL) and Isabel Deding(ID) Deputy mayors planning and transport meet JL + TH	FOI's - 23/4/2014 & 16/7/2015)
24-Sep-12	JL, TH meet, present and show model to BJ, EL + ID. Sir Peter Hendry (PH) allows him BJ to see benefits-cultural, transport and regen	Mayor's states to GLA
17-Dec-12		
08-Jan-13	TfL legal deliver advice: <i>"The procurement .. for the bridge will need to be subject to competition through OJEU. It will be for the appropriate procurement team to write the procurement strategy but this note ... concludes that a design contest is likely to be the most suitable process. Given the design contest process is tailored to the sort of circumstances presented by the garden bridge, it seems the most suitable process to follow.... Level playing field: We are aware that Thomas Heatherwick has already raised with the GLA and TfL the possibility of a garden bridge across the river between Temple and South Bank and care will be needed to ensure that, particularly in relation to timing of the competition and its specification, other bidders have an equal opportunity. No specific details of the design contest itself that could be construed as giving anyone an unfair advantage should be made public before the contest is started."</i>	
01-Feb-13	Garden Bridge design re-presented by TH to BJ & staff. Omitted from BJ report to GLA despite statutory requirement of office.	FOI's - 23/04/2014
3-5 Feb-13	BJ & TH with ID and EL (Deputy Mayors) go to Apple California, to raise funds for 'Garden Bridge'. Trip privately listed, but with expenses recharged to taxpayers,	GLA Oversight 17 Dec 2015 & FOI. T Usherwood LBC
8-Feb-13	Design briefs issued in advance to those invited to tender, and outside TfL Policy on engagement with bidders.	Final Audit report, GLA Oversight Sept'15
13-Feb-13	DESIGN SERVICES INVITATION TO TENDER (ITT)	ITT Ref: TfL/90711
25-Feb-13	12:00. ITT Tender Returns. Heatherwick studio failed to meet the submission deadline through the e-portal, but their tender was accepted late, manually.	ITT Ref: TfL/90711 FOI.
26-Feb-13	TfL send Heatherwick email seeking clarification of rates	1st Audit report
08-Mar-13	TfL notifies Heatherwick Studio they have been awarded the contract, inconsistent with TfL policy	Final Audit report
11-Mar-13	w/commencing date for notification of ITT results and contract award	ITT Ref: TfL/90711
Apr-13	TEMPLE BRIDGE LEAD CONSULTANT INVITE TO TENDER	ITT Ref TfL 90001 Task 112
07-May-13	Bid received from Arup	
14-16 May-13	interviews held with four bidders	Final Audit report
01-Jul-13	TfL's contract with Thomas Heatherwick Studio ends	Final Audit report

01-Nov.-13	Garden Bridge publically announced at the start of a two month consultation exercise in support of the planning application	
04-Dec-13	National infrastructure Plan published incl.a commitment of £30m to the Garden Bridge to supplement private and TfL funding	<i>National infrastructure Plan 2013 pp10</i>
28-Jan-14	When Princess Diana died in 1998, Lumley proposed a garden bridge as a memorial: "Something that ... would still be going long after everybody has been forgotten, bang in the middle of the greatest city in the world. The Thames is the senior partner here, because otherwise there wouldn't be a city here." She envisaged a place for dawdling or contemplation. "and beyond this fairyland of small trees — St Paul's". So she contacted Sir Terence Conran, who introduced her to Heatherwick: "Terence called him 'the da Vinci of his day', and he doesn't use words like that lightly." She talked to architects and the engineering firm Ove Arup and had a set designer knock up a rough model of a bridge with three spans and two feet in the water - all that the Port of London authority would allow - for her to tout around.	<i>Evening Standard 28 Jan 2014.</i>
00-May-14	TfL completes the Garden Bridge Strategic Outline Business Case in accordance	
03-Jun-15	Caroline Pidgeon AM (GLA) writes to TfL commissioner requesting a procurement audit	<i>CP AM</i>
22-Jul-15	TfL internally circulate 1st internal Audit report	<i>TfL</i>
15-Sep-15	TfL publish Audit report	<i>TfL</i>
17-Sep-15	GLA Oversight committee Item 4. Richard di Cani(TfL), W Hurst(AJ) & W Menteth	www.london.gov.uk/moderngov/ieListDocuments.aspx?CId=254&MIId=5648&Ver=4
22-Oct-15	GLA Oversight committee Item 8. Clive Walker (TfL)	www.london.gov.uk/moderngov/ieListDocuments.aspx?CId=254&MIId=5649&Ver=4
16-Jan-16	National Audit Office finds George Osborne avoided official channels and DfT oversight to offer, Boris Johnson, funding for the Garden Bridge, warning project may not have been approved if normal processes had been followed	<i>The Guardian</i>
09-Feb-16	Richard Di Cani & Isobel Dedring-announce move to Arup	
09-Feb-16	RIBA President Jane Duncan calls for Garden Bridge to be halted and put on hold to allow a full investigation of its procurement	
10-Feb-16	GLA pass cross party motion: <i>The Assembly reiterates that there is no case for any TfL funding to be allocated to the Garden Bridge Trust and urges TfL to now enter into discussions to ensure that existing public money allocated to the project is fully recovered as quickly as possible</i>	https://www.london.gov.uk/press-releases/assembly/garden-bridge-motion

TABLE 1 and 2. Tfl Tender Evaluation, Temple Bridge

Tfl Ref: FOI-1181-1516
Tfl Commercial Evaluation page 1
Table 1
Specialism
Ranked Sections of bid
Engineering
Table provided: examined

	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	Total			
2nd Highest x 2	Bidder F	872.00	528.12	340.00	Bidder F	872.00	528.12	340.00	Bidder F	872.00	528.12	340.00	Bidder F	872.00	528.12	340.00	Bidder F	872.00	528.12	340.00	Bidder F	872.00	528.12	340.00	6960.48
2nd Highest x 2	Bidder D	700.00	437.50	275.00	Bidder D	700.00	437.50	275.00	Bidder D	700.00	437.50	275.00	Bidder D	700.00	437.50	275.00	Bidder D	700.00	437.50	275.00	Bidder D	700.00	437.50	275.00	6577.50
Highest x 6, 2nd x 4	ARUP	991.00	600.00	365.00	ARUP	1096.00	600.00	365.00	5374.50																
Highest x 5, 2nd x 2	Bidder K	850.00	770.00	525.00	Bidder K	980.00	800.00	600.00	Bidder K	980.00	800.00	600.00	Bidder K	980.00	800.00	600.00	Bidder K	980.00	800.00	600.00	Bidder K	980.00	800.00	600.00	8305.00
2nd Highest x 2	Bidder L	693.75	471.98	301.39	Bidder L	693.75	471.98	301.39	Bidder L	693.75	471.98	301.39	Bidder L	693.75	471.98	301.39	Bidder L	693.75	471.98	301.39	Bidder L	693.75	471.98	301.39	5946.25
2nd Highest x 2	Bidder B	751.00	505.00	360.00	Bidder B	721.00	440.00	270.00	Bidder B	721.00	440.00	270.00	Bidder B	721.00	440.00	270.00	Bidder B	721.00	440.00	270.00	Bidder B	721.00	440.00	270.00	6372.50
Highest x 6, 2nd x 4	ARUP	991.00	600.00	365.00	ARUP	1096.00	600.00	365.00	5374.50																
Highest x 5, 2nd x 2	Bidder K	850.00	770.00	525.00	Bidder K	980.00	800.00	600.00	Bidder K	980.00	800.00	600.00	Bidder K	980.00	800.00	600.00	Bidder K	980.00	800.00	600.00	Bidder K	980.00	800.00	600.00	8305.00
2nd Highest x 2	Bidder H	763.85	444.27	260.05	Bidder H	637.08	451.84	234.48	Bidder H	637.08	451.84	234.48	Bidder H	637.08	451.84	234.48	Bidder H	637.08	451.84	234.48	Bidder H	637.08	451.84	234.48	5399.38
2nd Highest x 2	Bidder F	877.50	436.50	337.50	Bidder F	1068.00	502.75	335.25	Bidder F	1068.00	502.75	335.25	Bidder F	1068.00	502.75	335.25	Bidder F	1068.00	502.75	335.25	Bidder F	1068.00	502.75	335.25	6784.77
Weighting	5	20	10	35	4	19	7	30	2	15	3	20	2	10	3	15	100							6273.96	
Lowest	660.00	436.50	260.05	627.08	391.27	234.48	627.08	391.27	234.48	627.08	391.27	234.48	627.08	391.27	234.48	627.08	391.27	234.48	627.08	391.27	234.48	627.08	391.27	234.48	5028.57
HiLo 2 Knocked off MEAN av.	782.34	478.36	316.39	760.82	470.35	301.44	760.82	470.35	301.44	760.82	470.35	301.44	760.82	470.35	301.44	760.82	470.35	301.44	760.82	470.35	301.44	760.82	470.35	301.44	6290.54
HiLo 2 Knocked off MEDIAN	785.63	483.20	317.50	835.00	457.91	305.00	835.00	457.91	305.00	835.00	457.91	305.00	835.00	457.91	305.00	835.00	457.91	305.00	835.00	457.91	305.00	835.00	457.91	305.00	6400.19

Colour KEY
Box: knock off r

Tfl Commercial Evaluation page 1
Table 2 - Weighted mark (relative to lowest bid & weighting proportion)

	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	Total	Total Commercial Score	
Bidder F	3.78	16.53	7.65	27.96	14.08	4.83	21.78	14.33	4.33	14.33	14.33	14.33	14.33	14.33	14.33	14.33	14.33	14.33	14.33	14.33	14.33	14.33	14.33	10.80
Bidder D	4.71	19.95	9.46	34.12	16.99	5.67	26.54	17.41	5.67	17.41	17.41	17.41	17.41	17.41	17.41	17.41	17.41	17.41	17.41	17.41	17.41	17.41	17.41	13.15
Bidder G	3.70	17.64	8.67	30.00	16.13	5.68	25.05	14.54	5.68	14.54	14.54	14.54	14.54	14.54	14.54	14.54	14.54	14.54	14.54	14.54	14.54	14.54	14.54	11.55
Bidder E	4.41	17.85	7.85	30.11	16.90	5.57	26.03	12.88	5.57	12.88	12.88	12.88	12.88	12.88	12.88	12.88	12.88	12.88	12.88	12.88	12.88	12.88	12.88	11.05
Bidder A	4.84	19.92	9.62	34.37	19.00	6.23	28.86	19.22	6.23	19.22	19.22	19.22	19.22	19.22	19.22	19.22	19.22	19.22	19.22	19.22	19.22	19.22	19.22	14.52
Bidder J	5.00	18.59	8.02	31.61	15.17	4.86	23.67	16.17	4.86	16.17	16.17	16.17	16.17	16.17	16.17	16.17	16.17	16.17	16.17	16.17	16.17	16.17	16.17	11.95
Bidder L	4.76	18.50	8.63	31.88	15.75	5.45	24.81	15.80	5.45	15.80	15.80	15.80	15.80	15.80	15.80	15.80	15.80	15.80	15.80	15.80	15.80	15.80	15.80	11.80
Bidder B	4.39	17.29	7.22	28.90	16.90	6.08	26.45	12.34	6.08	12.34	12.34	12.34	12.34	12.34	12.34	12.34	12.34	12.34	12.34	12.34	12.34	12.34	12.34	12.04
Bidder C	4.45	18.81	9.35	32.62	18.99	5.96	28.87	19.34	5.96	19.34	19.34	19.34	19.34	19.34	19.34	19.34	19.34	19.34	19.34	19.34	19.34	19.34	19.34	14.51
ARUP	3.33	14.55	7.12	25.00	12.39	4.50	19.18	12.35	4.50	12.35	12.35	12.35	12.35	12.35	12.35	12.35	12.35	12.35	12.35	12.35	12.35	12.35	12.35	9.44
Bidder K	3.47	11.34	4.95	19.76	9.29	2.74	14.59	11.62	2.74	11.62	11.62	11.62	11.62	11.62	11.62	11.62	11.62	11.62	11.62	11.62	11.62	11.62	11.62	11.15
Bidder H	4.32	19.65	10.00	33.97	16.09	7.00	27.09	17.91	7.00	17.91	17.91	17.91	17.91	17.91	17.91	17.91	17.91	17.91	17.91	17.91	17.91	17.91	17.91	13.71
Bidder F	3.76	20.00	7.71	31.47	14.79	4.90	22.17	16.82	4.90	16.82	16.82	16.82	16.82	16.82	16.82	16.82	16.82	16.82	16.82	16.82	16.82	16.82	16.82	12.70

TABLE 3 and 4: TfL Tender Evaluation, Temple Bridge

Commercial Evaluation page 2

Table 4

Bidder F	£591,784.48	This column Rank Ordered by Value	
Bidder D	£766,218.75	Bidder C	£249,326
Bidder G	£499,725.00	Bidder A	£396,200
Bidder E	£514,482.00	Bidder G	£499,725
Bidder A	£396,200.00	Bidder B	£510,436
Bidder J	£997,248.50	Bidder E	£514,482
Bidder L	£603,293.00	Bidder F	£591,784
Bidder B	£510,436.00	Bidder L	£603,293 Median
Bidder C	£249,326.00	Bidder D	£766,219
ARUP	£890,549.00	Bidder H	£767,066
Bidder K	£889,053.00	Bidder K	£889,053
		Bidder J	£997,249
		Average	
		£767,066.00	Bidder F
Bidder H	£767,066.00		£999,729
Bidder F	£999,729.00	ARUP	£890,549 ARUP ?
Mathematical Av.=	£667,316.21		
H is NOT NEAREST to average			
Average without Arup	£648,713.48	If however TRUE av. is	£767,066.00
		Then 1st BID =	

NB Highlighting added

TABLE 5 and 6: TfL Tender Evaluation, Temple Bridge

Commercial Evaluation page 3

Table 5

Engineerin	1	2	3	Env	1	2	3	PM	1	2	3	Planning	1	2	3	Total
Bidder F	872.00	528.12	340.00	Bidder F	872.00	528.12	340.00	Bidder F	872.00	528.12	340.00	Bidder F	872.00	528.12	340.00	1088
Bidder D	700.00	437.50	275.00	Bidder D	700.00	437.50	275.00	Bidder D	700.00	437.50	275.00	Bidder D	700.00	437.50	275.00	1314
Bidder G	892.00	495.00	300.00	Bidder G	875.00	540.00	282.50	Bidder G	875.00	540.00	282.50	Bidder G	875.00	540.00	282.50	1065
Bidder E	749.00	489.05	331.35	Bidder E	795.00	600.00	385.00	Bidder E	795.00	600.00	385.00	Bidder E	795.00	600.00	385.00	1197
Bidder A	682.49	438.28	270.41	Bidder A	732.32	391.27	263.36	Bidder A	732.32	391.27	263.36	Bidder A	732.32	391.27	263.36	1061
Bidder J	660.00	469.50	324.25	Bidder J	690.00	490.00	337.50	Bidder J	690.00	490.00	337.50	Bidder J	690.00	490.00	337.50	1178
Bidder L	693.75	471.98	301.39	Bidder L	693.75	471.98	301.39	Bidder L	693.75	471.98	301.39	Bidder L	693.75	471.98	301.39	1150
Bidder B	751.00	505.00	360.00	Bidder B	775.00	440.00	270.00	Bidder B	775.00	440.00	270.00	Bidder B	775.00	440.00	270.00	1223
Bidder C	742.00	484.00	278.00	Bidder C	640.00	391.50	252.50	Bidder C	640.00	391.50	252.50	Bidder C	640.00	391.50	252.50	1218
Arup	991.00	600.00	365.00	Arup	1155.00	600.00	410.00	Arup	1155.00	600.00	410.00	Arup	1155.00	600.00	410.00	1468
Bidder K	950.00	770.00	525.00	Bidder K	900.00	650.00	475.00	Bidder K	900.00	650.00	475.00	Bidder K	900.00	650.00	475.00	1351
Bidder H	854.59	444.27	260.05	Bidder H	805.89	435.08	280.75	Bidder H	805.89	435.08	280.75	Bidder H	805.89	435.08	280.75	1186
Bidder F	877.50	436.50	337.50	Bidder F	877.50	436.50	337.50	Bidder F	877.50	436.50	337.50	Bidder F	877.50	436.50	337.50	1270
	5	20	10		2	15	3		2	10	3		2	10	3	15
	680.00	436.50	260.05		640.00	383.22	252.50		640.00	383.22	252.50		640.00	383.22	252.50	392.36

Table 6

Engineerin	1	2	3	Env	1	2	3	PM	1	2	3	Planning	1	2	3	Total
Bidder F	3.78	16.53	7.65	Bidder F	2.88	14.08	4.83	Bidder F	1.47	10.88	2.23	Bidder F	1.48	7.43	1.89	14.58
Bidder D	4.71	19.95	9.46	Bidder D	3.58	16.99	5.97	Bidder D	1.83	13.14	2.75	Bidder D	1.84	8.97	2.34	17.72
Bidder G	3.70	17.64	8.67	Bidder G	3.24	16.13	5.68	Bidder G	1.46	10.65	2.68	Bidder G	1.47	7.93	2.15	14.79
Bidder E	4.41	17.85	7.85	Bidder E	3.46	16.90	5.67	Bidder E	1.61	9.58	1.97	Bidder E	1.70	7.78	2.17	13.16
Bidder A	4.84	19.92	9.62	Bidder A	3.62	19.00	6.23	Bidder A	1.75	15.00	2.77	Bidder A	2.00	10.00	2.52	19.52
Bidder J	5.00	18.59	8.02	Bidder J	3.64	15.17	4.86	Bidder J	1.83	12.23	2.42	Bidder J	1.87	8.03	2.05	16.48
Bidder L	4.76	18.50	8.63	Bidder L	3.62	15.75	5.45	Bidder L	1.34	12.18	1.70	Bidder L	1.35	8.31	2.14	16.03
Bidder B	4.39	17.29	7.22	Bidder B	3.48	16.90	6.08	Bidder B	1.65	9.27	1.70	Bidder B	1.85	8.04	2.15	12.63
Bidder C	4.45	18.81	9.35	Bidder C	3.92	18.99	5.96	Bidder C	2.00	14.68	3.00	Bidder C	1.97	9.98	2.55	19.68
Arup	3.33	14.55	7.12	Arup	2.29	12.39	4.50	Arup	1.11	9.58	1.85	Arup	1.14	6.54	1.76	12.54
Bidder K	3.47	11.34	4.95	Bidder K	2.56	9.29	2.74	Bidder K	1.42	8.84	1.59	Bidder K	1.58	7.55	2.02	11.86
Bidder H	3.86	19.65	10.00	Bidder H	4.00	16.09	7.00	Bidder H	1.59	13.21	2.70	Bidder H	1.53	8.88	3.00	17.50
Bidder F	3.76	20.00	7.71	Bidder F	2.49	14.79	4.90	Bidder F	1.46	13.17	2.24	Bidder F	1.47	9.33	1.91	16.87

TABLE 7 and 8: Tfl Tender Evaluation, Temple Bridge

Table 7

Total Commercial Score
22.54%
27.46%
24.42%
24.28%
29.18%
25.12%
25.36%
24.01%
28.70%
19.85%
17.21%
27.45%
24.96%

Commercial Evaluation page 4 - Table 8

This appears to be a CHECK SUM calculation that evaluates the variances in the assessments, between a sample of 2 others bids and the ARUPS winning Bid, as allocated by the assessors in Table 5.

There is nothing found to indicate that Bids F & G have not been randomly selected.

However unlike all other scores within this Table scores, the scores for ARUPS entered in Table 8 under column 2 (the 2nd assessor) do not reflect the score they entered previously in Tables 5.

The scores for ARUPS (highlighted) under column 2 have been incorrectly transposed. In each case in Tables 5 a figure of 600 was entered under column 2.

	1	2	3	1	2	3	1	2	3	1	2	3
Engineering				Env			PM			Planning		
Bidder F	872.00	528.12	340.00	Bidder F	872.00	340.00	Bidder F	872.00	340.00	Bidder F	872.00	340.00
Bidder B	751.00	505.00	360.00	Bidder B	721.00	270.00	Bidder B	775.00	445.00	Bidder B	698.00	299.50
Average	811.5	516.6	380.0	Average	796.5	305.0	Average	823.5	392.5	Average	785.0	319.8
Arup	991.00	735.00	365.00	Arup	1096.00	365.00	Arup	1155.00	410.00	Arup	1135.00	365.00
% Difference	22.12%	42.29%	4.29%	% Difference	37.60%	19.67%	% Difference	40.26%	4.46%	% Difference	44.59%	14.15%
Weighting	5	20	10	Weighting	4	7	Weighting	2	15	Weighting	2	3

TABLE 9, 10 and 11: TfL Tender Evaluation, Temple Bridge

FINAL WORKINGS

Table 9

Unlike Tables 1,2,5,6 & 8 there is no indication of any multiple assessor team evaluation. This assessment would appear from Table 10 weighted to 70% of the final evaluation score

	Understanding 0.25	Programme 0.2	Quality of CVs 0.25	Weighting
Bidder H	63	63	60	
Arup	74	72	76	
Bidder B	66	61	62	
Bidder G	64	60	60	
Bidder I	45	62	60	
Bidder E	65	50	58	
Bidder C	38	48	50	
Bidder J	66	60	60	
Bidder A	60	58	58	
Bidder K	60	55	62	
Bidder F	60	55	50	
Bidder L	58	58	58	
Bidder D	65	60	62	

Table 10

	Understanding	Programme	Quality of CVs	Total out of 70	Total out of 30		
Bidder H	15.8	12.6	15.0	43.4	27.45	70.8	Bidder H
Arup	18.5	14.4	19.0	51.9	19.85	71.75	Arup
Bidder B	16.5	12.2	15.5	44.2	23.92	68.12	Bidder B
Bidder G	16.0	12.0	15.0	43.0	24.34	67.34	Bidder G
Bidder I	11.3	12.4	15.0	38.7	27.89	66.54	Bidder I
Bidder E	16.3	10.0	14.5	40.8	24.2	64.95	Bidder E
Bidder C	9.5	9.6	12.5	31.6	28.6	60.2	Bidder C
Bidder J	16.5	12.0	15.0	43.5	25.02	68.52	Bidder J
Bidder A	15.0	11.6	14.5	41.1	29.09	70.19	Bidder A
Bidder K	15.0	11.0	15.5	41.5	17.14	58.64	Bidder K
Bidder F	15.0	11.0	12.5	38.5	22.46	60.96	Bidder F
Bidder L	14.5	11.6	14.5	40.6	25.29	65.89	Bidder L
Bidder D	16.3	12.0	15.5	43.8	27.24	70.99	Bidder D

Table 11

1	71.75	Arup
2	70.99	Bidder D
3	70.8	Bidder H
4	70.19	Bidder A
5	68.52	Bidder J
6	68.12	Bidder B
7	67.34	Bidder G
8	66.54	Bidder I
9	65.89	Bidder L
10	64.95	Bidder E
11	60.96	Bidder F
12	60.2	Bidder C
13	58.64	Bidder K

Thames Garden Bridge Procurement Issues

APPENDIX 2

FOI Information releases

SCHEDULE 3 – SPECIFICATION

PURPOSE OF THE BRIEF

1. This Invitation to Tender (ITT) is being issued by Transport for London (TfL) to secure design advice to help progress ideas for a new footbridge crossing of the River Thames in Central London.
2. The Mayors Transport Strategy (MTS) and London Plan is supportive of the need for improvements in pedestrian connectivity in central London that support an overall enhancement in the quality of pedestrian routes across the central area. The MTS is particularly supportive of a shift in shorter trips from public transport to walking to reduce congestion on the public transport networks.
3. The population of London is forecast to grow to potentially 10 million people by 2033 with a continued increase in the number of people working and travelling to central London. Over the past 10 years there has been a sustained increase in the number of people using national rail services to travel into London which in turn has led to a significant increase in the demand for onward travel from the main line rail terminal. Waterloo is the busiest station in London with significant demand for onward travel using the tube and bus. TfL has been actively encouraging people to consider walking to their onward destination (many of which are within 20 minutes walk) and one of the challenges is access across the river towards the midtown area.
4. In addition, there is a focus of activity along the South Bank area with major developments planned and a high concentration of cultural and leisure activities. Access to the South Bank is limited to a number of crossing points and there is a clear desire to improve access points from the north to spread the activity that is clustered on the South Bank to the north side of the river but also to improve access to key tube stations such as Temple, as a gateway to the South Bank.
5. TfL and the GLA have identified the potential for a new footbridge in central London connecting the South Bank with the Temple area and are looking to appoint a design advisor to help develop this concept to understand the potential and the scale of costs and benefits. A new footbridge in this location could offer benefits in terms of connectivity for pedestrians but would also be a positive contribution to this important cultural and leisure destination.
6. Such a bridge in this location would have to be of a high quality design to meet policies in the local planning documents and the London Plan.
7. This initial study will help examine the potential for a footbridge in this area, considering a number of different locations and taking into account a range of constraints in the area. The appointed designer would work with TfL to identify and test broad options and to help identify a potential preferred option that could be considered further.

TENDER REQUIREMENTS

8. Tenderers are asked to submit details of CV's of proposed individuals, along with day rates and two pages of recent relevant experience to this commission. Tenderers are also asked to submit a short statement outlining their overall approach to the work, limited to six pages in total.

TfL Temple Bridge Tender Assessment:

FOI Info release - Commercial evaluation anonymised p.1

NB: The FOI tabulated data here is then labelled TABLE 1-3 in Appendix 1 of this report

	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	Total	Total Commercial Score	
Engineering																		
Bidder F	872.00	528.12	340.00	872.00	528.12	340.00	872.00	528.12	340.00	872.00	528.12	340.00	872.00	528.12	340.00	872.00	10.80	22.46%
Bidder D	700.00	437.50	275.00	700.00	437.50	275.00	700.00	437.50	275.00	700.00	437.50	275.00	700.00	437.50	275.00	700.00	10.80	27.37%
Bidder G	892.00	495.00	300.00	875.00	495.00	300.00	875.00	495.00	300.00	875.00	495.00	300.00	875.00	495.00	300.00	875.00	11.55	24.34%
Bidder A	749.00	489.05	331.35	725.33	439.84	289.36	795.00	600.00	385.00	732.32	393.22	275.20	700.00	470.00	312.50	645.00	11.65	25.02%
Bidder J	660.00	469.50	324.25	692.33	391.27	263.36	700.00	470.00	312.50	700.00	470.00	312.50	690.00	488.50	314.00	690.00	11.95	25.29%
Bidder L	693.75	471.98	301.39	693.75	471.98	301.39	693.75	471.98	301.39	693.75	471.98	301.39	693.75	471.98	301.39	693.75	12.04	25.92%
Bidder B	751.00	505.00	360.00	721.00	440.00	270.00	775.00	620.00	445.00	775.00	620.00	445.00	775.00	620.00	445.00	775.00	12.51	28.60%
Bidder C	742.00	464.00	278.00	640.00	391.50	252.50	640.00	391.50	252.50	640.00	391.50	252.50	640.00	391.50	252.50	640.00	12.51	18.77%
Arup	991.00	600.00	385.00	1096.00	600.00	410.00	1155.00	600.00	410.00	1155.00	600.00	410.00	1155.00	600.00	410.00	1155.00	12.51	17.14%
Bidder K	950.00	770.00	525.00	980.00	800.00	600.00	900.00	650.00	475.00	900.00	650.00	475.00	900.00	650.00	475.00	900.00	12.71	27.81%
Bidder H	763.85	444.27	260.05	627.08	461.94	234.48	531.37	435.08	280.75	531.37	435.08	280.75	531.37	435.08	280.75	531.37	12.71	24.89%
Bidder F	877.50	436.50	337.50	877.50	436.50	337.50	877.50	436.50	337.50	877.50	436.50	337.50	877.50	436.50	337.50	877.50	12.71	24.89%
Env																		
Bidder F	872.00	528.12	340.00	872.00	528.12	340.00	872.00	528.12	340.00	872.00	528.12	340.00	872.00	528.12	340.00	872.00	14.33	22.46%
Bidder D	700.00	437.50	275.00	700.00	437.50	275.00	700.00	437.50	275.00	700.00	437.50	275.00	700.00	437.50	275.00	700.00	14.33	27.37%
Bidder G	892.00	495.00	300.00	875.00	495.00	300.00	875.00	495.00	300.00	875.00	495.00	300.00	875.00	495.00	300.00	875.00	14.33	24.34%
Bidder A	749.00	489.05	331.35	725.33	439.84	289.36	795.00	600.00	385.00	732.32	393.22	275.20	700.00	470.00	312.50	645.00	14.33	25.02%
Bidder J	660.00	469.50	324.25	692.33	391.27	263.36	700.00	470.00	312.50	700.00	470.00	312.50	690.00	488.50	314.00	690.00	14.33	25.29%
Bidder L	693.75	471.98	301.39	693.75	471.98	301.39	693.75	471.98	301.39	693.75	471.98	301.39	693.75	471.98	301.39	693.75	14.33	25.92%
Bidder B	751.00	505.00	360.00	721.00	440.00	270.00	775.00	620.00	445.00	775.00	620.00	445.00	775.00	620.00	445.00	775.00	14.33	28.60%
Bidder C	742.00	464.00	278.00	640.00	391.50	252.50	640.00	391.50	252.50	640.00	391.50	252.50	640.00	391.50	252.50	640.00	14.33	18.77%
Arup	991.00	600.00	385.00	1096.00	600.00	410.00	1155.00	600.00	410.00	1155.00	600.00	410.00	1155.00	600.00	410.00	1155.00	14.33	17.14%
Bidder K	950.00	770.00	525.00	980.00	800.00	600.00	900.00	650.00	475.00	900.00	650.00	475.00	900.00	650.00	475.00	900.00	14.33	27.81%
Bidder H	763.85	444.27	260.05	627.08	461.94	234.48	531.37	435.08	280.75	531.37	435.08	280.75	531.37	435.08	280.75	531.37	14.33	24.89%
Bidder F	877.50	436.50	337.50	877.50	436.50	337.50	877.50	436.50	337.50	877.50	436.50	337.50	877.50	436.50	337.50	877.50	14.33	24.89%
PM																		
Bidder F	872.00	528.12	340.00	872.00	528.12	340.00	872.00	528.12	340.00	872.00	528.12	340.00	872.00	528.12	340.00	872.00	14.33	22.46%
Bidder D	700.00	437.50	275.00	700.00	437.50	275.00	700.00	437.50	275.00	700.00	437.50	275.00	700.00	437.50	275.00	700.00	14.33	27.37%
Bidder G	892.00	495.00	300.00	875.00	495.00	300.00	875.00	495.00	300.00	875.00	495.00	300.00	875.00	495.00	300.00	875.00	14.33	24.34%
Bidder A	749.00	489.05	331.35	725.33	439.84	289.36	795.00	600.00	385.00	732.32	393.22	275.20	700.00	470.00	312.50	645.00	14.33	25.02%
Bidder J	660.00	469.50	324.25	692.33	391.27	263.36	700.00	470.00	312.50	700.00	470.00	312.50	690.00	488.50	314.00	690.00	14.33	25.29%
Bidder L	693.75	471.98	301.39	693.75	471.98	301.39	693.75	471.98	301.39	693.75	471.98	301.39	693.75	471.98	301.39	693.75	14.33	25.92%
Bidder B	751.00	505.00	360.00	721.00	440.00	270.00	775.00	620.00	445.00	775.00	620.00	445.00	775.00	620.00	445.00	775.00	14.33	28.60%
Bidder C	742.00	464.00	278.00	640.00	391.50	252.50	640.00	391.50	252.50	640.00	391.50	252.50	640.00	391.50	252.50	640.00	14.33	18.77%
Arup	991.00	600.00	385.00	1096.00	600.00	410.00	1155.00	600.00	410.00	1155.00	600.00	410.00	1155.00	600.00	410.00	1155.00	14.33	17.14%
Bidder K	950.00	770.00	525.00	980.00	800.00	600.00	900.00	650.00	475.00	900.00	650.00	475.00	900.00	650.00	475.00	900.00	14.33	27.81%
Bidder H	763.85	444.27	260.05	627.08	461.94	234.48	531.37	435.08	280.75	531.37	435.08	280.75	531.37	435.08	280.75	531.37	14.33	24.89%
Bidder F	877.50	436.50	337.50	877.50	436.50	337.50	877.50	436.50	337.50	877.50	436.50	337.50	877.50	436.50	337.50	877.50	14.33	24.89%
Planning																		
Bidder F	872.00	528.12	340.00	872.00	528.12	340.00	872.00	528.12	340.00	872.00	528.12	340.00	872.00	528.12	340.00	872.00	14.33	22.46%
Bidder D	700.00	437.50	275.00	700.00	437.50	275.00	700.00	437.50	275.00	700.00	437.50	275.00	700.00	437.50	275.00	700.00	14.33	27.37%
Bidder G	892.00	495.00	300.00	875.00	495.00	300.00	875.00	495.00	300.00	875.00	495.00	300.00	875.00	495.00	300.00	875.00	14.33	24.34%
Bidder A	749.00	489.05	331.35	725.33	439.84	289.36	795.00	600.00	385.00	732.32	393.22	275.20	700.00	470.00	312.50	645.00	14.33	25.02%
Bidder J	660.00	469.50	324.25	692.33	391.27	263.36	700.00	470.00	312.50	700.00	470.00	312.50	690.00	488.50	314.00	690.00	14.33	25.29%
Bidder L	693.75	471.98	301.39	693.75	471.98	301.39	693.75	471.98	301.39	693.75	471.98	301.39	693.75	471.98	301.39	693.75	14.33	25.92%
Bidder B	751.00	505.00	360.00	721.00	440.00	270.00	775.00	620.00	445.00	775.00	620.00	445.00	775.00	620.00	445.00	775.00	14.33	28.60%
Bidder C	742.00	464.00	278.00	640.00	391.50	252.50	640.00	391.50	252.50	640.00	391.50	252.50	640.00	391.50	252.50	640.00	14.33	18.77%
Arup	991.00	600.00	385.00	1096.00	600.00	410.00	1155.00	600.00	410.00	1155.00	600.00	410.00	1155.00	600.00	410.00	1155.00	14.33	17.14%
Bidder K	950.00	770.00	525.00	980.00	800.00	600.00	900.00	650.00	475.00	900.00	650.00	475.00	900.00	650.00	475.00	900.00	14.33	27.81%
Bidder H	763.85	444.27	260.05	627.08	461.94	234.48	531.37	435.08	280.75	531.37	435.08	280.75	531.37	435.08	280.75	531.37	14.33	24.89%
Bidder F	877.50	436.50	337.50	877.50	436.50	337.50	877.50	436.50	337.50	877.50	436.50	337.50	877.50	436.50	337.50	877.50	14.33	24.89%
Total	680.00	436.50	280.05	627.08	391.27	234.48	531.37	383.22	252.50	531.37	383.22	252.50	531.37	383.22	252.50	531.37	214.74	
Engineering																		
Bidder F	3.78	16.53	7.65	2.88	14.08	4.83	2.88	14.08	4.83	2.88	14.08	4.83	2.88	14.08	4			

TfL Temple Bridge Tender Assessment:
FOI Info release - Commercial evaluation anonymised p.2

NB: The FOI tabulated data here is then labelled
TABLE 4 in Appendix 1 of this report

Bidder F	£591,784.48		Bidder C	£249,326.00
Bidder D	£766,218.75		Bidder A	£396,200.00
Bidder G	£499,725.00		Bidder G	£499,725.00
Bidder E	£514,482.00		Bidder B	£510,436.00
Bidder A	£396,200.00		Bidder E	£514,482.00
Bidder J	£997,248.50		Bidder F	£591,784.48
Bidder L	£603,293.00		Bidder L	£603,293.00 Median
Bidder B	£510,436.00		Bidder D	£766,218.75
Bidder C	£249,326.00		Bidder H	£767,066.00
Arup	£890,549.00		Bidder K	£889,053.00
Bidder K	£889,053.00	Average	Bidder J	£997,248.50
Bidder H	£767,066.00	£767,066.00	Bidder F	£999,729.00
Bidder F	£999,729.00		Arup	£890,549.00

TfL Temple Bridge Tender Assessment:

FOI Info release - Commercial evaluation anonymised p.3

NB: The FOI tabulated data here is then labelled TABLE 5, 6 and 7 in Appendix 1 of this report

	Engineering					Env					PM					Planning					Total Commercial Score										
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	Total	10.80	13.15	11.55	11.55	11.55
Bidder F	872.00	528.12	340.00	872.00	660.00	872.00	528.12	340.00	872.00	640.00	872.00	528.12	340.00	872.00	640.00	872.00	528.12	340.00	872.00	640.00	872.00	528.12	340.00	872.00	640.00	645.00	1.48	7.43	1.89	1.89	1.89
Bidder D	700.00	437.50	275.00	700.00	700.00	700.00	437.50	275.00	700.00	900.00	700.00	437.50	275.00	700.00	900.00	700.00	437.50	275.00	700.00	900.00	700.00	437.50	275.00	700.00	900.00	1135.00	1.84	8.97	2.34	2.34	2.34
Bidder G	892.00	489.00	300.00	892.00	892.00	892.00	489.00	300.00	892.00	892.00	892.00	489.00	300.00	892.00	892.00	892.00	489.00	300.00	892.00	892.00	892.00	489.00	300.00	892.00	892.00	892.00	1.47	7.93	2.15	2.15	2.15
Bidder A	662.49	438.28	270.41	662.49	662.49	662.49	438.28	270.41	662.49	662.49	662.49	438.28	270.41	662.49	662.49	662.49	438.28	270.41	662.49	662.49	662.49	438.28	270.41	662.49	662.49	662.49	1.70	7.78	2.17	2.17	2.17
Bidder J	660.00	469.50	324.25	660.00	660.00	660.00	469.50	324.25	660.00	660.00	660.00	469.50	324.25	660.00	660.00	660.00	469.50	324.25	660.00	660.00	660.00	469.50	324.25	660.00	660.00	660.00	2.00	10.00	2.52	2.52	2.52
Bidder L	693.75	471.98	301.39	693.75	693.75	693.75	471.98	301.39	693.75	693.75	693.75	471.98	301.39	693.75	693.75	693.75	471.98	301.39	693.75	693.75	693.75	471.98	301.39	693.75	693.75	693.75	1.87	8.03	2.05	2.05	2.05
Bidder B	751.00	505.00	360.00	751.00	751.00	751.00	505.00	360.00	751.00	751.00	751.00	505.00	360.00	751.00	751.00	751.00	505.00	360.00	751.00	751.00	751.00	505.00	360.00	751.00	751.00	751.00	1.35	8.31	2.14	2.14	2.14
Bidder C	742.00	464.00	278.00	742.00	742.00	742.00	464.00	278.00	742.00	742.00	742.00	464.00	278.00	742.00	742.00	742.00	464.00	278.00	742.00	742.00	742.00	464.00	278.00	742.00	742.00	742.00	1.85	8.04	2.15	2.15	2.15
Arup	991.00	600.00	365.00	991.00	991.00	991.00	600.00	365.00	991.00	991.00	991.00	600.00	365.00	991.00	991.00	991.00	600.00	365.00	991.00	991.00	991.00	600.00	365.00	991.00	991.00	991.00	1.97	9.98	2.55	2.55	2.55
Bidder K	950.00	770.00	525.00	950.00	950.00	950.00	770.00	525.00	950.00	950.00	950.00	770.00	525.00	950.00	950.00	950.00	770.00	525.00	950.00	950.00	950.00	770.00	525.00	950.00	950.00	950.00	1.14	6.54	1.76	1.76	1.76
Bidder H	854.59	444.27	260.05	854.59	854.59	854.59	444.27	260.05	854.59	854.59	854.59	444.27	260.05	854.59	854.59	854.59	444.27	260.05	854.59	854.59	854.59	444.27	260.05	854.59	854.59	854.59	1.58	7.55	2.02	2.02	2.02
Bidder F	877.50	436.50	337.50	877.50	877.50	877.50	436.50	337.50	877.50	877.50	877.50	436.50	337.50	877.50	877.50	877.50	436.50	337.50	877.50	877.50	877.50	436.50	337.50	877.50	877.50	877.50	1.53	8.88	3.00	3.00	3.00
Total	660.00	436.50	260.05	627.08	627.08	627.08	436.50	260.05	627.08	627.08	627.08	436.50	260.05	627.08	627.08	627.08	436.50	260.05	627.08	627.08	627.08	436.50	260.05	627.08	627.08	645.00	1.47	9.33	1.91	1.91	1.91

TfL Temple Bridge Tender Assessment:
FOI Info release - Commercial evaluation anonymised p.4

NB: The FOI tabulated data here is then labelled
TABLE 8 in Appendix 1 of this report

	1	2	3	1	2	3	1	2	3	1	2	3
Engineering												
Bidder F	872.00	528.12	340.00	872.00	528.12	340.00	872.00	528.12	340.00	872.00	528.12	340.00
Bidder B	751.00	505.00	360.00	775.00	620.00	445.00	775.00	620.00	445.00	698.00	488.00	299.50
Average	811.5	516.56	350	823.5	574.06	392.5	823.5	574.06	392.5	785	508.06	319.75
Arup	991.00	735.00	365.00	1155.00	843.00	410.00	1155.00	843.00	410.00	1135.00	798.00	365.00
% Difference	22.12%	42.29%	4.29%	40.26%	46.85%	4.46%	40.26%	46.85%	4.46%	44.59%	57.26%	14.15%
Weighting	5	20	10	2	15	3	2	15	3	2	10	3

NB: The FOI tabulated data here is then labelled

TABLE 9, 10 & 11 in Appendix 1 of this report

The column descriptions indicate Tables 9 and 10 relate to the technical evaluation

	Understanding Programme Quality of CVs						
	0.25	0.2	0.25				
Bidder H	63	63	60				
Arup	74	72	76				
Bidder B	66	61	62				
Bidder G	64	60	60				
Bidder I	45	62	60				
Bidder E	65	50	58				
Bidder C	38	48	50				
Bidder J	66	60	60				
Bidder A	60	58	58				
Bidder K	60	55	62				
Bidder F	60	55	50				
Bidder L	58	58	58				
Bidder D	65	60	62				
				Total out of 70	Total out of 30		
Bidder H	15.75	12.6	15	43.35	27.45	70.8	Bidder H
Arup	18.5	14.4	19	51.9	19.85	71.75	Arup
Bidder B	16.5	12.2	15.5	44.2	23.92	68.12	Bidder B
Bidder G	16	12	15	43	24.34	67.34	Bidder G
Bidder I	11.25	12.4	15	38.65	27.89	66.54	Bidder I
Bidder E	16.25	10	14.5	40.75	24.2	64.95	Bidder E
Bidder C	9.5	9.6	12.5	31.6	28.6	60.2	Bidder C
Bidder J	16.5	12	15	43.5	25.02	68.52	Bidder J
Bidder A	15	11.6	14.5	41.1	29.09	70.19	Bidder A
Bidder K	15	11	15.5	41.5	17.14	58.64	Bidder K
Bidder F	15	11	12.5	38.5	22.46	60.96	Bidder F
Bidder L	14.5	11.6	14.5	40.6	25.29	65.89	Bidder L
Bidder D	16.25	12	15.5	43.75	27.24	70.99	Bidder D
	1	71.75	Arup				
	2	70.99	Bidder D				
	3	70.8	Bidder H				
	4	70.19	Bidder A				
	5	68.52	Bidder J				
	6	68.12	Bidder B				
	7	67.34	Bidder G				
	8	66.54	Bidder I				
	9	65.89	Bidder L				
	10	64.95	Bidder E				
	11	60.96	Bidder F				
	12	60.2	Bidder C				
	13	58.64	Bidder K				