

Provision of Programme Oversight and Assurance Services in relation to the MetroLink Programme

Conflict of Interest Management

References

- A: Information Memorandum Provision of Programme Oversight and Assurance Services in relation to the MetroLink Programme.
- B: Appendix A – Minimum Standards for Conflict of Interest Management and Separation in Tendering for NTA Programme Oversight and Assurance Services for the MetroLink Programme.
- C. NTA MetroLink Major Contracts Probity and Ethics Requirements Jan 2026.

1. This document supports the National Transport Authority's (NTA) requirements and expectations in relation to the identification, disclosure, and management of conflicts of interest for the Pre-Qualification (PQ) process Programme Oversight and Assurance Services for the MetroLink Programme. The document should be read in conjunction with the NTA MetroLink Major Contracts Probity and Ethics Requirements (Ref C).
2. The integrity of the procurement process is paramount and that any participation giving rise to unacceptable conflict risk will not be permitted. The NTA places a strong emphasis on the avoidance of conflicts and requires Candidates to undertake thorough internal due diligence and to self-exclude where conflicts cannot be clearly and convincingly mitigated. In accordance with the Information Memorandum (Reference A):
 - Any conflict of interest or potential conflict of interest must be fully disclosed to the NTA as soon as such conflict or potential conflict becomes apparent; and
 - If a conflict or potential conflict of interest should arise, the NTA shall, in its absolute discretion, decide on the appropriate course of action.
3. Following disclosure of a conflict of interest, including perceived or potential conflicts, the NTA will request a Conflict of Interest Management Plan (COIMP). The NTA will apply a rigorous and proportionate review approach to each respective COIMP (see Appendix A). It will not engage in iterative refinement of submissions that fail to meet the required standard. Where an actual conflict of interest exists, or where a conflict cannot be demonstrably and unequivocally mitigated to the satisfaction of the NTA, the entity is expected to withdraw from the procurement process. The submission of a COIMP does not imply acceptability of a conflict. Candidates are therefore strongly advised to undertake rigorous internal due diligence prior to participation and to self-exclude where appropriate. The COIMP should be submitted at least three weeks prior to the PQ submission deadline. The rationale for this timeline is that Candidates should not submit a PQ submission without an accepted and approved COIMP from the NTA. Prior to submission of a COIMP, the Candidate entity must explicitly confirm that it has undertaken a comprehensive conflict assessment.
4. All communications relating to this COI methodology will be managed through eTenders.

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Minimum Standards for Conflict of Interest Management and Separation in Tendering for NTA Programme Oversight and Assurance Services for the MetroLink Programme

In line with NTA's broader Conflict of Interest Management policies, where potential or perceived conflict of interest arises, any entity wishing to bid is required to demonstrate a separation between the bidding team/entity and any areas of existing work on MetroLink which might give rise to a potential or perceived conflict of interest. The Candidate is required to demonstrate, and assure NTA of a physical separation, a managerial separation and a data separation. The following represent minimum requirements only. Meeting these requirements does not guarantee acceptance.

Physical Separation:

- The bidding team/entity must demonstrate appropriate physical separation from the potentially conflicted one.
- The bidding team must be able to demonstrate that the team does not have any members who are conflicted from participation in the bid.
- The bidding entity must demonstrate that there is a plan and control mechanism in place to limit/exclude the transfer of any staff between the teams.
- There must be restrictions which limit/eliminate contact between staff members.

Managerial Separation

- There must be a separation through the management line between the bidding team and the potentially conflicted one. This separation must be at a sufficiently senior level that the bidding entity is able to demonstrate management independence.
- The bidding entity must be able to demonstrate a separation of profit centre and all aspects of costs, bid funding and assets.

Data Separation

- The bidding entity must be able to demonstrate information separation between the entities.
- There must be no mechanism for data visibility or exchange, and there must be auditable systems logs and transaction traceability.

Any prior access to sensitive information must be treated as high risk and likely disqualifying unless conclusively neutralised.

*The bidding entity is responsible for creating a Conflict of Interest Management Plan, adhering to it, demonstrating compliance and assuring NTA of compliance as required.