

## Transport For London: Who we are and what we do

# Candidate Prospectus



## Who are TfL?

# Who are Transport For London?

- £9.1 bn revenue
- £7.9 bn operating costs
- TfL are supporting the Mayor's goal for London to be a net zero carbon city by 2030
- 1.4 billion tube passengers every year
- 2.3 billion bus passengers every year
- 580 Km of TfL operated roads

Transport for London (TfL) are the integrated transport authority responsible for meeting the Mayor of London's strategy and commitments on transport in London.

### The Capital's Transport

We run the day-to-day operation of the Capital's public transport network and manage London's main roads, covering London's buses, London Underground, Docklands Light Railway, London Overground and London Trams.

We also run London River Services, Victoria Coach Station Road User Charging, Taxi / Private-Hire Licensing and Santander Cycles.

We are guided by the Mayor's Transport Strategy and its target that 80% of all journeys will be made on foot, by cycle or using public transport by 2041.

### Helped by technology

We use technology and data to make journeys easier. Oyster and contactless payment cards and information in different formats help people move around London.

Live travel information is provided directly by us and through third party organisations which use the data we make available to power apps and other services.

Put simply:

The work we do is helping London's economic recovery by becoming the green heartbeat of the capital.



# What do the Procurement and Commercial function do?

We deliver outstanding value by building strong relationships and providing excellent procurement and contract management.

### Procurement & Commercial

Procurement & Commercial (P&C) is responsible for planning, sourcing, implementing and managing contractual relationships with TfL's suppliers. This begins with setting a Procurement & Commercial Strategy and proceeding through to contract management via compliant policies and procedures.

As well as extending key services to other Greater London Authority (GLA) members, P&C also engages closely with the Mayor's office and London Boroughs on major capital projects and operating contracts across the Capital lifecycle.

This covers everything from professional services and catering to Oyster Card charging, CCTV, electricity, trains, highway maintenance, line upgrades, traffic signals and much more.

Underpinning all of our activity is the need to support the Mayor's vision for London to create a better quality of life for all of its communities now and in the future. P&C takes the lead on a significant Responsible Procurement agenda focusing on skills, diversity, ethical sourcing and environmental sustainability to help realise that vision.

We have also recently mobilised our Procurement & Commercial Scorecard for the year ahead and need individuals who can support its delivery.

The Scorecard focuses on:

- safety and security of the P&C function
- having an engaged team of capable staff
- serving our internal TfL and external customers
- procuring responsibly
- supporting TfL's financial plans

- Since 2016 – TfL has saved £1.1 bn from operating costs
- Key role in £2bn Capital Investment programme
- P&C leading the delivery of a further £600m in savings
- Total Team of 800 FTE

## Procurement & Commercial Core Function

### Define the Business Needs

Work with the business to understand their needs and what the market can offer through market research, intelligence and engagement.

### Develop the Business Case

Support the development of the business case through cost estimating, benchmarking and commercial risk analysis.

### Set the Strategy

Lead the development of project and category sourcing strategies and engage with our potential suppliers. We challenge and feedback on specifications based on market intelligence.

### Procure & Contract

Run compliant and efficient procurement processes.

### Implement

Lead negotiations with selected suppliers and support the business to mobilise the contract(s).

### Manage Contract

Manage contractual changes and amendment, along with options and extension. We also manage disputes and renegotiations.

### Conclude & Learn

Identify efficiencies for future contracts and feedback into category strategies.



# What do the P&C IT Team deliver?

The team are crucial for defining the commercial requirements of the business.

### The Categories covered

The IT Procurement category covers a broad range, from enterprise applications, to hosting, to the revenue payment systems, to the IT which operates the full business scope across areas such as London Underground and the Buses, to the core back-office systems.

We help the business to define commercial requirements, ensuring these meet the wider business objectives. We work closely with the business, and bring our expertise to achieve best in class sourcing and proficient category knowledge in all areas.

We're always mindful of EU and UK regulation whilst delivering commercial support to minimise any risk involved.

### The Team

We have a team of roughly 70 people, split into 9 categories and we manage close to £1bn worth of spend on behalf of the business.

This is built up of large complex procurements, strategic contract management activity and tactical activity on safety and operationally critical solutions.

All of this means:

We want to be a robust IT Procurement and Commercial function working with our customers and ecosystem of partners, to enable the TfL technology and data agenda.



**Scott Green,**  
Head of Procurement &  
Commercial,  
IT Vision:

- To support P&C ambition of delivering outstanding value by building relationships and providing excellent procurement and contract management with a common understanding of business area objectives and priorities
- To look for innovation by default in everything we do, enabling TfL to take advantage of leading-edge technology and solutions. Work together in cross-functional teams to find long term integrated solutions for TfL
- To put forward credible, fast-based recommendations, applying our commercial acumen to bring innovation and values proposition by default in everything we do

- Spend Base £1 bn p/a
- Largest single IT contract valued at £1.2bn over 10 years
- Team of 70 FTE



70+

IT P&C F

70 staff in

- 14x B4, 40+

- Managing sp  
across 1,000

# P&C IT / Tech



**IT SU OPS**

P&C IT SU manages **3rd party contracts >850** valued at **£850m** including traffic lights, CCTV, bus systems, command & control systems, cutting edge tech.



**IT LU OPS**

IT P&C supports maintenance and capital works on the LU and Rail networks with a **spend of £25m on IT products and services**



**28,000+ Devices**

T&D provides and manages over 28,000 personal computing devices including mobile phones, laptops and tablets via 3rd party contracts.

**FTE**

**FTEs over 100,000 including:  
B3, 15+ B2  
Spend >£1BN  
100+ contracts**

**6. Hosting**

**7. Apps & Dev**

**8. Networks**

**9. EUC,  
Cyber & GLA**

**6500+**



T&D Operates and **maintains c.6,500+ servers** hosted in on-premise data centres and in the public cloud (Amazon Web Services (AWS) and Microsoft Azure).

**£5bn Revenue**



Enabled through 3rd party contracts **collection of £5bn revenue** for TfL and the Train Operating Companies, comprising c.9m journeys per day.

**c.£ 15M Benefit**



We will deliver c.£ 12 to £ 18M of benefits this year.  
**Managing spend in excess of £1BN per annum.**

# Our main customer Technology & Data function

Experts in their field, Technology & Data play a crucial role within the IT section of Transport For London, and attract only the best in their field.

### What we do

Technology and Data (T&D) underpin everything TfL does as a business. The T&D team works closely with all parts of the business to deliver a range of exceptional technology solutions that benefit London.

The core IT helps c.30,000 employees be more productive in their jobs; the iBus location system provides our customers with real time information and Contactless has made us the payments leaders in transport.

This is just a sample of all the great things T&D do and a reminder of all the

Hard work, commitment, innovation:

It's why T&D are here and it's why they are at the heart of our organisation.

hard work, commitment and innovation the team delivers for the benefit of Londoners.

T&D are true experts in their field, powered by an enthusiastic team ethos. T&D are a true reflection of London's diversity, and attract only the very best in the industry.

All of this is hugely instrumental in the success of TfL as a transport provider.

### T&D Stats:

- **1,700 staff**
- **28,000 personal computing devices**
- **15,000 oyster cards p/d**
- **£5bn in revenue collected every year**



# Testimonials

# Testimonials

George Barratt, Senior Category Manager

I joined TfL almost 10 years ago on the Graduate training programme and have managed to gain some really fantastic experience at here. I've worked on a host of complex procurement projects and strategic contracts, which have meant I've been able to work my way through the Assistant Procurement & Commercial Manager and Procurement & Commercial Manager roles to achieve a Senior Category Manager position.

I'm convinced the clear path for progression, exposure to high-value complex work and the culture in the team have all contributed towards my development and success.

I'm really proud of my recent achievements at TfL, leading a £400m+ procurement for the supply, install and maintenance of Traffic Signals and CCTV, which resulted in gaining benefits of £90m! That was something I know I'll be remembering for the rest of my career.

I'm now heading up my own category team and hoping to build a high performing team that thrives in IT Procurement and Commercial.

Shantini Doraisingam, Procurement and

I joined TfL in 2009 as a contract manager. Working in TfL has given me some great opportunities to expand my contract management and procurement knowledge and experience.

I provide contract management support to value key contracts, the Revenue Control of a £1 billion bespoke contract that maintains fares and ticketing system that collects fares revenue every year. I have also been involved in the delivery of strategic projects such as the provision of the Rail Safety and Standard Inspection Device, contract management of CPAY Agreements with the Train Operators and the Merchant Acquiring Agreement for the

My recent move to the EUC category opportunity to expand and develop expertise across P&C IT Services category procurement support by collaborating Authorities such as the GLA Group – MOPAC etc.

If you relish the thought of working in an innovative and challenging environment, you will thoroughly enjoy!



**TRANSPORT  
FOR LONDON**  
EVERY JOURNEY IS A JOURNEY HOME

## and Commercial Manager

management executive. Great opportunities to develop procurement skills,

Report to one of TfL's high value collection Contract, a role that maintains and supports the delivery of TfL's circa £5billion worth of projects. Led on the procurement of a new Revenue Collection Contract of the PAYG and TfL, among others.

This will give me the opportunity to manage procurement across all categories, and provide support to TfL's Cyber Security, OPDC, and

in a fast paced, dynamic environment, then this is a role

for you.

### Jess Denton, Procurement and Commercial Manager

“

I joined TfL on the Commercial Graduate scheme just under 9 years ago. During this time I have had the opportunity to work on a wide range of projects in various different areas including; London Underground, Surface Transport, Commercial Development and Commercial ICT, where I am now a Commercial Manager.

Starting out, I was given support and guidance from colleagues and managers to learn core commercial principles to get to grips with contract management fundamentals.

With this foundational knowledge I have been able to progress quickly to working on larger, more complex and high value procurements including TPH (Taxi Private Hire) (£90m), iBus2 (£300m+) and Countdown 3 (£24m). Through TPH and iBus2 I have had the opportunity to collaborate directly with suppliers, utilising the Competitive Dialogue procedure; working to drive savings through detailed discussions of TfL requirements during the procurement process whilst resolving key points of misunderstanding to allow Bidders to submit the highest quality bids at the best possible prices.

If you are a proactive person who is keen to take on responsibility and utilise your skills to help TfL deliver its challenging mission of delivering best value for London then I would recommend applying.

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# Equality, Diversity and Inclusion

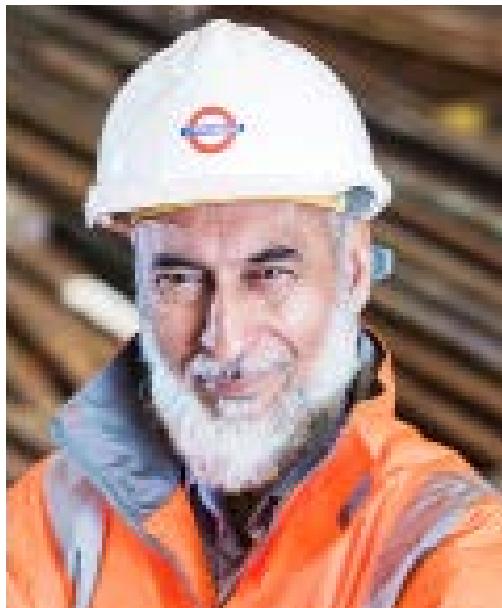
We are committed to equality, diversity and inclusion. We want to represent the city we serve, which will help us become a more innovative and efficient organisation.

Our goal is to make our recruitment as inclusive as possible.

We are a disability confident employer who guarantee an interview to any disabled candidate who meets all of the essential criteria.

We also use anonymising software that removes identifying information from CVs and cover letters to make the process fair.





# Job Vacancies

## (SCM, SSM, PCM, APCM)

### B4 Senior Category Manager Job Details

#### Senior Category Manager for IT Procurement & Commercial

**Salary: Circa £90,000 per annum dependent on skills, knowledge and experience**

**Location: North Greenwich or Southwark, London (Hybrid working approach)**

In this role you'll own the end-to-end sourcing and contract management processes for your category, from strategy development to contract execution and contract management. You'll also manage a team of professional Procurement and Commercial Managers and Assistant Procurement and Commercial Managers to deliver against category targets.

These roles report into the Head of Procurement and Commercial, IT. The IT P&C function operates to a nine category structure. The Head of Procurement, IT reports into the TfL Capital Procurement Director and is part of the P&C Senior Leadership Team.

#### Key Experience / Accountabilities

- Experience of sourcing and managing IT contracts across the entire IT portfolio,
- Experience with top-tier IT companies and an understanding of their offerings, differentiator and commercial models,
- The ability to work in a diverse environment,
- Familiarity with relevant Public Sector procurement regulations,
- Experience of delivering technology procurement projects from cradle to grave,
- Experience in overseeing resources to deliver against the various contracts and projects within the portfolios,

- Lead the commercial team to deliver effective end to end commercial services for a defined category of spend,
- Lead the development of commercial category and sourcing strategies, utilising market analysis, subject matter expertise and engagement with business stakeholders to inform design and ensure innovative & best practice approaches are applied to optimise value.
- Ensure key senior stakeholders are bought in and willing to implement strategies,
- Ensure influence and early input into TfL business plan development by building strong relationships with key business stakeholders, providing appropriate challenge and thought leadership to influence and support business decision making,
- Lead a range of procurement routes to market and maintain expertise and in-depth knowledge of the Sourcing Process to ensure optimum levels of Value are delivered. Provide a strong knowledge of commercial models and approaches/techniques necessary to achieve best in class sourcing, and offer expert category knowledge,
- Deliver substantial cost benefit and opex and capex benefits within the portfolio. Deliver improved customer outcomes to TfL stakeholders, with a strong understanding of the customer journey and how to continually improve service,
- Identify and manage project commercial risks and provide reporting and assurance to the business that project risks are appropriately identified, mitigated and managed,
- Ensure effective mobilisation and implementation for newly awarded contracts, and the relevant TfL contract management and/or supplier management framework and toolkit are developed and implemented,
- Lead the commercial and contractual performance management of contracts. Lead contract

performance reviews, managing key commercial risks & mitigations to reduce TfL's reputational or financial exposure and identify any additional benefit opportunities. Ensure that all commercial actions, improvements and escalations are driven forward in a timely manner,

- Develop strong relationships with key critical / strategic suppliers to facilitate delivery of increased commercial value, maximising bottom line value, performance, cost efficiency and service provision, in line with TfL's risk appetite,
- Lead on dispute resolution in the event of a commercial dispute, ensuring that commercial issues are resolved in a proportionate and timely manner,
- Lead and develop a team to ensure high quality commercial outcomes.

## B4 Senior Sourcing Manager Job Details

### Senior Sourcing Manager for IT Procurement & Commercial

**Salary: Circa £90,000 per annum dependent on skills, knowledge and experience**

**Location: North Greenwich or Southwark, London (Hybrid working approach)**

In this role, you will own the end to end sourcing management and contract management processes within a major sourcing project, through strategy development to contract execution and contract management. The role will drive the delivery of commercial project targets to an agreed project plan.

It will help the business to define commercial requirements and ensure these meet the desired business outcomes, while also delivering value from third party spend. To do this, you will work closely with contacts in the business to understand desired outcomes and challenge requirements to achieve business aims in the most cost efficient way possible.

#### Key scope of the role:

- Where relevant to the size of the project, people management – maintaining a professional and motivated team,
- Commercial approach development, strategy and execution & continuous improvement,
- Management of complex agreements – high value, high risk,

- Accountable for its savings targets,
- Sourcing strategy development and execution management,
- Manage internal senior stakeholders and suppliers,
- Supplier contract and business dispute resolution,
- Adhering to TfL standards, policies and procedures.

#### Key Experience / Accountabilities

- Experience of the IT category not just this project area of spend but categories across the IT portfolio. You will be a category expert with excellent knowledge of the market,
- Strong experience of managing a team of professionals and ability to develop a team working in a cross function project team,
- Expert knowledge of contract and supplier management methodologies,
- Strong knowledge of commercial models and approaches/techniques necessary to achieve best in class sourcing, and offer expert category knowledge,
- Industry knowledge of relevant categories and/ or expertise/specialism in a specific commercial discipline - Contractual and supply chain management in a range of business sectors and commodities,
- Proven ability to build strong and effective relationships across internal and external stakeholders,
- Excellent commercial acumen and the ability to apply this to practical situations,
- Excellent ability to understand the stakeholder landscape and manage and influence senior stakeholders,
- Excellent ability to communicate, verbally and in writing, present data in an easily understandable format that drives action,
- Knowledge of the application of procurement tools, including e-sourcing systems,
- Broad experience in influencing, leading and managing complex strategic relationships, and with external stakeholders including suppliers,
- Ability to demonstrate value identification, implementation and delivery of sustainable outcomes in a complex, legislated environment,
- Relevant and up-to-date awareness of EU and UK legislation and regulation pertaining to commercial activity, including relevant any relevant professional qualifications or memberships

# Job Vacancies

## (SCM, SSM, PCM, APCM)

### B3 Procurement and Commercial Manager Job Details

**IT Procurement and Commercial Manager**  
**Salary: Circa £60,000 per annum dependent on skills, knowledge and experience**  
**Location: Southwark, London (Hybrid working approach)**

In this role you'll provide support for strategic commercial direction for projects and categories from concept through specification, contract and procurement, design, delivery and support. To succeed in the role you will be required to identify high value for money saving opportunities through timely and accurate management information.

Leading a small team of procurement / commercial professionals delivering the new and advanced services to meet the requirements of the business.

These roles report into the Senior Category Managers of the nine category teams in the Procurement and Commercial, IT team.

### Key Experience / Accountabilities

- Relevant experience analysing and documenting complex business processes,
- Strong knowledge of writing contractual requirements and assessing specifications for Information Systems,
- Dealing with technology and an IT based operations system,
- Strategic planning,
- A record of delivering projects on time and within budget,
- Representation of an organisation internally and externally to stakeholders,
- Management of staff and consultants in a dynamic and fast moving environment,
- Proven experience in commercial negotiations for procurements for at least two life cycles,
- Experience of managing a small team of specialists and /or ability to prioritise and work on own initiative,
- Experience in contract management and administration and proven experience in using supporting office systems,





- Experience in preparing, reviewing and agreeing Contract terms and conditions and commercial schedules.
- Driving efficiency and greater value for money, the P&C will play a vital role in enabling TfL to be more commercially focussed and financially sustainable.

## **Band 2 Assistant IT Procurement and Commercial Manager Job Details**

**Assistant IT Procurement and Commercial Manager**  
**Salary: Circa £40,000 per annum dependent on skills, knowledge and experience**  
**Location: Southwark, London (Hybrid working approach)**

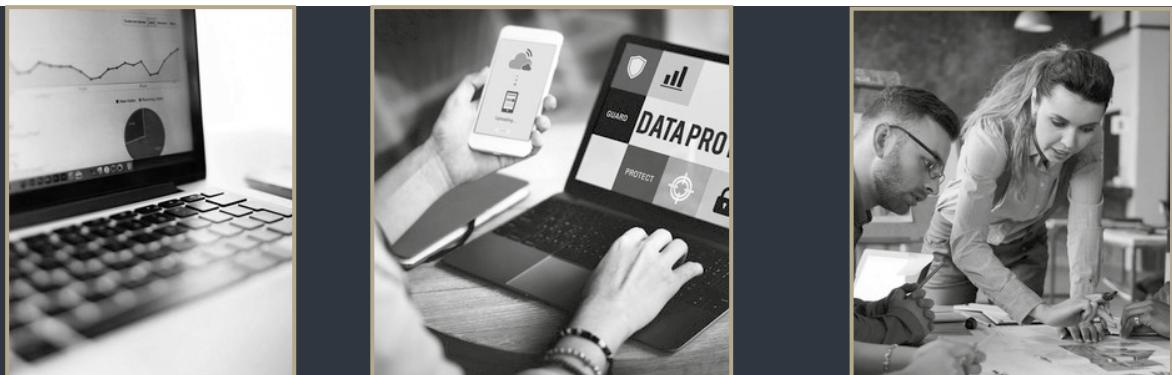
In this role you'll provide support for strategic commercial direction for projects and categories from concept through specification, contract and procurement, design, delivery and support.

To succeed in the role you will be required to identify high value for money saving opportunities through timely and accurate management information.

These roles report into either Senior Category Managers or Procurement and Commercial Managers within the nine category teams in the Procurement and Commercial, IT team.

- Proven experience in managing commercial negotiations end to end,
- Evidence of managing significant workloads with the ability to prioritise in a highly pressurised environment,
- Experience in contract/purchase order management and administration and proven experience in using supporting office systems. Some experience of using SAP is desirable,
- Experience in preparing, reviewing and agreeing contract terms and conditions and commercial schedules,
- Ability to communicate effectively and to influence others through presentations, negotiation and written reports at all levels, i.e. up to Senior Management and Heads of Department.
- Driving efficiency and greater value for money, the P&C will play a vital role in enabling TfL to be more commercially focussed and financially sustainable.

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