**Market Sounding**

**Questionnaire**

Future Workforce

1. **Introduction Page 2**

1. **Collaborative Organisations Page 2 - 3**
2. **Potential Scope of Contract Page 3 - 5**
3. **Background Information Page 5**
4. **Market Sounding Questionnaire Page 6 - 15**

1. Introduction

1.1 As part of the re-procurement of the collaborative recruitment services contract. TfL seeks to conduct early market engagement and gather market intelligence to inform the specification and explore any opportunities for delivering aspects such as innovation. The framework will be for a period of 4 years, commencing mid-2026. TfL are looking to start the procurement process around mid-2025.

Organisations wishing to take part in the early market engagement process should complete the Market Sounding Questionnaire and return via v\_clairesloane@tfl.gov.uk the document by 21st February 2025.

**2**. **Collaborative Organisations**

2.1 This Market Sounding Questionnaire (MSQ) is issued by:

**Transport for London (TfL)**

TfL is the integrated transport authority responsible for meeting Mayor of London’s strategy and commitments on transport in London. The day-to-day operation of the capital's public transport network and management of London's main roads. TfL employs around 28,000 staff and is a member of the GLA Group of functional bodies.

2.2 On behalf of the following organisations

**Greater London Authority (GLA)**

The GLA is the governing body for London and is responsible for the strategic direction of the capital. It has around 1,346 employees is a democratically elected strategic authority for London, made up of the Mayor of London and the London Assembly. The GLA has five functional bodies, overseeing transport, policing, fire and rescue services, and regeneration, which together form the GLA Group.

## London Fire Brigade (LFB)

The LFB is the fire and rescue service for London, it has 5,992 staff, including 5,096 operational firefighters and officers based at 102 fire stations. LFB is a member of the GLA Group of functional bodies.

**London Legacy Development Corporation (LLDC)**

The LLDC is the organisation behind Queen Elizabeth Olympic Park. Formed in April 2012, the LLDC’s purpose is to use the once-in-a-lifetime opportunity of the London 2012 Games and the creation of Queen Elizabeth Olympic Park to develop a dynamic new heart for east London, creating opportunities for local people and driving innovation and growth in London and the UK. The LLDC is a member of the GLA Group of functional bodies. LLDC employs around 232 staff.

**London Transport Museum (LTM)**

The museum tells the story of London's transport system from the 19th century to the present day, including the development of buses, trains, tubes, and taxis. It also highlights the role of transport in London's growth and the influence it has had on the city's culture and society. LTM employees around 250 staff and is registered charity.

**Mayor’s Office for Policing & Crime (MOPAC)**

MOPAC is headed by the Mayor of London and is responsible for policing in the capital, outside the City of London. One of the Mayor’s key responsibilities is overseeing the work of the Metropolitan Police Service (MPS). This includes setting the priorities for policing and community safety in London, agreeing the policing budget and holding the Met Commissioner to account for delivering a professional, efficient and effective service to Londoners. MOPAC has over 100 employees and is a member of the GLA Group of functional bodies.

**Metropolitan Police Service (MPS)**

The MPS is the territorial police force responsible for law enforcement and crime prevention within Greater London. In addition, it is responsible for specialised tasks throughout the United Kingdom, such as dealing with counterterrorism throughout the UK, and the protection of certain individuals, including the monarch, royal family, governmental officials and other designated figures. MPS employees around 43,571 staff.

**Old Park and Park Royal Development Corporation (OPDC)**

OPDC was established by the Mayor of London. The corporation is responsible for regenerating 650 hectares including the common land area of Old Oak Common and the industrial Park Royal site in West London, to create and deliver homes and jobs for Londoners. OPDC employs around 100 staff and is a member of the GLA Group of functional bodies.

1. Potential Scope of Contract

3.1 The primary focus is to better understand what services are available in the marketplace to define the scope of the contract.

3.2 The following services would be delivered by a single managed service provider (MSP) and have been identified as potentially being in scope

**Contingent Labour**

To provide the sourcing of non-permanent workers who provide services to the collaborative organisations on a temporary basis, compliant with the Agency Workers Regulations and IR35 Regulations.

**Market Insights**

To provide regular labour market insights from multiple sources to give an understanding of employment trends, skills demand, wage and compensation patterns, unemployment/ workforce participation and regional or sectoral trends. This should include updates in relation to the economy, across different sectors, and what may be impacting them

**Permanent Recruitment**

To provide permanent recruitment services which may include advice on the job description, an acquisition strategy, compliance and screening checks, pre-employment assessments and support with the interview process and job offer.

**Talent Pool**

To provide a talent pool of candidates who have either worked or applied to work in the collaborative organisations in the past and have the required skills & industry certifications for specific future job requirements.

**Resource Augmentation**

To provide resource augmentation by sourcing via a few alternative organisations with permanent resource with the required skill set.

**Recruit, Train & Deploy**

To provide individuals who are embedded in the collaborative organisations to work and learn with an option to recruit them permanently.

**Statement of Works**

To provide a supplier to deliver a specific project or element of a project with clear

outcomes and deliverables on a fixed fee basis.

**Vendor Management System**

To provide a bespoke or off the shelf management system which provides the following

* manages the lifecycle of the contingent workforce
* procures statement of works
* talent pool
* workforce visibility and analytics/trends
* vendor collaboration/communication tools
* regulatory compliance
* vendor management
* vendor performance reporting
* acknowledgement/authorisation and payment request for services provided

3.3 The collaborative organisations will require Contingent Labour and potentially Permanent Worker roles in the following areas:

**Professional & Administrative**

These roles may require qualifications and/or experience including, but not limited to, Finance, Health, Safety & Environmental, Human Resources, Legal, Marketing & Communications, Medical and Risk professions as well as general administrative roles.

**IT and Technology**

These may require qualifications and/or experience including, but not limited to, IT Specialism, Information Management, Engagement & Governance, Infrastructure, Project Delivery & Integration and Service Management.

**Engineering**

These will require qualifications and/or experience including, but not limited to, Civil and General Engineering, Engineering Planning and Project Management, Rolling Stock and Technical Engineering and Track and Signal Engineering. Construction and surveying.

**Law Enforcement**

This covers ex police officers and security roles.

1. Background Information

The table below shows new contingent labour placements by job category from October 2023 to October 2024 for the collaboration.

|  |  |
| --- | --- |
| **Collaboration wide Oct 23 to Oct 24** | |
| Category | Placements |
| Admin and Secretarial | 327 |
| IT & Technology | 240 |
| Engineer Rolling Stock | 167 |
| Project Management | 156 |
| Civil Engineering | 106 |
| Human Resources & Training | 106 |
| Commercial / Procurement / Quantity Surveyor | 77 |
| Ex Officers & Police Specialist | 62 |
| Accountancy | 53 |
| Marketing & Communications | 47 |
| Highways & Traffic | 27 |
| LFB Specialist | 27 |
| Marine | 22 |
| Policy & Research | 22 |
| Executive | 17 |
| Planning - non-engineering | 17 |
| Medical | 16 |
| Project Engineering | 12 |
| Property & Surveying, Building, Facilities | 11 |
| Risk | 9 |
| Road & Rail Traffic Control Systems | 9 |
| Health & Safety | 5 |
| Permanent Way | 3 |
| Power | 3 |
| Business Digital Engineering | 2 |
| Legal | 2 |
| Systems Safety | 2 |
| Building Services | 1 |
| Systems Performance & Integration Engineer | 1 |
|  | **1549** |

**Future Workforce**

**Market Sounding Questionnaire**

Please complete**:**

**Organisation Name:**

**Key Contact Name:**

**Key Contact Email & Telephone Number:**

***Completing the questionnaire***

*As part of this early market engagement, TfL wishes to seek your views on the extent of your capabilities for providing Future Workforce. TfL would appreciate your feedback in the form of a response to the following questionnaire, with the specific questions to be answered in the blank tables/boxes provided. Should you consider a particular question is not applicable to your organisation, please state “not applicable” in the tables/boxes provided.*

***This exercise does not form part of any formal procurement process.***

*All responses will be carefully considered but will not bind TfL to any approach to the procurement, nor will responses be treated as conveying any promise or commitment on the part of the respondent.*

Service Scope

Please confirm your capability, capacity and appetite to deliver

|  |  |
| --- | --- |
| **Service Scope** | **Able to deliver** |
| **Entire Scope** | Yes/No |
| **Contingent Labour** | Yes / No |
| **Permanent Recruitment** | Yes / No |
| **Market Insights** | Yes / No |
| **Talent Pool** | Yes / No |
| **Resource Augmentation** | Yes / No |
| **Recruit, Train & Deploy** | Yes / No |
| **Statement of Works** | Yes / No |
| **Vendor Management System** | Yes / No |

Please provide a breakdown of the services below you provide (no more than 250 words per item).

|  |
| --- |
| Contingent Labour |
|  |
| Permanent Recruitment |
|  |
| Market Insights |
|  |
| Talent Pool |
|  |
| Resource Augmentation |
|  |
| Recruit, Train & Deploy |
|  |
| Statement of Works |
|  |
| Vendor Management System |

|  |  |  |
| --- | --- | --- |
| What type of VMS do you use | Developed solely for your organisation  Yes / No  Name | Off the shelf system  Yes / No  Brand Name of System |

|  |
| --- |
| Please state whether the system can provide Realtime reporting and a list of the top 5 most utilised reports. |
| Please state which finance systems your VMS is proven to integrate with. |
| How long would it take to deploy a fully operation system? |

Contingent Worker Scope

Please answer the following addressing your capacity and ability and your use of 2nd tier supplier input:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Recruitment Scope** | **Able to provide** | **% in-house Capability** | **2nd Tier Suppliers** | **% 2nd Tier** | **No. of 2nd Tier suppliers** |
| Entire Scope | Y/N | (%) | Yes/No | (%) |  |
| Professional & Administrative | Y/N | (%) | Yes / No | (%) |  |
| IT & Technology | Y/N | (%) | Yes / No | (%) |  |
| Engineering | Y/N | (%) | Yes / No | (%) |  |
| Ex Police/Security | Y/N | (%) | Yes / No | (%) |  |

Please answer the questions below (no more than 250 words per item).

|  |
| --- |
| **Please provide a list (top 20) of industry related job roles which are hard to source currently** |
|  |
| **How will you source CVs for the hard-to-find job roles** |
|  |
| **How will you manage your supply chain to ensure the hiring managers briefs can be met.** |
|  |
| **How will you identify and mitigate the risks associated with hiring fraud and polygamous working?** |
|  |
| **What is the optimum time between request and receipt of CV’s, to balance the need for urgency and quality?** |
|  |
| **What new innovative approaches will be available soon to achieve an enhanced service?** |
|  |

**Contract Performance**

Please provide details on the top 5 key performance indicators (KPIs) you would expect to see for this type of service including how these could be measured.

|  |  |
| --- | --- |
| **Top 5 KPI’s** | **Measurement** |
| 1. |  |
| 2 |  |
| 3. |  |
| 4. |  |
| 5. |  |

**END OF QUESTIONNAIRE**

**We would like to thank you for taking the time to respond to this questionnaire.**