

**Crown Commercial Service**

---

**Call Off Order Form for Management Consultancy Services**

---

**FRAMEWORK SCHEDULE 4**

**CALL OFF ORDER FORM**

## PART 1 – CALL OFF ORDER FORM

### SECTION A

This Call Off Order Form is issued in accordance with the provisions of the Framework Agreement for the provision of **Management Consultancy Services to the TfL Asset Lifecycle Review Design Phase**, as per the specification in the further competition exercise numbered TfL 94868 dated **19 August 2019**.

The Supplier agrees to supply the Services specified below on and subject to the terms of this Call Off Contract.

For the avoidance of doubt this Call Off Contract consists of the terms set out in this Template Call Off Order Form and the Call Off Terms.

Order Number	TfL Contract Managers will raise a purchase order once the Call-Off Order form is agreed and signed by both parties.
From	Transport for London (TfL) ("CUSTOMER")
To	KPMG LLP ("SUPPLIER")
Date	20 September 2019 ("DATE")

### SECTION B

#### 1. CALL OFF CONTRACT PERIOD

1.1.	Commencement Date: 20 September 2019
1.2.	Expiry Date: 30 November 2019 End date of Initial Period: 30 November 2019 End date of Extension Period: 31 March 2020 Minimum written notice to Supplier in respect of extension: 1 calendar week

#### 2. SERVICES

2.1.	<b>Services required:</b>  In Call Off Schedule 2 (Services) following a tender response to the specification that follows:  <b>Scope of Requirements</b>  We have identified a requirement for delivery partner support to help us undertake further detailed design, building upon work to date to ensure detailed processes, interfaces, products and templates are in place in readiness for implementation.
------	--

### **Objectives for Detailed Design Phase**

This detailed design phase will also include detailed organisational design of the single pan-TfL Asset Strategy team in alignment with TfL's Transformation processes i.e. designs to be pass through Design Gate 2 (DG2 – TfL's internal process for signing off organisational changes).

The detailed design phase has been indicatively broken into the following workstreams with the following high-level outputs identified:

#### **Process:**

- Asset class structure
- L4 process (incl. Interfaces)
- Draft product designs
- Asset investment portfolio requirements
- Risk and Value Framework
- Iteration of piloted risk and value framework
- Implementation and transition plan

#### **People and Organisation:**

- Defined organisation structure for Asset Management organisation
- Job descriptions and role families
- Capability assessment initiated
- Training needs assessment initiated
- DG2 sizing and pack
- Business case for change
- Capability assessment
- Training needs assessment
- Implementation and transition plan

#### **Governance:**

- Draft governance design (structure, calendar decision rights)
- Draft terms of reference (decision rights) in line with governance naming conventions
- Governance design (structure, calendar decision rights)
- Terms of reference (decision rights) in line with governance naming conventions
- Implementation and transition plan

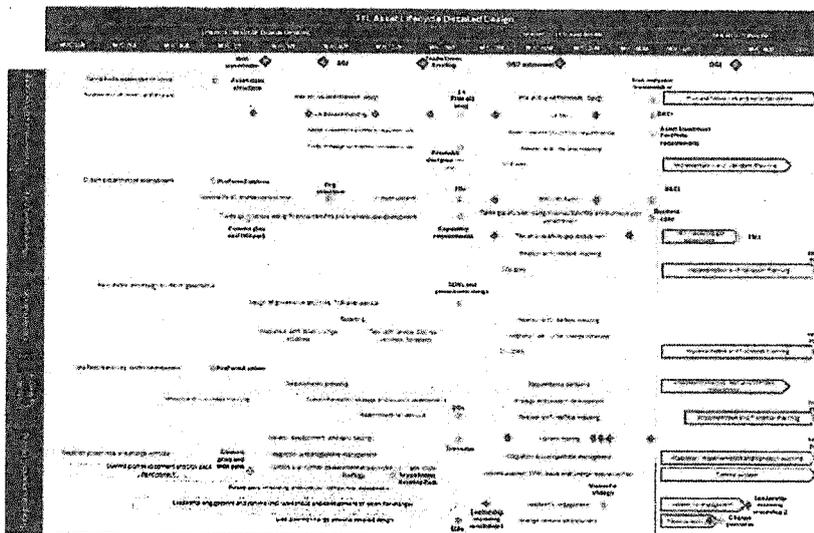
#### **Data and Systems**

- Job descriptions for AIM role
- Rationale for banding decision
- Draft centralised AIM processes / products
- Centralised AIM processes / products
- Asset investment portfolio system requirements
- Business case for any new system recommendations
- Implementation and transition plan

## Integration and Testing

- Communications plan
- Trade union briefing pack
- Scenarios for testing
- User journeys for testing
- Supporting communications artefacts and templates
- Change Assurance Plan
- Supporting communications artefacts and templates
- Vision for change
- Change personas
- Implementation and transition plan

## Draft Plan for Detailed Design



## Requirements from the Delivery Partner

- Significant in-depth understanding of the challenges TfL currently faces in areas of asset management and our wider context
- Experience working with TfL and familiarity with our change management processes and ways of working
- Review of the scope, outcomes and plan for our detailed design phase outlined above, with a summary of any revisions you think would be required
- Support internal TfL team with development of content required for successful sign-off of Asset Lifecycle DG2
- Provide general support as required for the successful implementation of the wider organisational change workstream in line with TfL's change process
- Ability to respond to changes in scope and requirements as required to ensure successful sign-off of DG2
- Support delivery of any early stage implementation required following detailed design
- The associated named resources/costs proposed to support delivery of your proposed approach

- Internal business reps will provide SME input and nominally lead the content of the designs with an internal change team resource assigned to support in shaping and aligning work to the overall requirements
- Therefore, the proposal should assume organising, facilitating and producing outputs
- Ability to work in a fully integrated team with internal TfL staff to deliver outlined outputs, including co-location from TfL offices
- Support upskilling and coaching of internal TfL staff through detailed design and in readiness for implementation
- Outline suggested governance process for tracking progress, agreeing milestones, agreeing billing and identifying remedial/escalation of activity. This should include a weekly report status from senior member of team
- Outline process for escalation to more senior representatives should any issues occur
- Ability to mobilise rapidly and be ready to commence detailed design phase within a maximum of 2 weeks of the start of the contract

**Duration**

Current assumption for Design Gate 2 to be complete in mid-November (submission deadline for materials mid-October), hence initial duration of contract to November 2019 with an option to extend until March 2020 should this be required at the time.

**Governance**

Day to day control of the consultancy will be led by TfL. This may include the use of performance indicators (KPIs) mutually agreed, based on the phased deliverables mentioned in this document, including timescales. Periodic review meeting at mutually agreed dates/times may be organised to provide reciprocal feedback and ensure the successful bidder is providing the level of service agreed.

**Suggested KPIs**

The following Performance Indicators may form the quantitative basis of the review after each meeting or service delivery milestone:

Indicator Description	Target
Agreed delivery deadlines are met	Pass/Fail
Report completeness – progress against all identified outputs are comprehensively covered in the reports or other work outputs	100%
Communication with and progress updates to TfL staff leads is adequate (recurrent and sufficient)	Pass/Fail
Ability to resource 100% of tasks within lead-time	Pass/Fail

### 3. PROJECT PLAN

<b>3.1.</b>	<p><b>Project Plan:</b></p> <p>The Supplier shall provide the Customer with a draft Project Plan for Approval within 5 Working Days from the Call Off Commencement Date.</p>
-------------	--

### 4. CONTRACT PERFORMANCE

<b>4.1.</b>	<p><b>Standards:</b></p> <p>Please see Clause 11 (Standards and Quality of the Call Off Terms appended to this Order form.</p>										
<b>4.2</b>	<b>Service Levels/Service Credits:</b> Not applied										
<b>4.3</b>	<b>Critical Service Level Failure:</b> Not applied										
<b>4.4</b>	<p><b>Performance Monitoring:</b> Applied, as per ITT:</p> <p><b>2.2 Governance</b></p> <p>Day to day control of the consultancy will be led by TfL. This may include the use of performance indicators (KPIs) mutually agreed, based on the phased deliverables mentioned in this document, including timescales. Periodic review meeting at mutually agreed dates/times may be organised to provide reciprocal feedback and ensure the successful bidder is providing the level of service agreed.</p> <p><b>Suggested KPIs</b></p> <p>The following Performance Indicators may form the quantitative basis of the review after each meeting or service delivery milestone:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Indicator Description</th> <th style="text-align: left;">Target</th> </tr> </thead> <tbody> <tr> <td>Agreed delivery deadlines are met</td> <td>Pass/Fail</td> </tr> <tr> <td>Report completeness – progress against all identified outputs are comprehensively covered in the reports or other work outputs</td> <td>100%</td> </tr> <tr> <td>Communication with and progress updates to TfL staff leads is adequate (recurrent and sufficient)</td> <td>Pass/Fail</td> </tr> <tr> <td>Ability to resource 100% of tasks within lead-time</td> <td>Pass/Fail</td> </tr> </tbody> </table>	Indicator Description	Target	Agreed delivery deadlines are met	Pass/Fail	Report completeness – progress against all identified outputs are comprehensively covered in the reports or other work outputs	100%	Communication with and progress updates to TfL staff leads is adequate (recurrent and sufficient)	Pass/Fail	Ability to resource 100% of tasks within lead-time	Pass/Fail
Indicator Description	Target										
Agreed delivery deadlines are met	Pass/Fail										
Report completeness – progress against all identified outputs are comprehensively covered in the reports or other work outputs	100%										
Communication with and progress updates to TfL staff leads is adequate (recurrent and sufficient)	Pass/Fail										
Ability to resource 100% of tasks within lead-time	Pass/Fail										
<b>4.5</b>	<p><b>Period for providing Rectification Plan:</b></p> <p>In Clause 39.2.1(a) of the Call Off Terms, (10 working days).</p>										

### 5. PERSONNEL

<b>5.1</b>	<p><b>Key Personnel:</b></p> <p>See also Schedule 2 comprising the Supplier's bid and the bid extracts below.</p> <p><b>Summary of Personnel offer:</b></p>
------------	---

1.2 Our value-add over your existing plan: how we will tap into the capabilities available from our AM and change teams to rapidly add value to the existing plans, with examples.

1.3 Previous experience, skills and ability: our proposed team and ability to reach-back into the wider KPMG organisation, giving you confidence you will receive high quality advice on how best to address your challenges and the highest levels of stakeholder engagement to improve the chances of success at DIG2 first time.

**Detail of Personnel offer:**

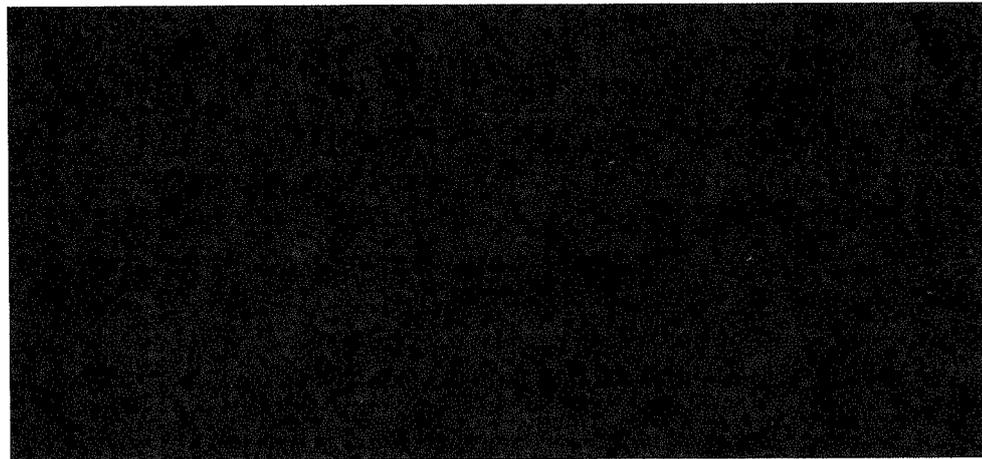
**Experienced, motivated professionals that deliver complex AM transformations**

*Evaluation Criteria: Experience, skills and track record of the organization, team and any sub-contractors as demonstrated by Dvs of any individual's crissans.*

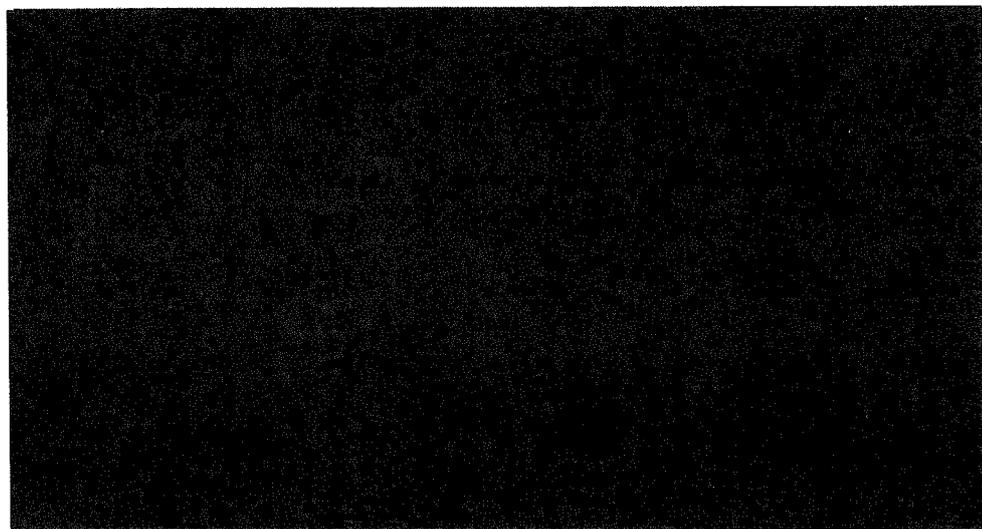
*Delivery Partner Requirements: The associated named resources/costs proposed to support delivery of your proposed approach*

Megha Garia from our AM team will be the Engagement Manager for this phase, supported by a team that provides the best of KPMG's Asset Management, organisational design and transformation capability. Boxwood is our dedicated Transformation practice and our teams have worked closely together on LU and NR transformations. Our core team blends technical expertise of AM in transport organisations with wider knowledge of good practice.

We have strong project and programme management, with a focus on delivering successful outcomes for our clients and adding value over and above core requirements.



Full team CVs are presented at the end of this response. In addition, we will supplement the above teams with reach-back into KPMG for support, oversight, subject matter expertise and governance as and when required. KPMG has a team of 25 AM specialists, augmented by a large number of change and organisation design professionals from across KPMG. Sample SME CVs are provided, with specific roles below.



	Key personnel for these services are: 
5.2	Relevant Convictions (Clause 28.2 of the Call Off Terms): <b>None.</b>

**6. PAYMENT**

6.1	<b>Call Off Contract Charges</b> (including any applicable discount(s), but excluding VAT):																
	This Section is an extract of the Further Competition submission (Financial Submission) received against which the award was made:																
	<b>2.1 Pricing Schedule</b>																
	Our proposed time and material rates for this contract are detailed below and are based on our Management Consultancy Framework 2 (MCF2) (RM6008) Lot 3 rates, and the associated grade definitions.																
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Contract reference number:</td> <td colspan="2">TfL 94868 – Asset Lifecycle Review – Design Phase Consultancy Services</td> </tr> <tr> <td>Name of Contractor/Supplier:</td> <td colspan="2">KPMG LLP</td> </tr> <tr> <td style="text-align: center;">Item Description / Deliverable</td> <td style="text-align: center;">Cost of that Item / Deliverable</td> <td style="text-align: center;">Estimate of time taken to complete that item /</td> </tr> <tr> <td colspan="3" style="text-align: center;"></td> </tr> <tr> <td style="text-align: right;"><b>Total</b></td> <td style="text-align: center;"><b>£231,500</b></td> <td></td> </tr> </table>			Contract reference number:	TfL 94868 – Asset Lifecycle Review – Design Phase Consultancy Services		Name of Contractor/Supplier:	KPMG LLP		Item Description / Deliverable	Cost of that Item / Deliverable	Estimate of time taken to complete that item /				<b>Total</b>	<b>£231,500</b>
Contract reference number:	TfL 94868 – Asset Lifecycle Review – Design Phase Consultancy Services																
Name of Contractor/Supplier:	KPMG LLP																
Item Description / Deliverable	Cost of that Item / Deliverable	Estimate of time taken to complete that item /															
																	
<b>Total</b>	<b>£231,500</b>																

**Breakdown of the Total Cost**

Personnel Role and Name (*Framework Role and Name)	*Framework Day Rate £	Estimated no. days	Discount Against Framework Proposed £	New Proposed Day Rate £	Expenses £	Total Cost £
Partner / Managing Director						
Managing Consultant / Associate Director / Director						
Principal Consultant						
Senior Consultant / Manager						
Consultant						
<b>Total</b>						

\*As per CCS MCF2 agreed rates.

The above rates up to the cap value only. If the cap value were to increase as a result of a change in scope then the rates would need to be reviewed.

We have made the following assumptions in the above pricing schedule:

- We have assumed, in line with the tender, that TfL will provide sufficient Asset Management and Change expertise and the KPMG role will be "organizing, facilitating and producing outputs"
- KPMG will provide a core team of 4 people (Principal Consultant, Senior Consultant and 2 x Consultants) to support the TfL team.
- We have assumed this is based on a core team of 6 FTEs from TfL (3 AM Leads - one from each of LUL, Surface and Rail, plus 3 Change Leads). Should the capability be materially below that expected we would seek to supplement any shortfalls with additional KPMG resource at the appropriate rates, subject to agreement with the TfL Contract Manager.
- There is an assumed 'ramp up' of two weeks during the handover for which we would require 50% FTE coverage, 8 weeks of 100% FTE coverage and then a ramp-down after the Design Board of 2 weeks at 50% FTE coverage

**6.2 Payment terms/profile** (including method of payment e.g. Government Procurement Card (GPC) or BACS):

As per Section 5.14 "Payment Schedules" of the invitation to Tender Document, page 30:

"The payment schedule will be outcomes-based, that is, payment will be made to the appointed supplier upon their satisfactory completion of each of the deliverables outlined in Section 2 of this document and delivery to TfL of a valid invoice quoting the correct purchase order number.

The amounts due for payment will be capped to maximum the costs submitted by the bidder to this tender using the Financial Submission - Pricing Schedule template as agreed at point of contract."

**6.3 Reimbursable Expenses:**

Not permitted.

**6.4 Customer billing address** (paragraph 7.6 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):

Please email both: [REDACTED]

**6.5 Call Off Contract Charges fixed for** (paragraph 8.2 of Schedule 3 (Call Off Contract

	Charges, Payment and Invoicing)): <b>Maximum 0.5 Call Off Contract Years from the Call Off Commencement Date</b>
<b>6.6</b>	<b>Supplier periodic assessment of Call Off Contract Charges</b> (paragraph 9.2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)) will be carried out on: <b>Every 3 months</b> of each Call Off Contract Year during the Call off Contract Period
<b>6.7</b>	<b>Supplier request for increase in the Call Off Contract Charges</b> (paragraph 10 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)): Permitted (upon prior written agreement from the TfL Contract Managers).

## 7. LIABILITY AND INSURANCE

<b>7.1</b>	<b>Estimated Year 1 Call Off Contract Charges:</b> The sum of <b>£231,500 exc VAT</b> .
<b>7.2</b>	<b>Supplier's limitation of Liability</b> (Clause 37.2.1 of the Call Off Terms); In Clause 37.2.1 of the Call Off Terms.
<b>7.3</b>	<b>Insurance</b> (Clause 38.3 of the Call Off Terms): In Section 38.3 of the Call Off Terms.

## 8. TERMINATION AND EXIT

<b>8.1</b>	<b>Termination on material Default</b> (Clause 42.2 of the Call Off Terms): The percentage of "80%" in Clause 42.2.1(c) shall be amended to <b>10 %</b>
<b>8.2</b>	<b>Termination without cause notice period</b> (Clause 42.7 of the Call Off Terms): In Clause 42.7 of the Call Off Terms.
<b>8.3</b>	<b>Undisputed Sums Limit:</b> In Clause 43.1.1 of the Call Off Terms.
<b>8.4</b>	<b>Exit Management:</b> In Call Off Schedule 9 (Exit Management).

## 9. SUPPLIER INFORMATION

<b>9.1</b>	<b>Supplier's inspection of Sites, Customer Property and Customer Assets:</b> If inspections are required, the supplier's key personnel will liaise with TfL Contract Managers to agree and arrange access, before attending to the sites, property or Assets.
<b>9.2</b>	<b>Commercially Sensitive Information:</b>

Information Class/Title	Reasons for Exemption	Additional and Supporting Information
Technical Submission (all content)	The disclosure of the information would prejudice the commercial interests of any person or organisation.	The Technical Submission contains commercially sensitive information on methodologies and approaches used by KPMG.
Financial Submission (all content)	The disclosure of the information would prejudice the commercial interests of any person or organisation.	The Financial Submission contains detailed price data from KPMG that is commercially sensitive.
Commercial Submission (all content)	The disclosure of the information would prejudice the commercial interests of any person or organisation.	The Commercial Submission contains commercially sensitive information on our commercial position.

## 10. OTHER CALL OFF REQUIREMENTS

10.1	<p><b>Recitals</b> (in preamble to the Call Off Terms):</p> <p>Recitals B to E:</p> <p><b>Date of issue of the Statement of Requirements:</b> 19 August 2019</p> <p><b>Date of receipt of Call-Off Tender:</b> 23 August 2019 12pm</p>
10.2	<p><b>Call Off Guarantee (Clause 4 of the Call Off Terms):</b></p> <p>Not required.</p>
10.3	<p><b>Security:</b></p> <p>Select short form security requirements or as agreed with the TfL project team.</p>
10.4	<p><b>ICT Policy:</b></p> <p>Not required.</p>
10.6	<p><b>Business Continuity &amp; Disaster Recovery:</b></p> <p>Call Off Schedule 8 (Business Continuity and Disaster Recovery shall be amended as follows: At inception, the buyer and supplier will agree how business continuity and disaster recovery is to be implemented, with basis on existing processes and policies.</p> <p><b>Disaster Period:</b> For the purpose of the definition of "Disaster" in Call Off Schedule 1 (Definitions) the "Disaster Period" shall be <b>1 working day or as agreed at inception.</b></p>
10.7	<p><b>NOT USED</b></p>
10.8	<p><b>Protection of Customer Data (Clause 35.2.3 of the Call Off Terms):</b></p> <p>As per clause 35.2.</p> <p>Description of the personal data that the Service Provider will be processing and the specific Service Delivery purpose for which it is needed:</p> <p>To support Organisational Design planning, which will involve reviewing roles and positions in order to design a future organisation, the Service Provider will, on occasion and as arbitrated by Authority Key Personnel, process personal data including:</p> <ul style="list-style-type: none"> <li>• names of individuals (staff) associated with the roles involved in the organisational areas being reviewed;</li> <li>• staff current status such as maternity leave, secondment, etc.</li> </ul> <p>Data such as salaries or performance will not be shared with the Service Provider.</p> <p>This description will be kept under review and, if it should become apparent during the delivery of the Services that additional personal data is necessary in order to provide the contracted Services, then the Parties shall review it and agree an updated description.</p>

10.9	<p><b>Notices (Clause 56.6 of the Call Off Terms):</b></p> <p>Customer's postal address and email address: [REDACTED]</p> <p>Supplier's postal address and email address: [REDACTED]</p>
10.10	<p><b>Transparency Reports</b></p> <p>In Call Off Schedule 13 (Transparency Reports)</p>
10.11	<p><b>Alternative and/or Additional Clauses from Call Off Schedule 14 and if required, any Customer alternative pricing mechanism:</b></p> <p><b>Open Source Publication</b>  The Parties agree that pursuant to clause 34.1.4 of the Call Off Terms, the Project Specific IPR, Deliverables and all materials provided by the Supplier are excluded from Open Source publication (excluded items). Clauses 34.10.1 – 34.10.3 shall not apply to such excluded items.</p> <p><b>Draft papers and Deliverables</b></p> <p>a) The parties agree that the Supplier will retain ownership of its drafts, notes, analyses, and other working papers prepared or generated by it during the course of providing the Services and (to the extent required) licenses the same to the Customer for the purposes set out in this Call Off Order Form.</p> <p>b) Notwithstanding any other provision of this Call Off Contract, except where required by the Freedom of Information Act 2000, the Customer shall not:</p> <p>i) attribute any non-Supplier branded Deliverable to the Supplier; or</p> <p>ii) make reference to the Supplier's role in the provision of any non-Supplier branded Deliverable;</p> <p>in each case without the Supplier's prior written consent.</p> <p>c) Where the Customer transfers, discloses or sub-licenses any Deliverable to any third party, it shall inform such third party that, to the fullest extent permitted by law, the Supplier accepts no responsibility or liability to them in connection with the same and shall procure that any third party does not make any claim against the Supplier in this regard.</p> <p><b>Audit Independence</b>  The Supplier may terminate this Call Off Contract upon such period of written notice as is reasonable in the circumstances if there is a change of law, rule, regulation or professional standard or circumstances arise that would prejudice the Supplier's ability to comply with applicable auditor independence requirements provided that the Supplier shall use reasonable endeavours to mitigate the impact of any such circumstances and seek a work-around solution with the Customer, prior to issuing any notice of termination.</p>
10.12	<p><b>Call Off Tender:</b></p> <p>In Schedule 16 (Call Off Tender)</p>
10.13	<p><b>Publicity and Branding (Clause 36.3.2 of the Call Off Terms)</b></p>
10.14	<p><b>Staff Transfer</b></p> <p>Annex to Schedule 10, List of Notified Sub-Contractors (Call Off Tender).</p>

10.15	<b>Processing Data</b> Call Off Schedule 17
10.16	<b>MOD DEFCONs and DEFFORM</b> Call Off Schedule 15

**FORMATION OF CALL OFF CONTRACT**

**BY SIGNING AND RETURNING THIS CALL OFF ORDER FORM (which may be done by electronic means) the Supplier agrees to enter a Call Off Contract with the Customer to provide the Services in accordance with the terms Call Off Order Form and the Call Off Terms.**

**The Parties hereby acknowledge and agree that they have read the Call Off Order Form and the Call Off Terms and by signing below agree to be bound by this Call Off Contract.**

**In accordance with paragraph 7 of Framework Schedule 5 (Call Off Procedure), the Parties hereby acknowledge and agree that this Call Off Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of the Call Off Order Form from the Supplier within two (2) Working Days from such receipt.**

**For and on behalf of the Supplier:**

Name and Title	[Redacted]
Signature	[Redacted]
Date	14/10/19

**For and on behalf of the Customer:**

Name and Title	[Redacted]
Signature	[Redacted]
Date	14/10/19

**CALL OFF SCHEDULE 2: SERVICES**

**ANNEX 1: THE SERVICES**

Refer also to paragraph 2.1 of the Order Form (Attachment 5a).

# Table of Contents

## 1.1. TECHNICAL SUBMISSION

Section	Title	Page
1.1	Our understanding of your requirements and deliverables	TS3
1.2	Value-add over your existing plan	TS6
1.3	Previous experience, skills and ability	TS7
1.4	Quality assurance and understanding of risk	TS11
	Appendix- CVs	TS13

## FINANCIAL SUBMISSION

Section	Title	Page
2.1	Pricing Schedule	FS1

## COMMERCIAL SUBMISSION

Section	Title	Page
3.1	Commercial Submission - Form of Tender	CS2
3.2	Commercial Submission - Conflict of Interest Declaration	CS4
3.3	Commercial Submission – Non Collusion Declaration	CS6
3.4	Commercial Submission - Non-Disclosure Agreement	CS7
3.5	Equality & Diversity	CS7
3.6	Reserved Information	CS7
3.7	Practical Aspects	CS8

Bid - Opening Letter – Extract:

**Proposal: TFL94868 – Asset Life cycle Review**

You are embarking on an ambitious programme to improve the effectiveness, efficiency and consistency of your Asset Management (AM) processes across the Asset Lifecycle and across the broad asset base of Transport for London (TfL). Our proposal will support you in delivering this programme by providing a unparalleled combination of AM and Transformation expertise that is already delivering benefits within London Underground (LU) and your peers in other transport and asset-intensive organisations.

**We are already part of your team and share your challenges**

We've been proud to support LU in its Modernisation Programmes in joint teams since 2017 across a wide range of improvement activities. We understand the challenges facing TfL and its change programmes: while a significant amount of progress has been made, there is still a lot to do and maintaining momentum is critical. We've helped LU accelerate results, transferred skills and moved on quickly so your teams can continue to drive forward improvements long after we've left. We are ready to hit the ground running and build on the work done to date.

**Adding value from day one through our Asset Management specialists**

I have personally built KPMG's Asset Management Advisory team to the 25 dedicated specialists that are now leading strategy and transformation projects across other safety critical, unionised organisations such as NG, Highways England, Network Rail and Ministry of Defence. We are confident in working with your AM teams and will provide the challenge, rigour and strategic insight you need to embed great AM practices in a lean organisation – we are more than just facilitators. You can be confident you will have the right balance of strategic insight and implementation support. You've already worked with many of our people, and we have provided details of the core team and subject matter experts that will add even more value to the next phase of your transformation journey.

**Designing with implementation in mind to deliver sustainable change**

We have witnessed first-hand the challenges that you face as an organisation in making change stick. Using the expertise of our Boxwood transformation specialists, we will help you develop the design for the central AM team with implementation towards the end state in mind. We will approach all deliverables and stakeholder engagement activities with the rigour and discipline you would expect from our firm, in our role as your 'critical friend.'

## Asset Lifecycle Review: Technical Submission

You need an outstanding Delivery Partner that will help guide, drive and facilitate your teams in developing the materials and organisation at the heart of a new pan-TfL approach to Asset Management (AM). We have set out our proposed team and our unparalleled experience of driving transformation in complex, asset-intensive organisations. This team will provide the support your existing AM and change teams need to develop key content in time for your challenging deadlines for DG2. We have provided examples of how we have helped your peers better structure and manage their businesses across the end-to-end Asset Lifecycle, driving efficiencies while improving asset safety and performance.

We have structured our response in four sections as proposed in Section 4.3 of the ITT:

**1.1 Our understanding of your requirements and deliverables:** based on understanding gained through our long-standing relationship with your teams at TfL and LU, how we will address your challenges using the experience gained with you and peer organisations

**1.2 Our value-add over your existing plan:** how we will tap into the capabilities available from our AM and change teams to rapidly add value to the existing plans, with examples.

**1.3 Previous experience, skills and ability:** our proposed team and ability to reach-back into the wider KPMG organisation, giving you confidence you will receive high quality advice on how best to address your challenges and the highest levels of stakeholder engagement to improve the chances of success at DG2 first time.

**1.4 Quality assurance and understanding of risk:** the levels of quality, rigour and assurance you recognise and expect, demonstrated through our previous work with your teams, to minimise and resolve risks and issues.

For each area, we have noted the key evaluation criteria we are addressing (in grey italics) and also the additional Delivery Partner Requirements from Section 2.1 of the ITT.

### 1.1. Our understanding of your requirements and deliverables

Building on our knowledge of your people, assets and challenges to help drive value

*Evaluation Criteria: Awareness of the challenges that TfL faces in the areas of AM*

*Additional Delivery Partner Requirement(s): Significant in-depth understanding of the challenges TfL currently faces in areas of asset management and our wider context*

London is the UK's most critical asset: the hub for business, leisure and tourism with a population approaching 9 million and millions of additional visitors each year. TfL keeps London moving. You face an increasing challenge from fare freezes, reduced grants, growing demand on your assets and delays to critical projects such as Crossrail.

Despite these challenges you have to deliver the commitments outlined in Mayor's Transport Strategy and TfL business plan 2019. This requires a pan-TfL strategic approach to AM that addresses inconsistency and ingrained customs and practices to drive consistent value across TfL. You have a diverse asset base, with operations across road, rail, underground, cycles and ferries. You want to optimise across the Asset Lifecycle to drive efficiency, improve asset safety and performance, and evidence best practice across TfL.

You have the opportunity to be an exemplar for AM. Establishing a strong approach to AM is a critical success factor in optimising the performance, cost and risk over the life of your assets. Successfully implementing the right AM approaches and team is essential for effectively managing London's transport network. We have seen first-hand that you have already done a lot to establish your AM capability at both TfL level and within each of your businesses. Successfully delivering your proposed transformation will enable you to

continue to build your capability to a level which would be expected of a world-class organisation, delivering critical national infrastructure.

We thrive in helping organisations in high-profile complex environments deliver their strategic outcomes. Our work with you on LU and Crossrail gives us a good understanding of your context and challenges. We have worked across asset disciplines (Track, Fleet, Stations and other infrastructure) and across interfaces between strategy, engineering, planning, R&E, operations, procurement and supply chain. We will bring learning from similar cross-asset and cross-functional challenges in our transformation work for Network Rail (NR), National Grid (NG), Ministry of Defence (MoD) and others, including:

- **Learning lessons from the previous TfLAM sprint and other change sprints at LU and elsewhere:** we understand what works and what doesn't, and will adapt our approach to your specific complexities based on work already completed.
- **Developing effective processes:** using our cross-sector experience to develop processes that work across your diverse asset classes and help make fair comparisons between asset investments to optimise your portfolio of activities.
- **Designing with implementation in mind:** using our experience of implementing change at LU and elsewhere to design an AM organisation that will deliver its objectives with clear accountabilities for delivery of business objectives and investment decisions.
- **Driving change:** delivering your DG2 requirements through strong change management capabilities put to test on transformation programmes across sectors, including creating a robust case for change, getting senior management buy-in, regular and targeted communication, training and coaching your people, and escalating issues early.
- **Embedding change:** Providing lasting capability through knowledge transfer, clear transition plans, continued upskilling and training of change champions
- **Seamless integrated delivery:** embedding ourselves within your teams, including co-location and integrated working to rapidly deliver and respond flexibly to emerging challenges and changes in direction.

Bringing best in class people, expertise and tools for great Asset Management

*Evaluation Criteria: Bid response covers all areas of the specification.*

**Additional Delivery Partner Requirement(s):** Support internal TfL team with development of content required for successful sign-off of Asset Lifecycle DG2. Provide general support as required for the successful implementation of the wider

*organisational change workstream in line with TfL's change process. Ability to respond to changes in scope and requirements as required to ensure successful sign-off of DG2. Support delivery of any early stage implementation required following*

*detailed design.*

Our role is to help your internal teams create compelling content to help you pass through Design Gates DG1 and DG2 first time. We will do this through a combination of our change leadership and AM capability set out in Section 1.2 along with stakeholder management to get early buy-in from the Senior Leaders responsible for implementing the change.

We have demonstrated our coverage of your specification by following the structure set out in section 4.3 of the ITT. We have addressed the Objectives and Delivery Plan from Section

2.1 of the ITT in Section 1.2 and have addressed the additional 'Requirements from the Delivery Partner' in the most relevant section (shown in blue). We also note the high-level following list of deliverables:

Process	Asset class structure • L4 process (incl. Interfaces) • Draft product designs • Asset investment portfolio requirements Risk and Value Framework • Iteration of piloted risk and value framework • Implementation and transition plan
People and Organisation	Defined organisation structure for Asset Management organisation • Job descriptions and role families • Capability assessment initiated • Training needs assessment initiated • DG2 sizing and pack • Business case for change • Capability assessment • Training needs assessment • Implementation and transition plan

Governance	Draft governance design (structure, calendar decision rights) • Draft terms of reference (decision rights) in line with governance naming conventions • Governance design (structure, calendar decision rights) • Terms of reference (decision rights) in line with governance naming conventions • Implementation and transition plan
Data and Systems	Job descriptions for AIM role • Rationale for banding decision • Draft centralised AIM processes/ products • Centralised AIM processes/ products • Asset investment portfolio system requirements • Business case for any new system recommendations • Implementation and transition plan
Integration and Testing	Communications plan • Trade union briefing pack • Scenarios for testing • User journeys for testing • Supporting communications artefacts and templates • Change Assurance Plan • Supporting communications artefacts and templates • Vision for change • Change personas • Implementation and transition plan

Overall we propose a similar approach to that used at NG for its organisation re-design, looking at the **Value Chain processes for AM** and the current approaches to determine the size and scale of opportunities from taking a pan-TfL approach:

- **Step One** decomposes each part of the value chain into individual activities. Each activity was challenged to reduce unnecessary and non-value adding activity. As each area was reviewed in depth, the business owners were asked to justify the activities in their areas through a 'service level' lens: "if you were designing the business from scratch, what would the right service level be, and what would you need to deliver it?"
- **Step Two** identifies cost reduction and service improvement ideas. A range of options were developed using a bottom-up approach, building up from the regulatory minimum to "gold standard". Risks to operations, reputation, cost reduction and the regulatory environment were assessed for each option. Each idea was linked to NG's licence conditions and incentives. We ensured that internal customers were in the room during evaluation of options so that each end to end core process maintained its integrity and work arising from cost savings was not simply pushed onto other teams.

For NG, engaging business owners was essential to achieve clear accountability for costs and better ownership of service to customers. Each executive process owner allocated accountability to their direct reports for the evaluation of specific processes and functions. The executive team retained accountability for the end-to-end value chain. Using this approach, we helped NG identify multiple opportunities to transform and unlock efficiency. For example, we identified 40% reductions in headcount and opex by streamlining portfolio planning teams to focusing on critical upstream planning, while reducing duplication and re-work due to short-term planning overlap with operations.

We believe this approach would work well at TfL (given you have a similar challenge). We would use it to identify and eliminate inefficiency in the AM end-to-end processes that is driving significant operating cost into your business, building on your existing work.

#### Defining, designing and implementing achievable and sustainable change

*Evaluation Criteria: Undertaken similar projects for TfL or similarly sized asset management organisations*

*Additional Delivery Partner Requirement(s): Experience working with TfL and familiarity with our change management processes and ways of working*

Through our role supporting the **LU Modernisation** programme we bring a deep understanding of your transformation so far. This includes those initiatives that span TfL. This allows us to confidently set out what we believe needs to happen in the next stage of your journey to drive the step change in results you now need.

We have supported elements of your organisation in getting through significant internal governance stage gates and milestones. Our Customer Modernisation work has been used to develop content and obtain buy-in from exec level stakeholders to DG2. Our work with LU Maintenance Modernisation teams has seen us get approval for major programmes through governance

boards such as LUX, as well as producing DG1. We understand your business case frameworks and how to pull together compelling proposals supported by rigorous evidence to drive change and provide confidence to your senior decision makers. For example, we significantly contributed to the development of the business case for LU's

planned closures. Critically, we have transferred skills to our LU colleagues throughout, so they can continue work longer after we have left. We have also supported wider Tfl activities including commercialisation of your Telecoms network and a review of Crossrail, and bring a long-term approach to partnership.

We have demonstrated our ability to take change from design through delivery into implementation: our work at **NG, NR** and **MoD** has seen large-scale, implementable change taken right through to organisation consultation and implementation, so improvements and efficiencies are realised. Our tools and techniques include AM architectures and assessments to validate your approaches, and we have deployed these at non-traditional organisations with large asset bases like **Tesco** and **Whitbread**. Our clients recognise our capability to deliver change in complex, critical, highly unionised organisations:

*Alan Taggart and some of his colleagues from the KPMG Asset Management team recently conducted a three month sprint to help us develop the Army's infrastructure asset management capability. In this very short period they delivered a comprehensive assessment of our maturity, identified areas of weakness and advised on some key changes we need to make to our organisational design. In addition they helped us review and update our processes; helped develop our thinking on risk management and assurance; and have supported our training needs analysis. Energetic, engaging and client focused they worked very effectively across our team and with our stakeholders and as a result have helped develop our capabilities and capacity. We are in a much better place as a result.*

– Brigadier Sturrock, Ministry of Defence.

## 1.2. Value-add over existing delivery plan

Achieving your timescales while adding value from the outset

*Evaluation Criteria: Ability to add value to the existing delivery plan (shared in the specification) without causing delay.*

You have set challenging timescales in order to submit key deliverables for DG1 while preparing for DG2. We will fast-track a review of the existing deliverables during the handover period (assumed first two weeks) in parallel to mobilising for delivery of the main plan. This review will prioritise deliverables that fulfil the following criteria:

- **Provide critical input to DG1/DG2** based on your internal process requirements
- **Increase the likelihood of success at DG1/DG2** by addressing key stakeholder requirements and anticipating likely challenges from senior stakeholders
- **Increase the likelihood of lasting change implementation** by addressing any deliverability risks
- **Bring realisable value** to the AM process that can be 'cashed out'

Any deliverables that are judged to already be of sufficient quality to support DG1/DG2, along with those that are not considered to improve the process will be parked for now, so that the resources available can focus on the key tasks. For example, we notice several artefacts relating to Risk & Value frameworks, portfolio tools and asset information, which need to be sufficiently defined but could also potentially distract your resources, while being less likely to affect the DG2 business case. Any shortfalls in availability of Tfl resources to successfully develop the content will be identified and escalated, with suggested mitigations.

We will bring our best practice AM tools and templates to quickly test the existing content and development plans. This includes templates, visualisation and 'out of the box' process architecture for validation and/or input into the existing materials. We deployed this at Bristol Water to help re-shape and re-prioritise its AM Capability Improvement Plan.

We can deliver all of this work at pace: For NRSE we produced a compelling and robust Route Strategic Plan (RSP) to tight deadlines, scored highest by ORR, leading to additional

funding. At Bristol Water, we developed a SAMP that accelerated the capability development for the newly established AM Directorate realising early AM benefits. By designing with implementation in mind we accelerated change to 'take the change early'.

Augmenting and enhancing the capability of your teams to outperform the plan

*Evaluation Criteria: Demonstrate with examples what that value-add is, over and above the existing plan evidencing how this can be done keeping to existing deadlines.*

*Delivery Partner Requirement(s): Review of the scope, outcomes and plan for our detailed design phase outlined above, with a summary of any revisions you think would be required*

We have reviewed the contents of your plan and also had conversations with stakeholders from LU and across TfL to better understand the key gaps in your current approach, so we can hit the ground running and keep to your challenging timescales. We have identified the following specific examples that will be incorporated into the deliverables as part of the plan:

- Your AM approach needs to evolve to be **value-focused and customer-centric**. There is no mention of customer in the deliverables and establishing clear links between AM and customers through your risk & value framework is essential.
- **Strong pan-TfL AM has to have strong LU AM**. LU is a major stakeholder and one of the few TfL business that owns and manages its own assets. We understand its current shortfalls and what is required to address these. We have identified lessons that can be scaled up to TfL where appropriate.
- At the same time, you need a **flexible AM approach** that works across multiple asset classes and delivery models (from completely insourced to completely outsourced) to leverage benefits at a pan-TfL level while respecting the different contractual models. We have Asset Lifecycle methodologies and supporting tools to help you accelerate development of these across the major asset classes (e.g. equipment; vehicles; facilities and infrastructure). How do you compare a pump in Peckham with a bus stop in Barnet?
- You need to consider **technology as an enabler** in defining the new AM organisation, and our 'bottom-up' org design (as outlined in section 1.1) can help you do this.
- It is not clear from the ITT which **key improvement activities** you are undertaking and the **target maturity levels** you desire. We will review your targets, bring **global best practice** from our network and help you deploy this at pace
- **Your current approach is focused on Asset Strategy and Investment**. While this is a good place to start, AM is a holistic approach and decisions made early in the asset lifecycle lock down costs elsewhere in the organisation, which we will need to address.
- **Your organisation design needs to be forward looking**: our strategic workforce management tools can help you identify the skills you need in your future organisation and how will you take employees on this journey.

### 1.3. Previous experience, skills and ability

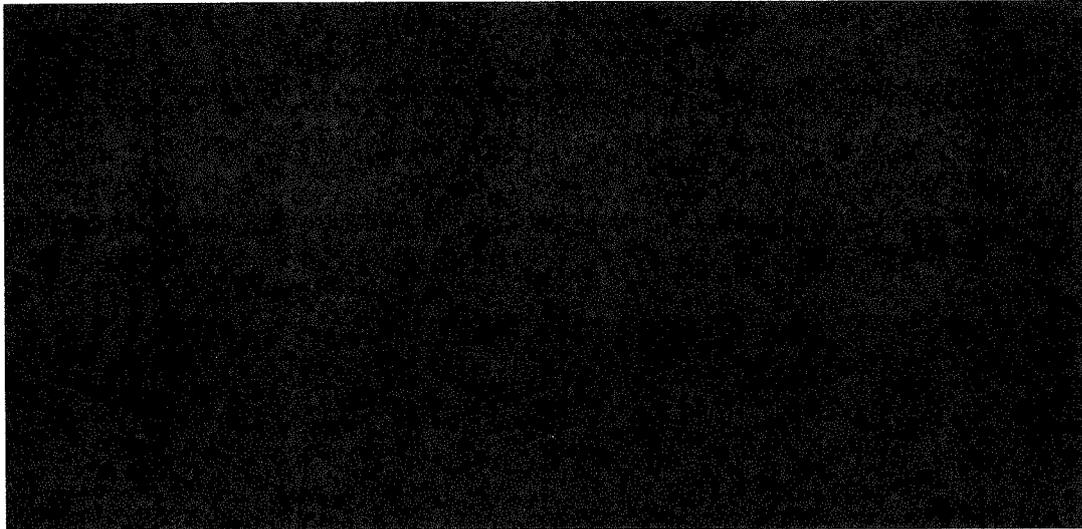
Experienced, motivated professionals that deliver complex AM transformations

*Evaluation Criteria: Experience, skills and track record of the organisation, team and any sub-contractors as demonstrated by CVs of any individuals or teams.*

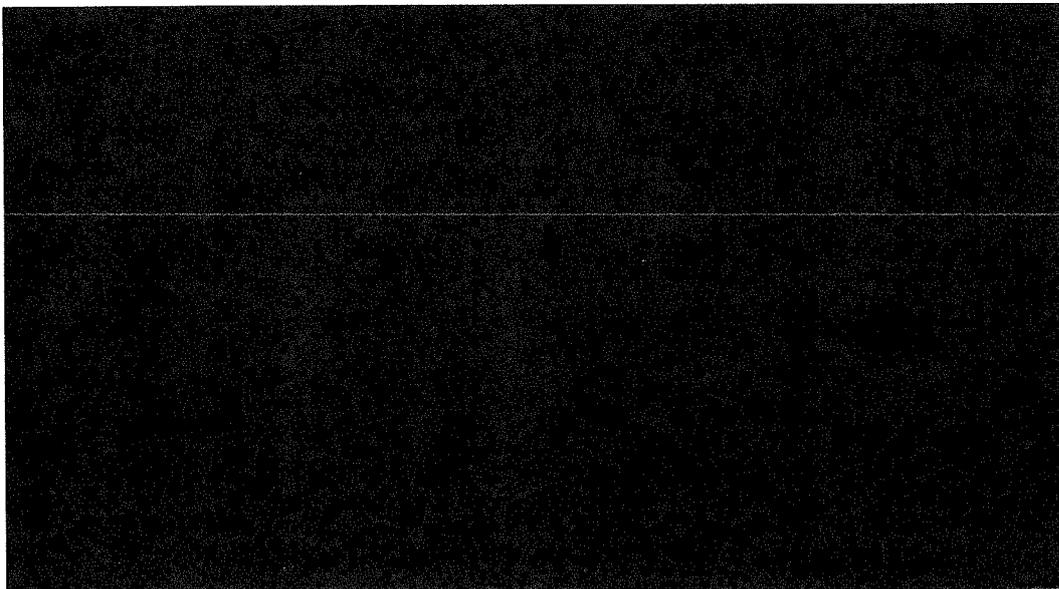
*Delivery Partner Requirement(s): The associated named resources/costs proposed to support delivery of your proposed approach*

██████████ from our AM team will be the Engagement Manager for this phase, supported by a team that provides the best of KPMG's Asset Management, organisational design and transformation capability. Boxwood is our dedicated Transformation practice and our teams have worked closely together on LU and NR transformations. Our core team blends technical expertise of AM in transport organisations with wider knowledge of good practice.

We have strong project and programme management, with a focus on delivering successful outcomes for our clients and adding value over and above core requirements.



Full team CVs are presented at the end of this response. In addition, we will supplement the above teams with reach-back into KPMG for support, oversight, subject matter expertise and governance as and when required. KPMG has a team of 25 AM specialists, augmented by a large number of change and organisation design professionals from across KPMG. Sample SME CVs are provided, with specific roles below.



### Combining the best of KPMG's dedicated AM and Business Change practices

*Evaluation Criteria: Demonstration of skills and experience to include both AM capability and wider business change.*

*Delivery Partner Requirement(s): Ability to work in a fully integrated team with internal TFL staff to deliver outlined outputs, including co-location from TFL offices. Support upskilling and coaching of internal TFL staff through detailed design and in readiness for implementation*

**ASSET MANAGEMENT:** We have the largest dedicated AM practice in the UK's 'Big 4' which has led some of the most significant organisational transformations in recent years. Our global capability gives us access to leading practice from teams in North America, Australia and India. We have supporting tools for AM Capability Assessment (including our

AM Business Assessor tool that covers ISO 55001 and the 39 subjects of the AM Landscape), alongside leading practice methodologies to analyse and optimise decision making on maintenance, renewals and enhancement work banks through our Asset Lifecycle Management Framework. This enables us to identify how to improve utilisation and reliability of each asset (and then across assets), and achieve synergies across maintenance and renewals activity.

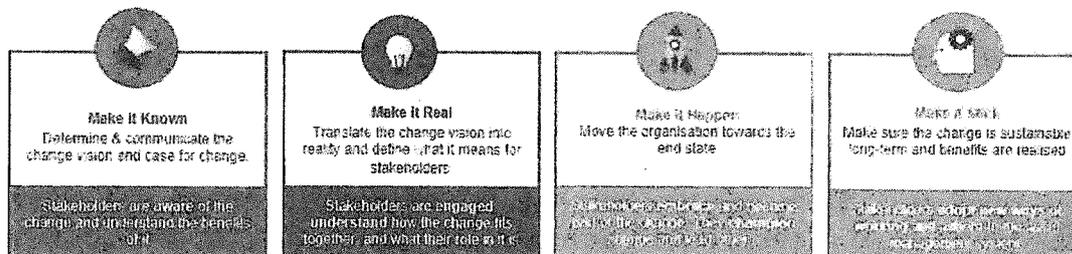
We've built analysis tools and models that combine disparate information from standards, planning, works management, and financial systems, to develop an operational baseline. Often this is the first time this data has been brought together in a single model, and we frequently handover these models to enable the client to continue to update.

We have worked with **NR Routes, MoD, Bristol Water and Northumbrian Water** to deploy these tools for both assessment of overall AM Capability and analysis of maintenance, renewals and enhancement work banks. We have developed overall asset strategies across all opex and capex activity and deployed our "cost out" techniques to identify and quantify efficiencies, and the business change required to deliver these. We built work bank analysis tools to support improved decision making. For example, with KPMG's support, NR's South East Route's business plan was consistently recognised by ORR as leading practice and helped the Route secure additional funding for CP6. Our support to NR High Speed enabled the identification of a **portfolio of deliverable efficiency initiatives to reduce costs by 15% over 10 years, with 5% delivered within the first 5 years.**

**BUSINESS CHANGE:** We manage change as a core service offering. Our proven capability will play a critical role in implementing and embedding the pan-TfL system. Our approach will deliver sustainable benefits such as improved accountability, performance and efficiency. We'll work with you to make sure a focus on customer and people issues is at the heart of the programme. This will be supported by a tailored communications and change management approach that aligns stakeholders and engages the workforce. Critically, this includes innovative ways at engaging with Trade Unions, under consideration at LU.

The probability of a successful programme reduces if individual and organisational resistance to change is not proactively handled. Failure to manage people well during the change programme is a key risk, and one of the major reasons that transformation programmes often fall short of original goals. To mitigate this risk, we'll draw on our tried and tested Behavioural Change Management methodology, and tailor it to the unique characteristics and needs of your stakeholders and teams.

**Successfully implement the Change (KPMG's Behavioural Change Management Methodology)**



We see organisation redesign as an outcome of improving the efficiency and productivity of your value chains rather than an end in itself. We blend traditional organisation design techniques (such as delayering) with the latest workforce analytics to simulate and model organisational changes and futureproof them as far as is possible. We help organisations identify and design the requisite structures and critical support elements that equip staff to excel in their roles and teams.

We take a **data driven analytic approach to workforce transformation**, supported by tools such as OrgVue to enable us to model and simulate how disruptions will impact your workforce over the coming years. We will design your organisation structures to accommodate what you already know and to be flexible enough to adapt to what you don't know yet. We see it as future-proofing the future of work.

Proven experience in holistic operating model and organisational change across asset-intensive organisations in the public and private sectors

*Evaluation Criteria: Experience designing holistic operating model and organisational change for similar sized public sector organisations*

#### *Transport for London – LU Delivery Partner*

Our most relevant experience is the work that KPMG has done since April 2017, supporting the **LU Modernisation** programme. KPMG helped stabilise the **Maintenance**

**Modernisation** programme during a period of significant change by designing a roadmap for implementation and putting in place the right governance (including standing up the asset working groups) to set the programme up for success. We delivered the **Fleet and Track pilots** (with forecast network-wide benefits of **£32-£44m**); identified **annual savings of £6m-£13m** from better procurement and **£39m** from materials and stock; and provided **strategic AM** advice based on work bank analysis to identify **medium terms**

**savings of £180m-£250m**. We returned to Maintenance Modernisation earlier this year as part of the **Destination 2023** work, where we helped each asset group in LU identify strategic options for its approach to delivery as part of DG1.

We have also supported a large number of other LU transformation programmes including **Customer Stations Modernisation** (where we have provided **cultural change** advice in support of **organisation design changes** and a **customer strategy**), **Network Business Services** (where we developed options to embed a **new operating model**), **Transplant** (where we developed a series of options to provide **more flexible rosters**), **Access** (where we continue to provide **change management and implementation support** to the Railsys and TAC Authorisation rollouts), and **Future Stations Vision** where we are now identifying action plans that will improve customer service as well as deliver significant cost reduction.

#### *NR – Collective Devolution Plan and the 100 day programme*

KPMG helped NR over the summer of 2018 to establish its Collective Devolution Plan to work out which additional activities could be devolved to Route level to strengthen local accountabilities within the organisation. We then continued through into the autumn supporting the organisation redesign workstream within the "100 day" programme of the new CEO Andrew Haines. A high level of confidentiality was required during this work.

We worked with Route Managing Directors' (RMDs) to understand the capability in their organisations across 19 areas for leadership, management and delivery, including planning Infrastructure Projects and AM. The capability assessment identified significant issues in IP enhancements, maintenance, operations and sponsorship where local capabilities would need to be built in order to support the new operating model. NR's devolution plan has now been publicised across the industry and KPMG is supporting its implementation.

#### *NG Organisation Re-design*

We provided significant **change management support to ensure the necessary cultural change was achieved** when redesigning end-to-end processes at NG. As this included changes to safety-critical frontline processes we included KPMG team members who had operational experience of the critical infrastructure to provide confidence as proposed changes proceeded to approval. Our approach included **personal coaching to all leaders to allow them to understand strengths and limitations of their own style in effecting**

**change**, enabling them to dial up or dial down specific behaviours. This was important as leadership from the top was critical due to the scale of the change.

KPMG also brings great insight and experience from our other clients working in difficult operating environments. Examples of this include:

- Our work with **RAF Brize Norton** to design and implement a new operating model that generated **£850m benefits** over a 10 year period.
- Ongoing work with **Highways England** to **simplify their corporate services functions and make them more customer centric** as they increase their capital programme by 50% over the next five years whilst endeavouring to hold operating costs flat.
- Helping **Metropolitan Police Service Command & Control** design and deliver a revised operating model for a new control centre technology for policing in London, replacing legacy IT systems which had been in place for over 20 years.

Securing buy-in to change through effective stakeholder management

*Evaluation Criteria: Experience working with senior stakeholders, disseminating key messages from research clearly and accurately.*

Effective stakeholder engagement and collaboration are critical success factors for the pan-TfL AM framework and 'landing' the proposed organisation at DG1 and DG2. It is essential that the right stakeholders receive the right information in the right way at the right time in order to maximise their input and value to the framework. You have a broad and complex stakeholder landscape. We have existing relationships across TfL and LU (from operational staff right up to Executive level). We use these at LU to bring added value to our projects as we can promote diversity in thinking by considering problems from different perspectives.

Megha will lead the team in applying our approach, including:

- **Stakeholder mapping** to understand the different information needs and communication method preferences of key groups;
- Developing **strategic messaging** to align what we are doing with your goals: creating an overarching narrative linking the transformation to TfL's overall purpose; and
- **Actively seeking out and engaging leaders** in the business to create communications showing their belief and commitment to the programme.

We expect that you already have a stakeholder map in place from the work done to date and will build on these existing stakeholder relationships during the handover. We recognise the risk of not getting stakeholder buy-in and achieving the benefits of the pan-TfL approach to AM. We will address this by developing a strong, integrated communications plan.

Senior Leaders have an essential part to play in our Behavioural Change Methodology, as Executive Sponsor. At each stage we will brief Senior Leaders on the commitment required from them in terms of 'turning up the dial' to take a leading role in changing culture. We will test their appetite and ability and make our Partners available to coach them through the process, as we have done for LU and NG in their recent business transformations.

#### 1.4. Quality assurance and understanding of risk

Anticipating, avoiding and managing risks

*Evaluation Criteria: Risk management and mitigation.*

As one of the UK's leading professional services firms, KPMG has a reputation for delivering a consistently high standard of service to our clients. We will develop a comprehensive risk management plan using best practice approaches to programme assurance. This includes early warning if we have any issues with delivery to reduce your risk exposure; putting effective governance processes in place to make sure we maintain control and oversight;

setting the scope of high quality deliverables, so you know what you're getting; and reporting our risk status to you regularly to keep you informed.

Our regular reporting will include a register of risks, assumptions, issues and dependencies (RAID) and we will review these at regular project meetings with your team. In our work for the MoD, we successfully managed and addressed risks in a complex project delivered in short timescales. This was achieved by identifying and addressing these risks well in advance of them becoming issues, identifying alternative approaches to de-risk delivery.

Based on our current understanding, the top 3 risks for this project are:

- **Failing to secure senior buy-in in advance of DG2:** previous experience suggests that your teams work 'down to the wire' in developing content and less time validating messages with senior stakeholders. Our stakeholder management will mitigate this.
- **Mis-allocation of available TfL resource to activities:** with limited resource available to create all outputs, the risk is that time is spent on non-value-adding activities. A tight programme management approach tied to benefits will help mitigate this.
- **Failure to consider change impacts and how to realise benefits:** initial business cases often assume fractional savings can be realised, without identifying the mechanisms for delivery. We will mitigate this by designing with implementation in mind.

#### Delivering successful projects at pace

*Evaluation Criteria: Confidence in ability to deliver required outputs within timescales*

*Delivery Partner Requirement(s): Outline suggested governance process for tracking progress, agreeing milestones, agreeing billing and identifying remedial/escalation of activity. This should include a weekly report status from senior member of team. Outline process for escalation to more senior representatives should any issues occur. Ability to mobilise rapidly and be ready to commence detailed design phase within a maximum of 2 weeks of the start of the contract*

You need this work to succeed to get through the DG2 stage gate and put in place the right pan-TfL approach. You need confidence in your Delivery Partner's ability to deliver complex business transformation to tight timescales. We have proven experience of delivering for clients of your scale and significance in complex and critical environments.

Our delivery team will be directed by Alan Taggart and led day to day by Megha Garia. Both of them are highly experienced in engagements of this type and will be our key points of contact for ongoing programme and risk management. At the kick-off meeting, we will agree governance arrangements including processes for ongoing programme management, benefits tracking, risk and issue resolution and reporting.

We expect to report progress weekly, highlighting any key issues, risks or decisions that require senior management attention, along with a summary of progress against high-level project milestones and performance against agreed KPIs and budget. We are comfortable using a range of dashboards for easy-to-understand reporting. We will agree your preferred format at the kick-off meeting and tailor the dashboard to meet your specific needs.

We will develop and agree a Project Tracker to summarise our joint objectives, approach and success factors. We are experienced in using the project trackers to manage financial and non-financial project benefits, to manage risks, opportunities, resource and planning. All staff time is recorded in our SAP system, which is used for tracking cost. As an accredited Engagement Manager, Megha will be responsible for driving the performance of the team throughout the engagement and will provide regular reports and briefings to your teams.

Bid – Curricula Vitae – Extract:

