

A scenic view of the Houses of Parliament and Big Ben in London at sunset. The sun is low on the horizon, casting a warm orange glow over the scene. In the foreground, a red double-decker bus is driving away from the camera on the right side of the road. The bus has the number '12' displayed on its destination sign. To the left, a green lamppost with three glowing lanterns stands on a bridge. The Houses of Parliament and Big Ben are visible in the background, with the clock tower's spire reaching towards the sky. The overall atmosphere is peaceful and picturesque.

Transport for London Supplier Event
30th April 2026

Agenda

Item	Presenter	Timing
Welcome, Business Plan, P&C Update	Heather McStay	14:30 – 14:50
Voice of Supplier	Guy Tavernor & Erika Reynolds	14:50 – 15:10
Workshop Challenge	All	15:10 – 15:50
Pipeline	Ajay Manjhadria Jennifer Banham	15:50 – 16:10
Q&A	All	16:10 – 16:30
Networking	All	16:30 – 17:00





Welcome – Heather McStay



TfL Business Plan 2026

TfL's investment and delivery priorities to 2029/30 to create a fairer, safer and greener city for everyone



Multi-year £2.2bn Capital Funding Settlement



Long-term investment and delivery priorities



Commitment to working with suppliers



Procurement & Commercial Leadership Team



Group Director of Procurement & Commercial
Heather McStay

Head of Capability
Lead for Source to Contract and Post-contract -



Johanna Highfield (interim)
Supplier Relation Management & Performance & Supply Chain Intelligence and Planning




Jasmine Moss (interim)

Head of Capability
Group Cost Services



Luke Jarvis

Head of Collaboration Procurement Service
Collaboration Procurement Service



Katherine Adams

Head of Procurement & Commercial
Rolling Stock




Ajay Manjadhria

Head of Procurement & Commercial
Infrastructure



Jennifer Banham

Head of Procurement & Commercial
Signalling & P&C Programmes




TBC

Head of Procurement & Commercial
Construction & P&C Programmes




James Lynch

Head of Procurement & Commercial
Highways & Utilities



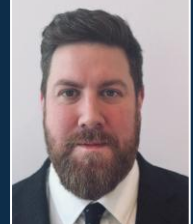
Rob Clark (interim)

Head of Procurement & Commercial
Corporate Services




Shelley Williams

Head of Procurement & Commercial
Technology



Antony Fahy

Head of Procurement & Commercial Improvement
Transition Team (temporary)



Collan Murray

P&C Services

Category Teams

Transition Team



Being easier to do business with



Upcoming Supplier Pipeline Brochure

- Improves forward visibility
- Enhances supply chain planning
- Reinforces our commitment to collaboration

How to engage

- TfL website and Pipeline
- Further guidance through the Supplier Guide
- Future engagements via industry & market events





TfL Voice of the Supplier 2026

Guy Tavernor, Capability Lead Supplier Relationships & Performance,
Transport for London

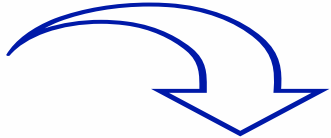
Erika Reynolds, Supplier Relationship Management Lead, Government
Commercial Agency



Thank you!



Over 100 responses to the survey



60% SME's and 40% with over 250 employees



1165 individual comments



The Voice of the Supplier (VoS) Framework

Transforming Feedback into Strategic Intelligence

What is a VoS Survey?

- A structured diagnostic tool designed to capture the "on-the-ground" reality of the supply chain.
- It moves beyond traditional Performance KPIs (what the supplier did for us) to **Perception KPIs** (how it feels to work with us).

The Scope of Assessment:

- **The Procurement Lifecycle:** Evaluating every touchpoint from initial market engagement and tendering to contract management and final payment.
- **Relational Health:** Measuring trust, transparency, and the effectiveness of communication channels.
- **Strategic Alignment:** Assessing how well the supply base understands and supports our long-term goals (e.g., Sustainability, Innovation, and Safety).



Purpose & Collaborative Benefits

Building a "Customer of Choice" Ecosystem

Why we conduct this research:

- **To De-risk Delivery:** Identifying systemic risks early before they impact frontline
- **To Drive Continuous Improvement:** To challenge "the way we've always done it" and streamline bureaucratic hurdles.
- **To Enhance Market Attractiveness:** In a competitive market, ensuring we are the organization that the best suppliers *want* to work with and prioritize.

Benefits of a Transparent Feedback Loop:

- **Mutual Efficiency:** Reducing the "Cost of Doing Business"
- **Unlocking Innovation:** Creating a "Safe to Challenge" environment where suppliers feel empowered to propose value-engineering and new technologies.
- **Stronger Partnerships:** Shifting the dynamic from a transactional "Buyer/Seller" relationship to a collaborative partnership focused on shared outcomes.



The Strategic Case: Why Supplier Feedback Matters

Insights from UK Research and Industry Benchmarks

"Customer of Choice" Multiplier (Source: State of Flux UK): Research across UK supply chains shows that organizations acting on supplier feedback realize significant gains:

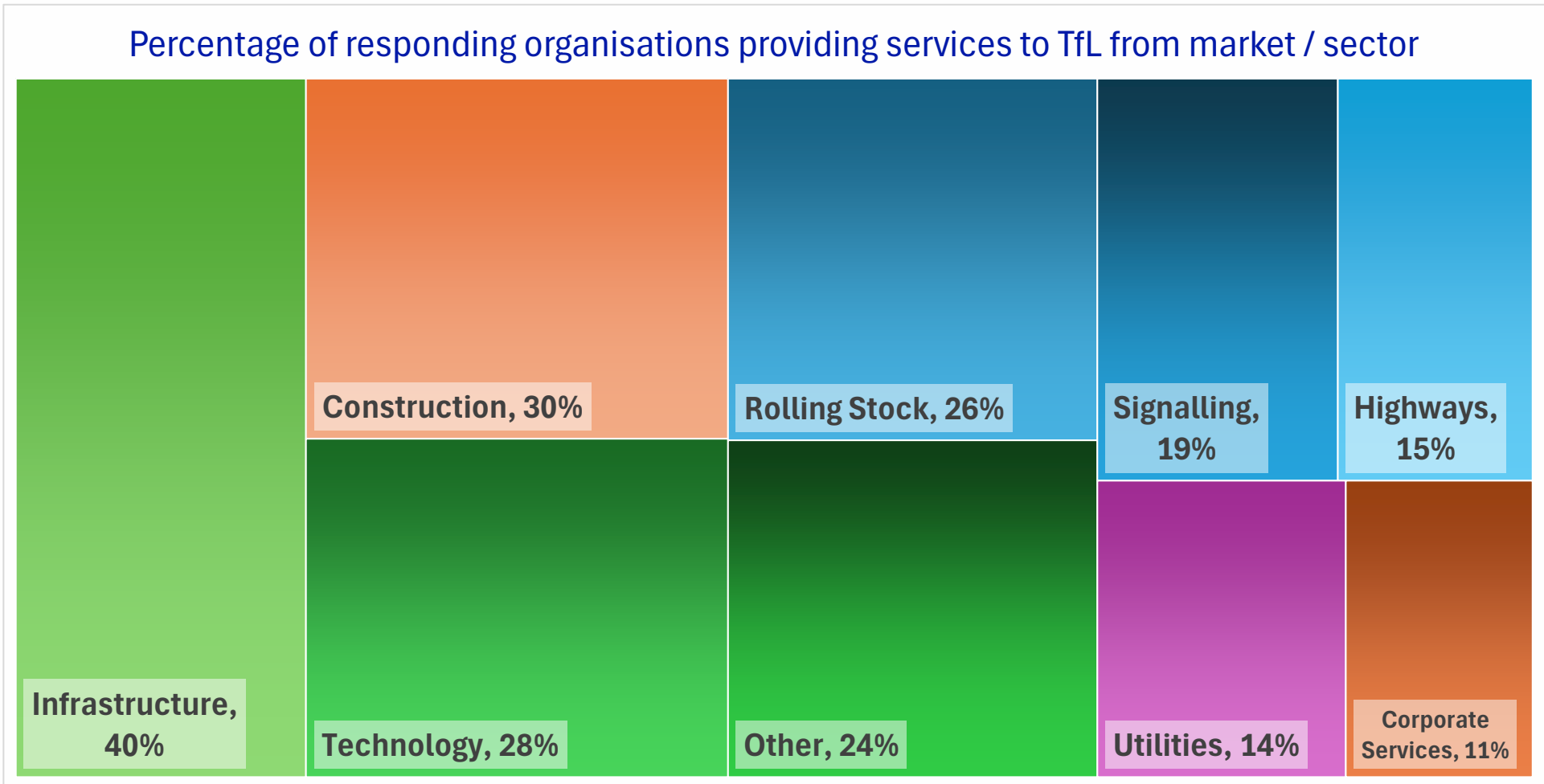
- **46%** increase in **proactive ideas and innovation** shared by suppliers.
- **28%** improvement in **risk management** and early warning of disruptions.
- **22%** priority access to the **best people and resources** during market scarcity.

Professional Standards (Source: CIPS UK): The *Chartered Institute of Procurement & Supply* emphasizes that two-way communication is the foundation of Strategic SRM. Feedback loops transform suppliers into "extensions of the organisation."

Alignment (Source: UK Procurement Act 2023): New UK regulations mandate increased transparency and engagement. Gathering supplier feedback is a core mechanism for delivering "Value for Money" and fostering a resilient economy.

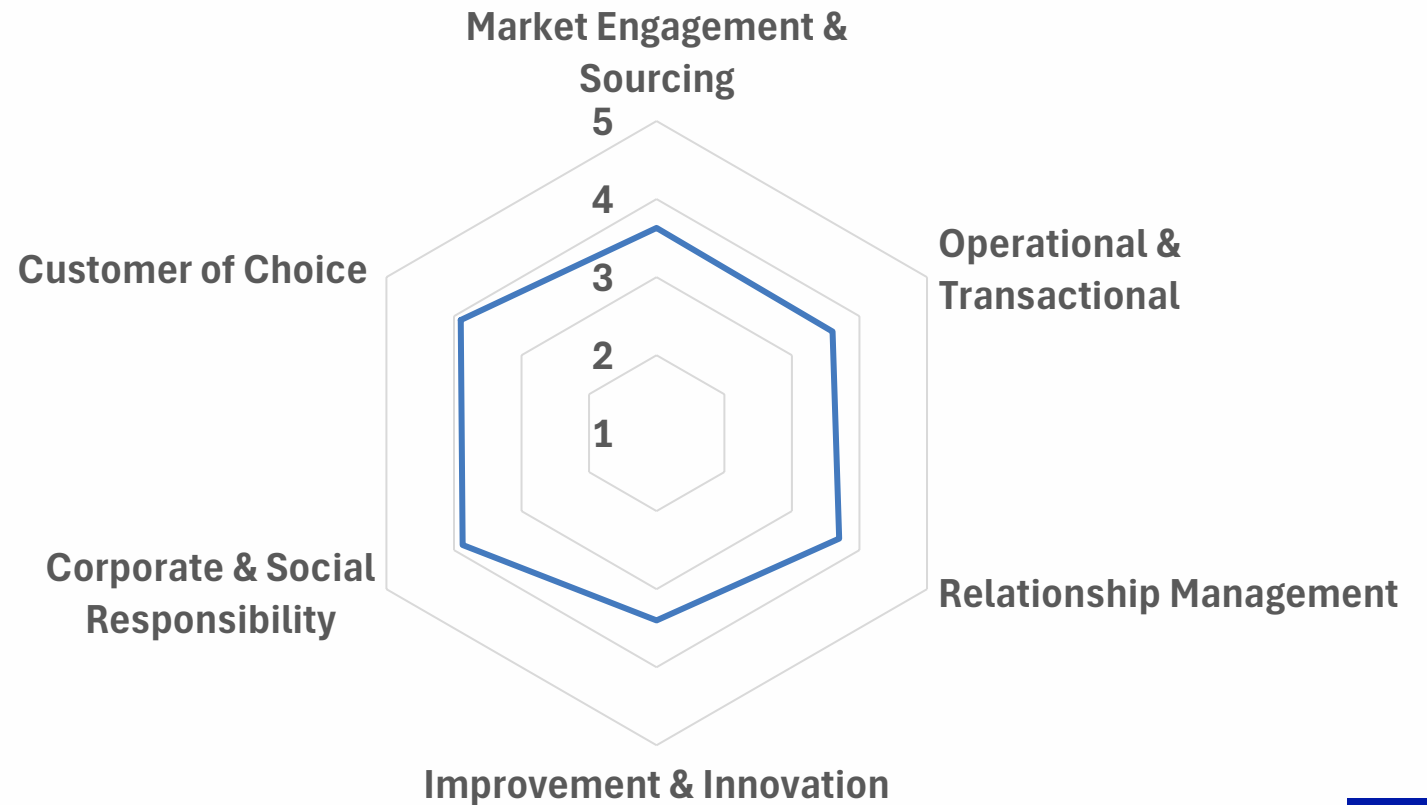


Who responded?

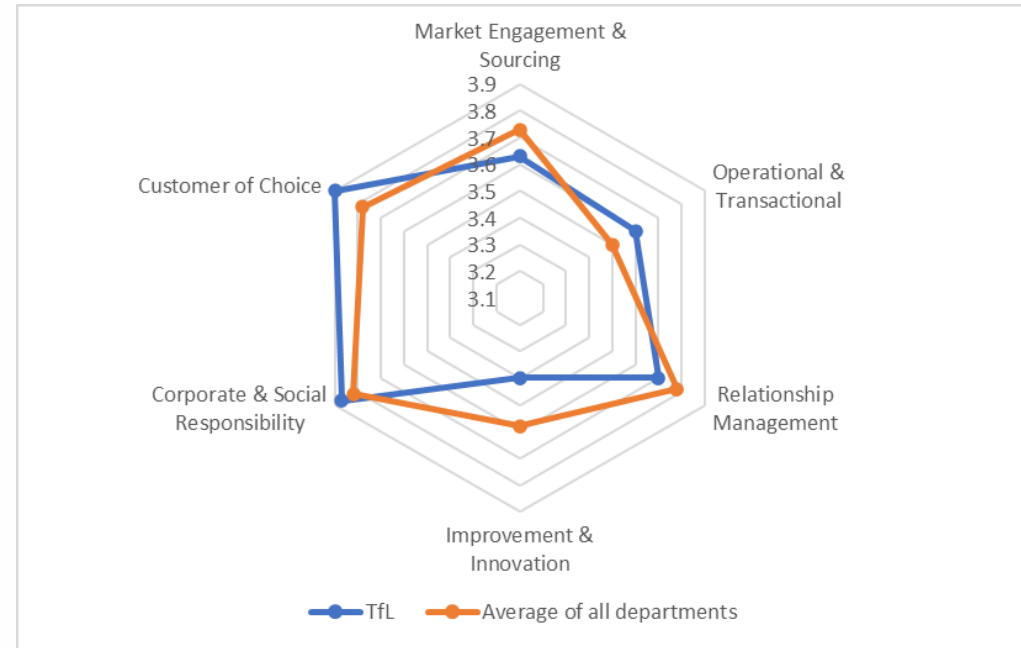
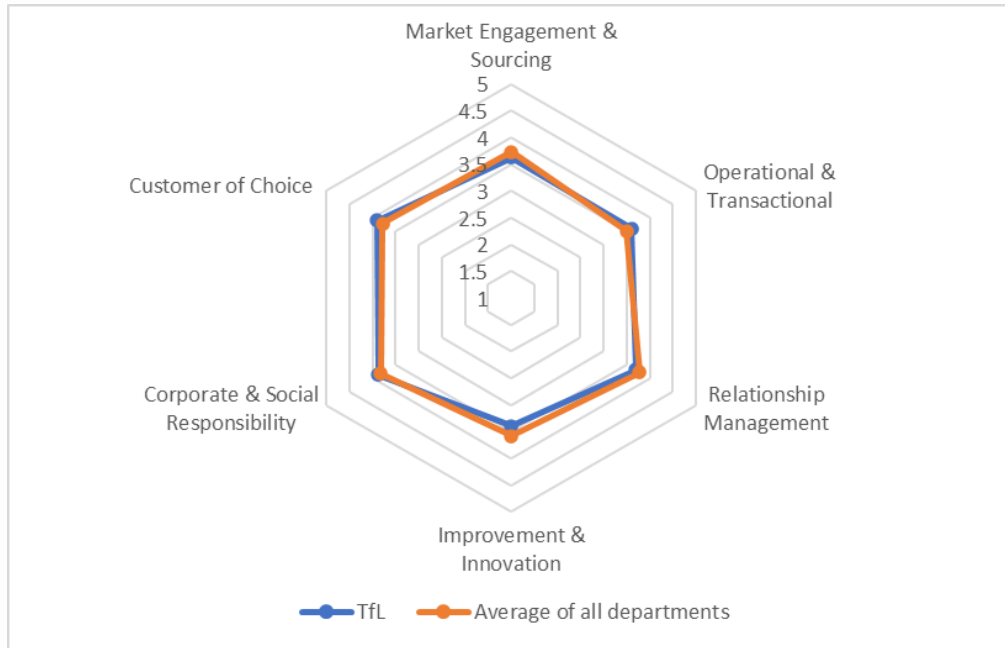


Scores against themes - summary

Themes	Score 0-5
Market Engagement & Sourcing	3.63
Operational & Transactional	3.60
Relationship Management	3.70
Improvement & Innovation	3.40
Corporate & Social Responsibility	3.87
Customer of Choice	3.90



How TfL compares



	TfL	Average of all departments
Market Engagement & Sourcing	3.63	3.73
Operational & Transactional	3.6	3.5
Relationship Management	3.7	3.78
Improvement & Innovation	3.4	3.58
Corporate & Social Responsibility	3.87	3.82
Customer of Choice	3.9	3.78



Strengths



You are engaged with our CSR goals. Our clarity on carbon reduction and SME inclusion is seen as a benchmark for the public sector.

Our reputation for "paying on time" (when systems align) and providing long-term pipeline visibility remains a strength.



You value the quality of procurement teams and the technical expertise of TfL's end-user engineers. Relationships are viewed as collaborative rather than adversarial



Opportunities



You report that "multiple assurance layers" and "lengthy approval cycles" are stalling project momentum. There is a call for a more "risk-based" approach to change variations.

More consistent data at tender stage. "Reactive" bidding due to late-issued tenders is seen as a risk to value-for-money. SME's find the documentation-heavy process a resource risk



You feel you have innovative solutions (AI-driven maintenance, low-carbon materials) that are currently held back by existing contract rigidities or slow product-approval processes.



Opportunities



Feedback highlights a communication lag within the wider TfL organisation. You often struggle to navigate our internal hierarchy, leading to delays in decision-making.

Performance is hindered by "Legacy Systems" and "Multiple Assurance Layers". You report that time taken to approve variations or resolve technical queries is the biggest "speed-brake" on contract performance.





Workshop Challenge



Workshop Challenge: Feedback to Action

Objective: To identify three suggested "Quick Wins" and one "Strategic Shift" for each theme.

The Framework:

- **STOP:** What behaviour/process is the biggest "speed-brake" to the delivery of our shared goals?
- **START:** What collaborative action would unlock the most value for SMEs and Tier 1 partners and TfL?
- **CONTINUE:** What are we doing well (e.g. CSR alignment) that we must protect?



Theme 1: Commercial Agility

VoS Insight: Suppliers report that "multiple assurance layers" and "lengthy approval cycles" are stalling project momentum. The time taken to approve variations or resolve technical queries is cited as the biggest "speed-brake" on performance.

Business Plan Link: To meet annual savings targets, TfL must reduce the administrative cost of doing business.

Round Table Challenge:

- How can you support TfL in being more efficient delivering change variations or resolving technical queries?
- What hurdles can be removed to allow for faster value-engineering?



Theme 2: Unlocking Innovation

VoS Insight: Innovation is the lowest-scoring theme at 3.40. You feel you have solutions, such as AI-driven maintenance and low-carbon materials, that are currently held back by "contract rigidities" and slow product-approval processes.

Business Plan Link: supports the 2030 Green Vision and operational efficiency

Round Table Challenge:

- How can TfL reward suppliers for bringing proactive, green innovations to the table?
- How can we streamline the "Slow Product-Approval" process to trial new technology faster?



Theme 3: SME Empowerment

VoS Insight: 60% of respondents are SMEs. While you value the collaborative relationship, you find the "documentation-heavy process" a significant resource risk.

Business Plan Link: Supports strategy to create a more diverse and inclusive supply chain.

Round Table Challenge:

- What specific documentation requirements or systems can be simplified for SMEs?
- How can Tier 1 suppliers and TfL better mentor SMEs to navigate internal hierarchies?



Theme 4: Proactive Tendering & Pipeline Visibility

VoS Insight: You called for more consistent data at the tender stage. "Reactive" bidding caused by late-issued tenders is viewed as a major risk to achieving value-for-money.

Business Plan Link: Aligns with the investment horizon

Round Table Challenge:

- How can TfL provide better Pre-Market Engagement data to prevent "reactive" bidding?
- What information do you need earlier in the cycle to plan resources more effectively?



Workshop Challenge Overview

Objective: To identify three suggested "Quick Wins" and one "Strategic Shift" for each theme.

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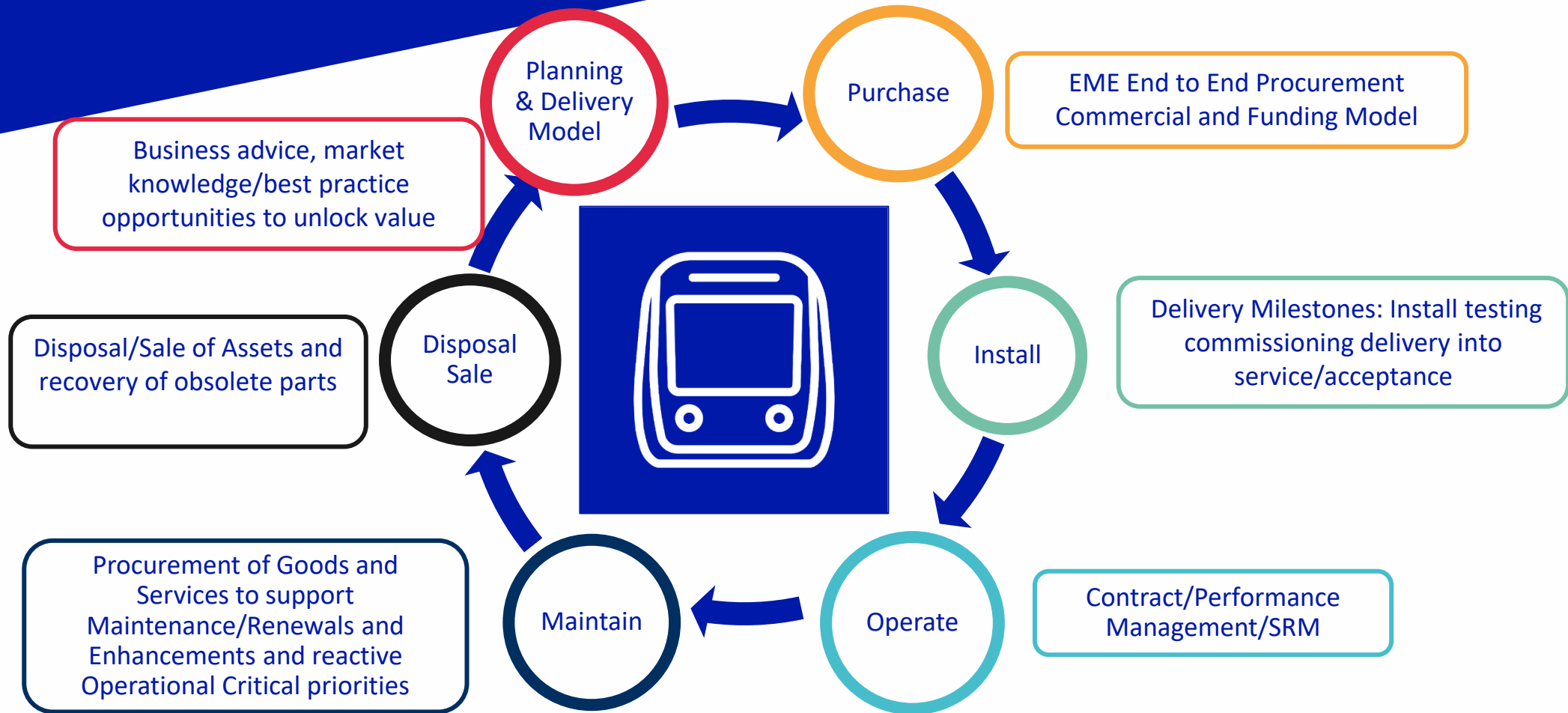




P&C Rolling Stock— Ajay Manjadar



P&C Rolling Stock Category Overview







P&C Rolling Stock Scope

Rolling Stock Timeline

- 2017 – Elizabeth Line Trains enter Service
- 2019 – London Overground Trains enter Service
- 2025 - New DLR Trains enter Service
- 2026 - New Piccadilly Line Trains to enter Service
- 2029 - New Trams to enter Service
- 2030+ - New Battery Locomotives planned
- 2030+ - New Central Line Trains planned
- 2031+ - New Bakerloo Line Trains enter Service

TRANSPORT FOR LONDON

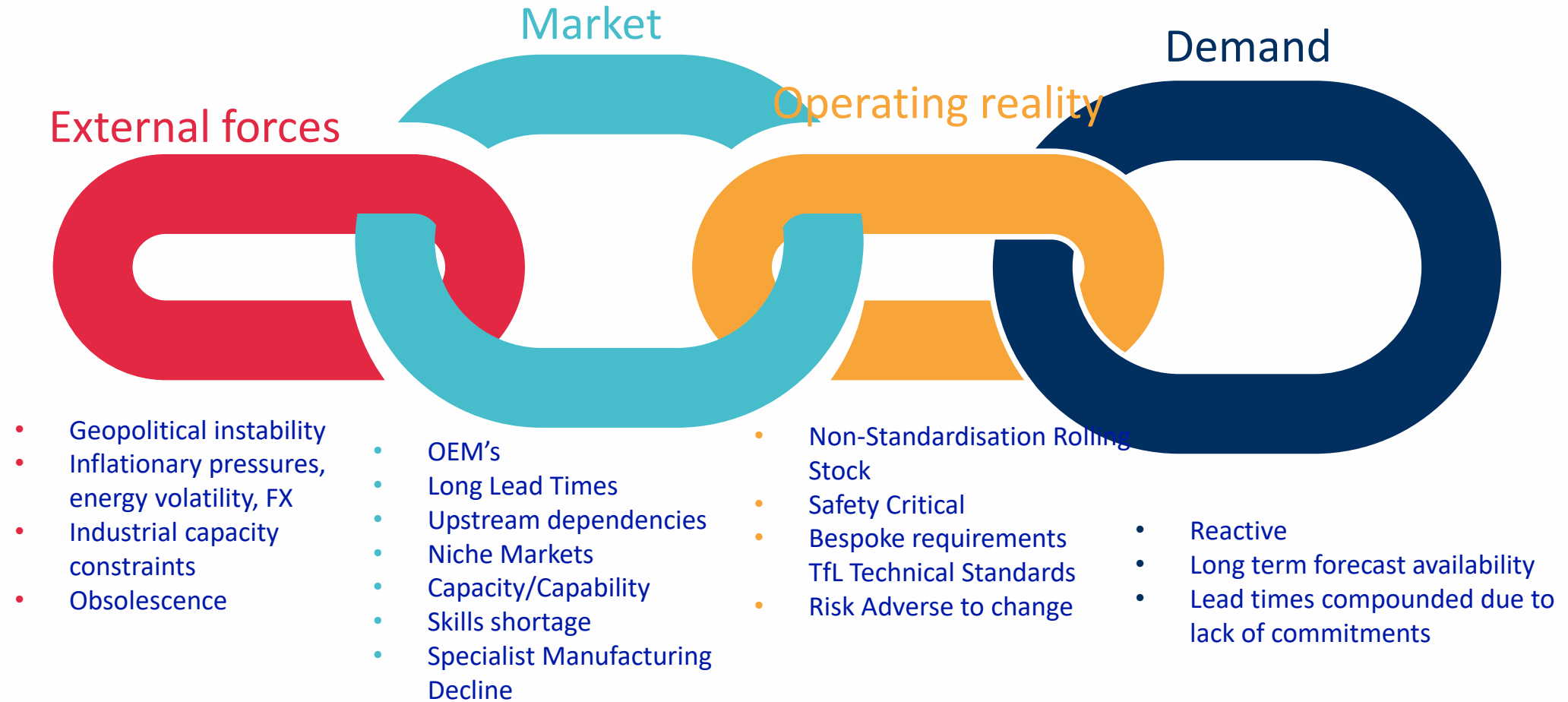
 5 TfL Modes	 12 different Rolling Stocks
 985 Passenger Trains	 303 Vehicles Engineering Fleet

 253 Sourcing Projects
 857 'live' Contracts

£2.3bn annual spend
£11.2bn Contracts Portfolio and rising



Current Challenges



Key Opportunities

<https://tfl.gov.uk/corporate/publications-and-reports/contract-opportunities>

Heavy Haulage Vehicles - Battery Locomotives £>50m

The sourcing of 29 bespoke battery heavy haulage locomotives to support Transport for London's infrastructure and renewals programme. The locomotives will have integrated signalling systems, be designed to operate within TfL's operational environment and will be required to haul a range of engineering wagons, in support of track, signalling and other infrastructure works.

Central Line & Jubilee Line Tube Stocks Supply of Doors £ £25M - £50M

Procurement of Door Leaves for Jubilee and Central Line Rolling Stock Fleets. Scope involves Design, Manufacturing, Testing (Full Fleet supply).

Design, Manufacture and Supply of Heat and Vent Air Conditioning Unit - Air Filter Elements and Housing for the S Stock Fleet £1M-£5M

Design, Manufacture and Supply of Heat and Vent Air Conditioning Unit Air Filter Elements and Housing for the Suburban (S) Stock London Underground Fleet. This requirement is for S7 trains which operate on Circle, District and Hammersmith & City lines and S8 trains which operate on the Metropolitan line





P&C Infrastructure - Jennifer Banham



Infrastructure Category

This portfolio encompasses a diverse mix of operational and customer-facing assets, the category is responsible for both operational and capital expenditure, overseeing the full lifecycle of commercial activity from strategic sourcing to contract delivery.



Permanent Way

The Permanent Way forms the physical backbone of the rail network. It includes rails, sleepers, ballast, points, crossings, drainage, and supporting structures across the Underground, Overground, DLR, Elizabeth Line and Trams. These assets operate in demanding environments from deep-level tunnels to elevated viaducts and require continuous inspection, renewal, and modernisation to ensure safety, reliability, and performance.

Communication Systems

TfL's communications estate is vast and mission-critical. It includes Help Points, CCTV, public address systems, radio networks, fibre backbones, and digital control systems. These assets support real-time customer information, operational coordination, and emergency response. As the network becomes more digital, communications systems are increasingly central to resilience and service quality.

Built Environment

The built environment encompasses TfL's stations, platforms, concourses, ticket halls, bridges, tunnels, depots, and operational buildings. These assets define the customer experience and shape the identity of London's transport system. The estate ranges from historic Victorian stations with ornate ironwork to modern interchanges designed for accessibility and high capacity. Managing this portfolio requires balancing heritage preservation, operational performance, and future-proofing for growth.



Infrastructure Category

Fire

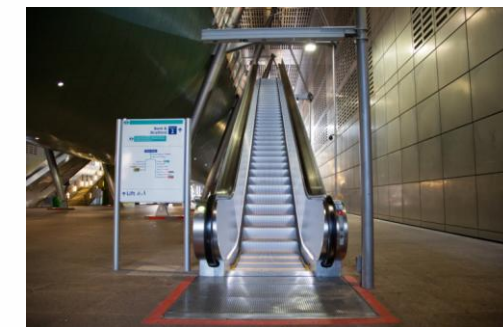
Fire detection, suppression, smoke control, emergency lighting, and evacuation systems protect customers and staff across stations, tunnels, depots, and operational buildings. Many of these assets operate in complex or heritage environments, requiring specialist engineering and rigorous compliance. Continuous upgrades ensure the network meets evolving safety standards and regulatory expectation.

Power and Cooling

Power is delivered through a network of substations, transformers, switchgear, and distribution systems that support both traction and non-traction loads. Cooling and ventilation systems manage heat generated by trains, equipment, and passenger flows — particularly on deep Tube lines. These assets are essential to operational reliability, comfort, and long-term sustainability

Lifts and Escalators

Lifts and escalators are critical to accessibility, passenger movement, and station capacity. TfL manages one of the largest fleets of escalators in Europe, operating in environments that range from shallow suburban stations to deep-level Tube platforms. These assets require specialist maintenance, precision engineering, and continuous renewal to ensure safety, reliability, and compliance with accessibility standards. They play a vital role in enabling step-free access and supporting London's growing passenger demand



Recent Awards and Forward Pipeline...

Track Works and Resources Framework

The newly appointed suite of contracts provides TfL with comprehensive labour, specialist skills, and service capability to support a wide range of Permanent Way, trackside, and infrastructure maintenance activities. The contracts cover both routine and heavy maintenance and can be deployed where TfL acts as Principal Contractor or where the supplier assumes that role. additional contract lots provide capability for fencing and vegetation management and trackside cleaning.

Escalator Maintenance Contract

A new escalator maintenance contract that includes planned preventative maintenance, statutory inspections, condition monitoring, and reactive fault response

Minor Works and Services Framework – Summer 2026

Lighting Equipment and Electric Lamps – Summer 2026

Track Welding & Grinding – Autumn 2026

Infrastructure Renewals Framework – Late 2026

Pan TfL (IFM) Comms, CCTV, Access Control and Security Systems – Early 2027

Depot Fire Hydrants – Design and Build – Early 2027

Direct Expansion Units Replacement – Early 2027



Where to find more information...

Pipeline of Contract Opportunities:

<https://tfl.gov.uk/corporate/publications-and-reports/contract-opportunities>

TfL website Supplier & Contractors pages, including the Supplier Guide:

<https://tfl.gov.uk/info-for/suppliers-and-contractors/>

If you don't know who to contact regarding an opportunity, please reach out to suppliermanagement@tfl.gov.uk





Q&A

