

**Transport for London**

**Single Source Request**

<b>SUBJECT</b>	Senior Executive Leadership Support	<b>Date:</b> 5 October 2010
<b>Originating Department:</b> Project Horizon		<b>Cost Centre No:</b> 10639
<b>Submitted By (Budget Holder):</b>		<b>Prepared By:</b>
<i>Signature</i>		<i>Signature</i>
<i>Print</i>	Graeme Craig	<i>Print</i>
<b>The Budget Holder accepts that in submitting this single source request it may be subject to challenge as “anti competitive” by an external third party under the EC Treaty of Rome.</b>		

<b>Consultees/Procurement Comments</b>		
<i>Add details as appropriate e.g. Legal Specialist, Sponsor, other staff etc.</i>		
<i>Consultees may indicate agreement or dissent or make other comments if appropriate.</i>		
<b>Procurement signature (only if approved)</b>		
<i>Signature</i>		<b>Date</b>
<i>Print</i>		<i>Shopping Cart No.</i>
<i>Single Source Request Value</i>		<i>PO No.</i>

**1 Purpose of Goods / Services**

Executive leadership facilitation, support and coaching for the TfL senior leadership team, including the Commissioner and the Chief Officers. The output of this work will feed directly into Project Horizon, a project set up by the Commissioner to undertake a fundamental review of the organisation’s structures, governance, processes and behaviours. The project underpins the organisation’s response to the Government’s Comprehensive Spending Review.

**2 Background**

Following the initial work on Project Horizon, it was clear that external facilitation and other support would assist the TfL senior leadership team in delivering the output required by the Horizon team to produce a revised organisational and governance model.

The Commissioner requested the Group HR Director to identify an experienced senior executive facilitator. The Group HR Director recommended Panthea. He did so because of Panthea’s experience over ten years in building the leadership teams at Tesco (a TfL benchmark organisation) as well as for their broader public and private sector experience. Panthea had also carried out pro bono analysis of LU’s operations leadership decision-making practices and processes with very positive results.

The Commissioner met with a partner from Panthea, and supported their use in facilitating a session with the Commissioner and Chief Officers on 30 September. Including the required preparation time, the cost of this support for that session was £16,500 (excluding VAT).

That session was successful and further activity over the next 6 weeks has been identified to:

- Refine senior level governance arrangements
- Design, prepare and hold a further four leadership group working sessions
- Define next steps for Horizon on a number of organisational areas

This activity is critical to a successful and timely delivery for Project Horizon and will cost a further £106,480 (excluding VAT). The total cost is therefore £122,980.

Panthea have supplied a resource plan, and stated that any additional activity required to deliver these outputs will be absorbed into this price.

### **3 Alternatives**

Due to time pressures and decisions made at MD and Commissioner level to engage Panthea the decision to compete this activity would have inevitably postponed the delivery of Project Horizon therefore engagement of procurement at an early stage to explore alternatives was not possible. Such a delay would defer the delivery of savings and prolong uncertainty within the organisation. Not undertaking this activity would mean progressing Project Horizon without effectively organising or coordinating Chief Officer input, leading to a sub-optimal conclusion and / or a delay to the project delivery. Therefore due to the nature of the activity the decision has been taken to single source this work for this phase.

Beyond the initial phase of work strictly required for Project Horizon, additional activity, if required, will be competitively sourced.

### **4 Reason Request has been raised after commitment (if applicable)**

The decision to proceed with Panthea was taken at a senior level with the organisation reflecting a clear need to progress with this activity as a matter of urgency.

### **5 Impact on Funds**

As stated above the total cost is £122,980, excluding VAT. This will be met by Project Horizon.

### **6 Recommendation(s)**

The preferred approach is the use of Panthea to undertake targeted senior executive leadership facilitation, support and coaching for the TfL leadership team, including the Commissioner and the Chief Officers. The output of these sessions will feed directly into Project Horizon.

**7. Disclaimer (for Budget Holder)**

I, the client, am fully aware of the requirements of the Transport for London Business Ethics policy.

I, and any other persons involved in the selection of this supplier, declare that I/we have no existing financial or other interests in the recommended supplier for this transaction and I/we am/are not aware that any close relative or friend has any such interests.

I, and any other persons involved in the selection of this supplier, declare that I/we have not received in the last 12 months any offer of gifts or hospitality from the recommended supplier for this transaction other than those I/we have already disclosed. I understand that nothing I have signed seeks to circumvent the provisions of the Public Interest Disclosure Act 1998.





## Transport for London

## Single Source Request

<b>SUBJECT</b>	Senior Executive Leadership Support	<b>Date:</b> 16 February 2011
<b>Originating Department:</b> Project Horizon		<b>Cost Centre No:</b> 10639
<b>Approved by (Budget Holder):</b>		<b>Prepared By:</b>
<i>Signature</i>	[Redacted]	<i>Signature</i>
<i>Print</i>	Graeme Craig	<i>Print</i>
The Budget Holder accepts that in submitting this single source request it may be subject to challenge as "anti competitive" by an external third party under the EC Treaty of Rome.		

Consultees/Procurement Comments	
<i>Add details as appropriate e.g. Legal Specialist, Sponsor, other staff etc. Consultees may indicate agreement or dissent or make other comments if appropriate.</i>	
<b>Procurement signature (only if approved)</b>	
<i>Signature</i>	[Redacted] Date 17/2/11
<i>Print</i>	PETER HENDY Shopping Cart No. Various
<i>Single Source Request Value</i>	£350,000 PO No. 3100420170

**1 Purpose of Goods / Services**

Executive leadership facilitation, support and coaching for the TfL senior leadership team, including the Commissioner and the Chief Officers. The output of this work is feeding directly into Project Horizon, a project set up by the Commissioner to undertake a fundamental review of the organisation's structures, governance, processes and behaviours. The project underpins the organisation's response to the Government's Comprehensive Spending Review.

**2 Background**

Following the initial work on Project Horizon, it was clear that external facilitation and other support would assist the TfL senior leadership team in delivering the output required by the Horizon team to produce a revised organisational and governance model.

The Commissioner requested the Group HR Director to identify an experienced senior executive facilitator. The Group HR Director recommended Panthea as being more suitable than any existing suppliers. He did so because of Panthea's experience over ten years in building the leadership teams at Tesco (a TfL benchmark organisation) as well as for their broader public and private sector experience. Panthea had also carried out pro bono analysis of LU's operations leadership decision-making practices and processes with very positive results.

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## Transport for London

## Single Source Request

<b>SUBJECT</b>	TfL Leadership Team Assessment & Development Programme	<b>Date: 9<sup>th</sup> August 2011</b>	
<b>Originating Department:</b> Organisational Capability & Development		<b>Cost Centre No:</b> 10620  <b>WBS No:</b> Senior Manager Training WBS: RX01GHR.001 £38,000 plus VAT. 50% payable August 2011 50% payable end November/December	
<b>Submitted By (Budget Holder):</b> Val Proctor – Head of OC&D		<b>Prepared By:</b> Val Proctor – Head of OC&D	
<i>Signature</i>	[REDACTED]	<i>Signature</i>	[REDACTED]
<i>Print</i>	VAL PROCTOR	<i>Print</i>	VAL PROCTOR
<b>The Budget Holder accepts that in submitting this single source request it may be subject to challenge as "anti competitive" by an external third party under the EC Treaty of Rome.</b>			

Consultees/Procurement Comments	
<i>Add details as appropriate e.g. Legal Specialist, Sponsor, other staff etc. Consultees may indicate agreement or dissent or make other comments if appropriate.</i>	
Procurement signature (only if approved)	
<i>Signature</i>	<b>Date</b>
<i>Print</i>	<i>Shopping Cart No.</i>
<i>Single Source Request Value</i>	<i>PO No.</i>

**1 Purpose of Goods / Services**

The services provided are to design and deliver an assessment and development process for The Commissioner and his direct reports (10 people in total) i.e. TfL Leadership team. The work included in these services; design the leadership behavioural indicators that will be used as the basis for this assessment; analyse assessment data and provide feedback to individual Directors; produce an individual report that includes development needs for each Director; design and co-facilitate an event with the Leadership team in October to agree collective development needs for the team and the development plans required to meet these needs.

**2 Background**

Panthea (Max Weston) is currently working with the Commissioner and the Leadership Team to support them during the planning and delivery of Horizon.



As part of this work it has been identified that a bespoke development programme is required for the individual Directors and the team that supports the principles and changes articulated as part of Horizon. Panthea have the trust and confidence of the group and to restart a new relationship to complete this activity would involve a delay and additional consultancy costs to familiarise any new supplier of this work.

### **3 Alternatives**

To start a new relationship with other suppliers that would not have the existing knowledge of TfL, the Horizon programme, the expertise and familiarity or trusting relationship with the individual Directors in the Leadership team.

### **4 Reason Request has been raised after commitment (if applicable)**

Leadership team have progressed discussions quickly and timescales are tight. Delivery of assessment and feedback to be completed by second week in October.

### **5 Impact on Funds**

Budget is held for this planned work in the OC&D team budget

### **6 Recommendation(s)**

Progress with Panthea to deliver this work effectively and quickly



**Transport for London**

**Single Source Request**

<b>SUBJECT</b>	Senior Executive Leadership Support	<b>Date:</b>	19 October 2011
<b>Originating Department:</b> Project Horizon		<b>Cost Centre No:</b> 10639	
<b>Approved by (Budget Holder):</b>		<b>Prepared By:</b>	
<i>Signature</i>		<i>Signature</i>	
<i>Print</i>	Graeme Craig	<i>Print</i>	Graeme Craig
<b>The Budget Holder accepts that in submitting this single source request it may be subject to challenge as “anti competitive” by an external third party under the EC Treaty of Rome.</b>			

<b>Consultees/Procurement Comments</b>	
<i>Add details as appropriate e.g. Legal Specialist, Sponsor, other staff etc. Consultees may indicate agreement or dissent or make other comments if appropriate.</i>	
<b>Procurement signature (only if approved)</b>	
<i>Signature</i>	<b>Date</b>
<i>Print</i>	<i>Shopping Cart No.</i>
<i>Single Source Request Value</i>	<i>PO No.</i>

### 1 Purpose of Goods / Services

Executive leadership facilitation, support and coaching for the TfL senior leadership team, including the Commissioner and the Chief Officers.

The output of this work is feeding directly into Project Horizon, a project set up by the Commissioner to undertake a fundamental review of the organisation’s structures, governance, processes and behaviours. The project underpins the organisation’s response to the Government’s Comprehensive Spending Review.

### 2 Background

Following the initial work on Project Horizon, it was clear that external facilitation and other support would assist the TfL senior leadership team in delivering the output required by the Horizon team to produce a revised organisational and governance model.

The Commissioner requested the Group HR Director to identify an experienced senior executive facilitator. The Group HR Director recommended Panthea as being more suitable than any existing suppliers. He did so because of Panthea’s experience over ten years in building the leadership teams at Tesco (a TfL benchmark organisation) as well as for their broader public and private sector experience. Panthea had also carried out pro bono analysis of LU’s operations leadership decision-making practices and processes with very positive results.

Based on activity carried out to date, the Commissioner supports the use of Panthea from September 2010 to November 2011 to:

- Design and implement senior level governance arrangements
- Design, prepare and hold senior leadership group working sessions
- Carry out 1:1s with Chief Officers and others as required
- Support the design and implementation of the delivery of Horizon

This activity is critical to a successful and timely delivery for Project Horizon and will cost a total of £500,000. The total savings currently assumed to be delivered by Project Horizon through to 2014/15 are £202m.

Any activity from Panthea required to deliver additional outputs beyond November 2011 will be dealt with through a new mechanism.

### **3 Alternatives**

A decision to compete this activity would inevitably have postponed the delivery of Project Horizon. Such a delay would defer the delivery of savings and prolong uncertainty within the organisation. Not undertaking this activity would mean progressing Project Horizon without effectively organising or coordinating Chief Officer input, leading to a sub-optimal conclusion and / or a delay to the project delivery. Therefore due to the nature of the activity the decision has been taken to single source this work.

Beyond this phase of work strictly required for Project Horizon, additional activity, if required, will be competitively sourced.

### **4 Reason Request has been raised after commitment (if applicable)**

The decision to proceed with Panthea was taken at a senior level with the organisation reflecting a clear need to progress with this activity as a matter of urgency.

### **5 Impact on Funds**

As stated above the total cost is £500,000, excluding VAT. This will be met by Project Horizon.

### **6 Recommendation(s)**

The preferred approach is the use of Panthea to undertake targeted senior executive leadership facilitation, support and coaching for the TfL leadership team, including the Commissioner and the Chief Officers. The output of these sessions will feed directly into Project Horizon.



**7. Disclaimer (for Budget Holder)**

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Proc. Ref. No. 10069

**Transport for London**  
**Single Source Request**

<b>SUBJECT</b>	Senior Executive Leadership Support	<b>Date:</b> 10 August 2012
<b>Originating Department:</b> Commercial Development - Transformation		<b>Cost Centre No:</b> 10759
<b>Submitted By (Budget Holder):</b>		<b>Prepared By:</b>
<i>Signature</i>		<i>Signature</i>
<i>Print</i>	Rachel Kerry - Head of Transformation	<i>Print</i> Rachel Kerry- Head of Transformation
The Budget Holder accepts that in submitting this single source request it may be subject to challenge as "anti competitive" by an external third party under the EC Treaty of Rome.		

Consultees/Procurement Comments		
<i>Add details as appropriate e.g. Legal Specialist, Sponsor, other staff etc. Consultees may indicate agreement or dissent or make other comments if appropriate.</i>		
Procurement signature (only if approved)		
<i>Signature</i>		<b>Date</b>
<i>Print</i>	Peter Hendry	<i>Shopping Cart No.</i>
Single Source Request Value: <del>£250,000</del> £750,000		PO No. 3100420170 4500315053

**1 Purpose of Goods / Services**

Executive leadership facilitation, support and coaching for the TfL senior leadership team, including the Commissioner and Chief Officers.

The arrangement was originally set up so that the output of work would feed directly into Project Horizon, a project set up by the Commissioner to undertake a fundamental review of the organisation's structures, governance, processes and behaviours. The project underpins the organisation's response to the Governments Comprehensive Spending Review.

This single source represents the extension to service arrangement with Panthea to continue to build on the benefits made to date.

**2 Background**

Following the initial work on Project Horizon, it was clear that external facilitation and other support would assist the TfL senior leadership team in delivering the output required by the Horizon team to produce a revised organisational and governance model.

The Commissioner requested the then Group HR Director to identify an experienced senior executive facilitator. The Group HR Director recommended Panthea as being more suitable than any existing suppliers. He did so because of Panthea's experience over ten years in building the leadership teams at Tesco (a TfL benchmark organisation) as well as for the broader public and private sector experience.

Panthea had also carried out pro bono analysis of LU's operations leadership decision-making practices and processes with very positive results.

The original scope of work, carried out between September 2010 and November 2011 was to:

- Design and implement senior level governance arrangements
- Design, prepare and hold senior leadership group working sessions
- Carry out 1:1s with Chief Officers and others as required
- Support the design and implementation of the delivery of Horizon.

The single source document supporting the original scope of work identified costs of £500,000 to November 2011. Through collaborative working, to deliver efficiencies, this original budget was able to fund a continued service until April 2012.

A extension of £250,000 is submitted to ensure continued development of the benefits identified by Project Horizon. Total savings currently assumed to be delivered by Project Horizon through to 2014/15 are £202m.

### **3 Alternatives**

A decision to put this activity out for tender would inevitably have postponed the delivery of Project Horizon. Such a delay would have deferred delivery of savings and prolonged uncertainty within the organisation. Not undertaking this activity would have meant progressing Project Horizon without effectively organising or coordinating Chief Officer input, leading to a sub-optimal conclusion and / or delay to the project.

### **4 Reason Request has been raised after commitment (if applicable)**

The decision to proceed with Panthea was taken at a senior level with the organisation reflecting a clear need to progress with this activity as a matter of urgency.

### **5 Impact on Funds**

The original costs of £500,000, excluding VAT were met by Project Horizon. The extension of £250,000 is to be met by the Commercial Development Directorate Transformation team.

### **6 Recommendation(s)**

The preferred approach is the use of Panthea to undertake targeted senior executive leadership facilitation, support and coaching for the TfL leadership team, including the Commissioner and the Chief Officers. The output of these sessions will feed directly into improvements programmes across TfL.

### **7 Disclaimer (for Budget Holder)**

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Proc. Ref. No.

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**Transport for London**  
**Request for Authorisation of Non-Competitive Transaction - Template**  
**(Single Source Request)**

<b>SUBJECT</b>	Senior Executive Leadership Support		<b>Date</b>	31 July 2013
<b>Originating Department: HR</b>				
<b>Submitted By (Budget Holder):</b>		<b>Prepared By: HR</b>		
<i>Signature</i>	[REDACTED]		<i>Signature</i>	[REDACTED]
<i>Print</i>	Tricia Riley		<i>Print</i>	Tricia Riley
<b>The Budget Holder accepts that in submitting this single source request it may be subject to challenge as "anti competitive" by an external third party under UK / EU Competition Law.</b>				
<b>Consultees/Procurement Comments</b>				
<i>Add details as appropriate e.g. Legal Specialist, Sponsor, other staff etc. Consultees may indicate agreement or dissent or make other comments if appropriate.</i>				
<b>Procurement signature (only if approved)</b>				
<i>Signature</i>	[REDACTED]			<b>Date</b> 1/8/2013
<i>Print</i>	STOE ALLEN, MD / WANCE			
<b>Single Source Request Value: £162,000</b>			<b>SAP Order No.</b>	

**Narrative****1 Purpose of Goods / Services**

The overall purpose of the engagement of Panthea is to assist the Commissioner direct and develop an effective Leadership Team and the processes that support the team so he can lead TfL effectively.

This single source represents an extension to the service arrangement with Panthea to continue to build on the benefits made to date.

**2 Background**

In 2010, the Commissioner asked the then Group HR Director, Frank Douglas, to identify an experienced senior executive facilitator to work with him and the Leadership Team. Panthea were recommended by Frank as being more suitable than any existing suppliers. He did so because of Panthea's experience over ten years in building the leadership teams at Tesco (a TfL benchmark organisation) as well as for the broader public and private sector experience.

Panthea had also carried out pro bono analysis of LU's operations leadership decision making practices and processes with very positive results.

The Commissioner created TfL's first Leadership Team in September 2010 to tackle the issues framed in Horizon and to provide a focus for "one" TfL organisation structure. Since then, both the Leadership Team and the new organisation have matured significantly while TfL's operational performance has continued to go from strength to strength. Notably, the Commissioner has achieved this without substantial change in his Chief Officer group.

The proposal to extend arrangements with Panthea to continue to provide support to the Commissioner and the Leadership Team will ensure that the good relationships that have been built over the last three years continues and Panthea will use these to support the development of the Leadership Team and it's individuals by:

- Attending the TfL Leadership Team and preparation meetings
- Attending TfL Leadership Team Away Days and facilitate as required
- Meet/correspond with individual members of the TfL Leadership Team as requested by individuals or the Commissioner
- Report back to the Commissioner regularly on progress in the team and on individuals and advise him on steps that can help raise the TfL Leadership Team's performance going forward.

This approach has been proven to deliver what the Commissioner requires and to help it's members grow as leaders, to frame new issues and challenges as they arise.

The single source document supporting the original scope of work identified costs of £500,000 to November 2011. Through collaborative working, to deliver efficiencies, this original budget was able to run a continued service until April 2012. A further extension was submitted for Senior Executive support in August 2012. The proposal is to continue with Senior Executive support for the Commissioner and Chief Officers. To find an alternative would risk continuity as going forwards, TfL faces further financial challenges and substantial change activity. Much of this will be led by the Leadership Team and its members working through the new structure and processes the Commissioner has shaped for this purpose.

### **3 Options Considered & Risks**

The initial decision to put this activity out for tender would inevitably have postponed the delivery of Project Horizon. Such a delay would have deferred delivery of savings and prolonged uncertainty within the organisation. Not undertaking this activity would have meant progressing Project Horizon without effectively organising or co-ordinating Chief Officer input, leading to a sub-optimal conclusion and/or delay to the project.

Given where we are in terms of Senior Executive support and development it would not be appropriate to go to tender as it may result in a loss of continuity in the development of individuals and the team.

This proposal/arrangement will be reviewed on a quarterly basis to ensure Panthea are delivering a valued impact on the performance of the TfL Leadership Team and it's members.

### **4 Impact on Funds**

An extension of £162,000 is needed to provide the continuous support that is required by the Commissioner. These costs will be funded by the HR Directorate.

### **5 Recommendation(s)**

The preferred approach is the use of Panthea to undertake targeted senior executive leadership facilitation, support and coaching for the TfL Leadership Team, including the Commissioner and Chief Officers. The output of these sessions will feed directly into improvement programmes across TfL following the 2013 Spending review.

### **6 Disclaimer (for Budget Holder)**

I, the client, am fully aware of the requirements of the Transport for London Business Ethics policy and declare that I have no prior, or existing financial or personal interest in the supplier selected other than for the supply of the requisite Goods and/or Services to Transport for London.







**Transport for London  
Request for Authorisation of Non-Competitive Transaction - Template  
(Single Source Request)**

<b>SUBJECT</b>	Senior Executive Leadership Support		<b>Date</b>	27 Oct 2014
<b>Originating Department: HR</b>				
<b>Submitted By (Budget Holder):</b>		<b>Prepared By: HR</b>		
<i>Signature</i>	[Redacted]		<i>Signature</i>	[Redacted]
<i>Print</i>	Tricia Riley		<i>Print</i>	Tricia Riley
<b>The Budget Holder accepts that in submitting this single source request it may be subject to challenge as "anti competitive" by an external third party under UK / EU Competition Law.</b>				
<b>Consultees/Procurement Comments</b>				
<i>Add details as appropriate e.g. Legal Specialist, Sponsor, other staff etc. Consultees may indicate agreement or dissent or make other comments if appropriate.</i>				
<b>Procurement signature (only if approved)</b>				
<i>Signature</i>				<b>Date</b>
<i>Print</i>				
<i>Single Source Request Value: £175,500</i>			<i>SAP Order No.</i>	

**Narrative**

**1 Purpose of Goods / Services**

The overall purpose of the engagement of Panthea is to assist the Commissioner direct and develop an effective Leadership Team and the processes that support the team so he can lead TfL effectively.

This single source represents an extension to the service arrangement with Panthea to continue to build on the benefits made to date.

**2 Background**

In 2010, the Commissioner asked the then Group HR Director, Frank Douglas, to identify an experienced senior executive facilitator to work with him and the Leadership Team. Panthea were recommended by Frank as being more suitable than any existing suppliers. He did so because of Panthea's experience over ten years in building the leadership teams at Tesco (a TfL benchmark organisation) as well as for the broader public and private sector experience.

Panthea had also carried out pro bono analysis of LU's operations leadership decision making practices and processes with very positive results.

The Commissioner created TfL's first Leadership Team in September 2010 to tackle the issues framed in Horizon and to provide a focus for "one" TfL organisation structure. Since then, both the Leadership Team and the new organisation have matured significantly while TfL's operational performance has continued to go from strength to strength. Notably, the Commissioner has achieved this without substantial change in his Chief Officer group.

The proposal to extend arrangements with Panthea to continue to provide support to the Commissioner and the Leadership Team will ensure that the good relationships that have been built over the last three years continues and Panthea will use these to support the development of the Leadership Team and it's individuals by:

- Attending the TfL Leadership Team and preparation meetings
- Attending TfL Leadership Team Away Days and facilitate as required
- Meet/correspond with individual members of the TfL Leadership Team as requested by individuals or the Commissioner
- Report back to the Commissioner regularly on progress in the team and on individuals and advise him on steps that can help raise the TfL Leadership Team's performance going forward.

This approach has been proven to deliver what the Commissioner requires and to help it's members grow as leaders, to frame new issues and challenges as they arise.

The single source document supporting the original scope of work identified costs of £500,000 to November 2011. Through collaborative working, to deliver efficiencies, this original budget was able to run a continued service until April 2012. A further extension was submitted for Senior Executive support in August 2012. The proposal is to continue with Senior Executive support for the Commissioner and Chief Officers. To find an alternative would risk continuity as going forwards, TfL faces further financial challenges and substantial change activity. Much of this will be led by the Leadership Team and its members working through the new structure and processes the Commissioner has shaped for this purpose.

### **3 Options Considered & Risks**

The initial decision to put this activity out for tender would inevitably have postponed the delivery of Project Horizon. Such a delay would have deferred delivery of savings and prolonged uncertainty within the organisation. Not undertaking this activity would have meant progressing Project Horizon without effectively organising or co-ordinating Chief Officer input, leading to a sub-optimal conclusion and/or delay to the project.

Given where we are in terms of Senior Executive support and development it would not be appropriate to go to tender as it may result in a loss of continuity in the development of individuals and the team.

This proposal/arrangement will be reviewed on a quarterly basis to ensure Panthea are delivering a valued impact on the performance of the TfL Leadership Team and it's members.

### **4 Impact on Funds**

An extension of £175,500 is needed to provide the continuous support that is required by the Commissioner. These costs will be funded by the HR Directorate.



### **5 Recommendation(s)**

The preferred approach is the use of Panthea to undertake targeted senior executive leadership facilitation, support and coaching for the TfL Leadership Team, including the Commissioner and Chief Officers. The output of these sessions will feed directly into improvement programmes across TfL following the 2013 Spending review.

### **6 Disclaimer (for Budget Holder)**

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**Transport for London**  
**Request for Authorisation of Non-Competitive Transaction - Template**  
**(Single Source Request)**

<b>SUBJECT</b>	<b>Senior Executive Leadership Support</b>		<b>Date</b>
			1 July 2015
<b>Originating Department: HR</b>			
<b>Submitted By (Budget Holder):</b>		<b>Prepared By: HR</b>	
<i>Signature</i>			<i>Signature</i>
<i>Print</i>	Tricia Riley		<i>Print</i>
			Tricia Riley
The Budget Holder accepts that in submitting this single source request it may be subject to challenge as "anti competitive" by an external third party under UK / EU Competition Law.			
<b>Consultees/Procurement Comments</b>			
Add details as appropriate e.g. Legal Specialist, Sponsor, other staff etc. Consultees may indicate agreement or dissent or make other comments if appropriate.			
<b>Procurement signature (only if approved)</b>			
<i>Signature</i>			<b>Date</b>
<i>Print</i>	STEVE ALLEN		23.7.15
Single Source Request Value: £81,000		SAP Order No.	

**Narrative****1 Purpose of Goods / Services**

The overall purpose of the engagement of Panthea is to assist the Commissioner direct and develop an effective Leadership Team and the processes that support the team so he can lead TfL effectively.

This single source represents an extension to the service arrangement with Panthea, for a further 6 months, to continue to build on the benefits made to date.

**2 Background**

In 2010, the Commissioner asked the then Group HR Director, Frank Douglas, to identify an experienced senior executive facilitator to work with him and the Leadership Team. Panthea were recommended by Frank as being more suitable than any existing suppliers. He did so because of Panthea's experience over ten years in building the leadership teams at Tesco (a TfL benchmark organisation) as well as for the broader public and private sector experience.

Panthea had also carried out pro bono analysis of LU's operations leadership decision making practices and processes with very positive results.

The Commissioner created TfL's first Leadership Team in September 2010 to tackle the issues framed in Horizon and to provide a focus for "one" TfL organisation structure. Since then, both the Leadership Team and the new organisation have matured significantly while TfL's operational performance has continued to go from strength to strength. Notably, the Commissioner has achieved this without substantial change in his Chief Officer group.

The proposal to extend arrangements with Panthea to continue to provide support to the Commissioner and the Leadership Team will ensure that the good relationships that have been built over the last three years continues and Panthea will use these to support the development of the Leadership Team and it's individuals by:

- Attending the TfL Leadership Team and preparation meetings
- Attending TfL Leadership Team Away Days and facilitate as required
- Meet/correspond with individual members of the TfL Leadership Team as requested by individuals or the Commissioner
- Report back to the Commissioner regularly on progress in the team and on individuals and advise him on steps that can help raise the TfL Leadership Team's performance going forward.

This approach has been proven to deliver what the Commissioner requires and to help it's members grow as leaders, to frame new issues and challenges as they arise.

The single source document supporting the original scope of work identified costs of £500,000 to November 2011. Through collaborative working, to deliver efficiencies, this original budget was able to run a continued service until April 2012. A further extension was submitted for Senior Executive support in August 2012. The proposal is to continue with Senior Executive support for the Commissioner and Chief Officers. To find an alternative would risk continuity as going forwards, TfL faces further financial challenges and substantial change activity. Much of this will be led by the Leadership Team and its members working through the new structure and processes the Commissioner has shaped for this purpose.

### **3 Options Considered & Risks**

The initial decision to put this activity out for tender would inevitably have postponed the delivery of Project Horizon. Such a delay would have deferred delivery of savings and prolonged uncertainty within the organisation. Not undertaking this activity would have meant progressing Project Horizon without effectively organising or co-ordinating Chief Officer input, leading to a sub-optimal conclusion and/or delay to the project.

Given where we are in terms of Senior Executive support and development it would not be appropriate to go to tender as it may result in a loss of continuity in the development of individuals and the team.

This proposal/arrangement is reviewed on a quarterly basis to ensure Panthea are delivering a valued impact on the performance of the TfL Leadership Team and it's members.

### **4 Impact on Funds**

An extension of £81,000 is needed to provide the continuous support that is required by the Commissioner. These costs will be funded by the HR Directorate.

### **5 Recommendation(s)**

The preferred approach is the use of Panthea to undertake targeted senior executive leadership facilitation, support and coaching for the TfL Leadership Team, including the Commissioner and Chief Officers. The output of these sessions will feed directly into improvement programmes across TfL.

### **6 Disclaimer (for Budget Holder)**

I, the client, am fully aware of the requirements of the Transport for London Business Ethics policy and declare that I have no prior, or existing financial or personal interest in the supplier selected other than for the supply of the requisite Goods and/or Services to Transport for London.

**Transport for London**  
**Request for Authorisation of Non-Competitive Transaction - Template**  
**(Single Source Request)**

<b>SUBJECT</b>	Senior Executive Leadership Support		<b>Date</b>	8 March 2016
<b>Originating Department:</b> HR				
<b>Submitted By (Budget Holder):</b>		<b>Prepared By: HR</b>		
<i>Signature</i>	[Redacted]		<i>Signature</i>	[Redacted]
<i>Print</i>	Tricia Riley, HR Director		<i>Print</i>	Ian Nunn, CFO
The Budget Holder accepts that in submitting this single source request it may be subject to challenge as "anti competitive" by an external third party under UK / EU Competition Law.				
<b>Consultees/Procurement Comments</b>				
Add details as appropriate e.g. Legal Specialist, Sponsor, other staff etc. Consultees may indicate agreement or dissent or make other comments if appropriate.				
Noted. Discussed briefly with Ian Nunn on 12/4/16 to ensure Ian was aware of the competitive nature.				
<b>Procurement signature (only if approved)</b>				
<i>Signature</i>	[Redacted]			<b>Date</b>
<i>Print</i>				
Single Source Request Value: £73,200			SAP Order No. 3100597717	

**Narrative****1 Purpose of Goods / Services**

The overall purpose of the engagement of Panthea is to assist the Commissioner direct and develop an effective Leadership Team and the processes that support the team so he can lead TfL effectively.

This single source represents an extension to the service arrangement with Panthea, for a further 6 months, to continue to build on the benefits made to date.

**2 Background**

In 2010, the Commissioner asked the then Group HR Director, Frank Douglas, to identify an experienced senior executive facilitator to work with him and the Leadership Team. Panthea were recommended by Frank as being more suitable than any existing suppliers. He did so because of Panthea's experience over ten years in building the leadership teams at Tesco (a TfL benchmark organisation) as well as for the broader public and private sector experience.

Panthea had also carried out pro bono analysis of LU's operations leadership decision making practices and processes with very positive results.

The Commissioner created TfL's first Leadership Team in September 2010 to tackle the issues framed in Horizon and to provide a focus for "one" TfL organisation structure. Since then, both the Leadership Team and the new organisation have matured significantly while TfL's operational performance has continued to go from strength to strength. Notably, the Commissioner has achieved this without substantial change in his Chief Officer group.



The proposal to extend arrangements with Panthea to continue to provide support to the Commissioner and the TfL Executive Committee will ensure that the good relationships that have been built over the last three years continues and Panthea will use these to support the development of the TfL Executive Committee and it's individuals by:

- Attending the TfL Executive Committee Meetings, including preparation meetings
- Attending TfL Executive Committee Away Days and facilitate as required
- Meet/correspond with individual members of the TfL Executive Committee as requested by individuals or the Commissioner
- Report back to the Commissioner regularly on progress in the team and on individuals and advise him on steps that can help raise the TfL Executive Committee's performance going forward.

This approach has been proven to deliver what the Commissioner requires and to help it's members grow as leaders, to frame new issues and challenges as they arise.

The single source document supporting the original scope of work identified costs of £500,000 to November 2011. Through collaborative working, to deliver efficiencies, this original budget was able to run a continued service until April 2012. A further extension was submitted for Senior Executive support in August 2012. The proposal is to continue with Senior Executive support for the Commissioner and Chief Officers. To find an alternative would risk continuity as going forwards, TfL faces further financial challenges and substantial change activity. Much of this will be led by the Leadership Team and its members working through the new structure and processes the Commissioner has shaped for this purpose.

### **3 Options Considered & Risks**

The initial decision to put this activity out for tender would inevitably have postponed the delivery of Project Horizon. Such a delay would have deferred delivery of savings and prolonged uncertainty within the organisation. Not undertaking this activity would have meant progressing Project Horizon without effectively organising or co-ordinating Chief Officer input, leading to a sub-optimal conclusion and/or delay to the project.

Given where we are in terms of Senior Executive support and development it would not be appropriate to go to tender as it may result in a loss of continuity in the development of individuals and the team.

This proposal/arrangement is reviewed on a quarterly basis to ensure Panthea are delivering a valued impact on the performance of the TfL Executive Committee and it's members.

### **4 Impact on Funds**

An extension of £73,200 is needed to provide the continuous support that is required by the Commissioner. These costs will be funded by the HR Directorate.

### **5 Recommendation(s)**

The preferred approach is the use of Panthea to undertake targeted senior executive leadership facilitation, support and coaching for the TfL Executive Committee, including the Commissioner and Chief Officers. The output of these sessions will feed directly into improvement programmes across TfL.

### **6 Disclaimer (for Budget Holder)**

I, the client, am fully aware of the requirements of the Transport for London Business Ethics policy and declare that I have no prior, or existing financial or personal interest in the supplier selected other than for the supply of the requisite Goods and/or Services to Transport for London.



**Transport for London  
Request for Authorisation of Non-Competitive Transaction - Template  
(Single Source Request)**

<b>SUBJECT</b>	Senior Executive Leadership Support		<b>Date</b>	1 October 2016
<b>Originating Department: Commissioner</b>				
<b>Submitted By (Budget Holder):</b>			<b>Prepared By: Commissioner</b>	
<i>Signature</i>	[Redacted]		<i>Signature</i>	[Redacted]
<i>Print</i>	Mike Brown, Commissioner		<i>Print</i>	Ian Nunn, CFO
The Budget Holder accepts that in submitting this single source request it may be subject to challenge as "anti competitive" by an external third party under UK / EU Competition Law.				

<b>Consultees/Procurement Comments</b>	
<i>Add details as appropriate e.g. Legal Specialist, Sponsor, other staff etc. Consultees may indicate agreement or dissent or make other comments if appropriate.</i>	
<b>Procurement signature (only if approved)</b>	
<i>Signature</i>	[Redacted] <b>Date</b> 18/10/16
<i>Print</i>	IAN NUNN
Single Source Request Value: £73,200	SAP Order No.

**Narrative**

**1 Purpose of Goods / Services**

The overall purpose of the engagement of Panthea is to assist the Commissioner direct and develop an effective Executive Committee and the processes that support the team so he can lead TfL effectively.

This single source represents an extension to the service arrangement with Panthea, for a further six months, to continue to build on the benefits made to date.

**2 Background**

In 2010, the Commissioner asked the then Group HR Director, Frank Douglas, to identify an experienced senior executive facilitator to work with him and the Executive Committee. Panthea were recommended by Frank as being more suitable than any existing suppliers. He did so because of Panthea's experience over ten years in building the leadership teams at Tesco (a TfL benchmark organisation) as well as for the broader public and private sector experience.

Panthea had also carried out pro bono analysis of LU's operations leadership decision making practices and processes with very positive results.

The Commissioner created TfL's first Executive Committee in September 2010 to tackle the issues framed in Horizon and to provide a focus for "one" TfL organisation structure. Since then, both the Executive Committee and the new organisation have matured significantly while

TfL's operational performance has continued to go from strength to strength. Notably, the Commissioner has achieved this without substantial change in his Managing Director group.

The proposal to extend arrangements with Panthea to continue to provide support to the Commissioner and the TfL Executive Committee will ensure that the good relationships that have been built over the last five years continues and Panthea will use these to support the development of the TfL Executive Committee and its individuals by:

- Attending the TfL Executive Committee Meetings, including preparation meetings
- Attending TfL Executive Committee Away Days and facilitate as required
- Meet/correspond with individual members of the TfL Executive Committee as requested by individuals or the Commissioner
- Report back to the Commissioner regularly on progress in the team and on individuals and advise him on steps that can help raise the TfL Executive Committee's performance going forward.

This approach has been proven to deliver what the Commissioner requires and to help its members grow as leaders, to frame new issues and challenges as they arise.

The single source document supporting the original scope of work identified costs of £500,000 to November 2011. Through collaborative working, to deliver efficiencies, this original budget was able to run a continued service until April 2012. A further extension was submitted for Senior Executive support in August 2012. The proposal is to continue with Senior Executive support for the Commissioner and Managing Directors. To find an alternative would risk continuity as going forwards, TfL faces further financial challenges and substantial change activity. Much of this will be led by the Executive Committee and its members working through the new structure and processes the Commissioner has shaped for this purpose.

### **3 Options Considered & Risks**

The initial decision to put this activity out for tender would inevitably have postponed the delivery of Project Horizon. Such a delay would have deferred delivery of savings and prolonged uncertainty within the organisation. Not undertaking this activity would have meant progressing Project Horizon without effectively organising or co-ordinating Managing Director input, leading to a sub-optimal conclusion and/or delay to the project.

Given where we are in terms of Senior Executive support and development it would not be appropriate to go to tender as it may result in a loss of continuity in the development of individuals and the team.

This proposal/arrangement is reviewed on a quarterly basis to ensure Panthea are delivering a valued impact on the performance of the TfL Executive Committee and its members.

### **4 Impact on Funds**

An extension of £73,200 is needed to provide the continuous support that is required by the Commissioner. These costs will be funded directly through the Commissioner's budget (cost Centre: 10010).

### **5 Recommendation(s)**

The preferred approach is the use of Panthea to undertake targeted senior executive leadership facilitation, support and coaching for the TfL Executive Committee, including the Commissioner and Managing Directors. The output of these sessions will feed directly into improvement programmes across TfL.

### **6 Disclaimer (for Budget Holder)**

I, the client, am fully aware of the requirements of the Transport for London Business Ethics policy and declare that I have no prior, or existing financial or personal interest in the supplier selected other than for the supply of the requisite Goods and/or Services to Transport for London.

**Transport for London  
Request for Authorisation of Non-Competitive Transaction - Template  
(Single Source Request)**

<b>SUBJECT</b>	<b>Senior Executive Leadership Support</b>		<b>Date</b>
			15 March 2017
<b>Originating Department: Commissioner</b>			
<b>Submitted By (Budget Holder):</b>		<b>Prepared By: Commissioner</b>	
<i>Signature</i>		<i>Signature</i>	
<i>Print</i>	Mike Brown, Commissioner	<i>Print</i>	Ian Nunn, CFO
<b>The Budget Holder accepts that in submitting this single source request it may be subject to challenge as "anti competitive" by an external third party under UK / EU Competition Law.</b>			
<b>Consultees/Procurement Comments</b>			
<i>Add details as appropriate e.g. Legal Specialist, Sponsor, other staff etc. Consultees may indicate agreement or dissent or make other comments if appropriate.</i>			
<b>Procurement signature (only if approved)</b>			
<i>Signature</i>			<b>Date</b>
<i>Print</i>	IAN NUNN		23 March 2017
<i>Single Source Request Value: £225,200</i>		<i>SAP Order No.</i>	

**Narrative**

**1 Purpose of Goods / Services**

The overall purpose of the engagement of Panthea is to assist the Commissioner direct and develop an effective Executive Committee and the processes that support the team so he can lead TfL effectively.

This single source represents an extension to the service arrangement with Panthea, for a further twelve months, to continue to build on the benefits made to date.

**2 Background**

In 2010, the Commissioner asked the then Group HR Director, Frank Douglas, to identify an experienced senior executive facilitator to work with him and the Executive Committee. Panthea were recommended by Frank as being more suitable than any existing suppliers. He did so because of Panthea's experience over ten years in building the leadership teams at Tesco (a TfL benchmark organisation) as well as for the broader public and private sector experience.

Panthea had also carried out pro bono analysis of LU's operations leadership decision making practices and processes with very positive results.

The Commissioner created TfL's first Executive Committee in September 2010 to tackle the issues framed in Horizon and to provide a focus for "one" TfL organisation structure. Since then, both the Executive Committee and the new organisation have matured significantly while

TfL's operational performance has continued to go from strength to strength. Notably, the Commissioner has achieved this without substantial change in his Managing Director group.

The proposal to extend arrangements with Panthea to continue to provide support to the Commissioner and the TfL Executive Committee will ensure that the good relationships that have been built over the last five years continues and Panthea will use these to support the development of the TfL Executive Committee and its individuals by:

- Attending the TfL Executive Committee Meetings, including preparation meetings
- Attending TfL Executive Committee Away Days and facilitate as required
- Meet/respond with individual members of the TfL Executive Committee as requested by individuals or the Commissioner
- Report back to the Commissioner regularly on progress in the team and on individuals and advise him on steps that can help raise the TfL Executive Committee's performance going forward.

This approach has been proven to deliver what the Commissioner requires and to help its members grow as leaders, to frame new issues and challenges as they arise.

The single source document supporting the original scope of work identified costs of £500,000 to November 2011. Through collaborative working, to deliver efficiencies, this original budget was able to run a continued service until April 2012. A further extension was submitted for Senior Executive support in August 2012. The proposal is to continue with Senior Executive support for the Commissioner and Managing Directors. To find an alternative would risk continuity as going forwards, TfL faces further financial challenges and substantial change activity. Much of this will be led by the Executive Committee and its members working through the new structure and processes the Commissioner has shaped for this purpose.

### **3 Options Considered & Risks**

The initial decision to put this activity out for tender would inevitably have postponed the delivery of Project Horizon. Such a delay would have deferred delivery of savings and prolonged uncertainty within the organisation. Not undertaking this activity would have meant progressing Project Horizon without effectively organising or co-ordinating Managing Director input, leading to a sub-optimal conclusion and/or delay to the project.

Given where we are in terms of Senior Executive support and development it would not be appropriate to go to tender as it may result in a loss of continuity in the development of individuals and the team.

This proposal/arrangement is reviewed on a quarterly basis to ensure Panthea are delivering a valued impact on the performance of the TfL Executive Committee and its members.

### **4 Impact on Funds**

An extension of £182,000 is needed to provide the continuous support that is required by the Commissioner. These costs will be funded directly through the Commissioner's budget (cost Centre: 10010).


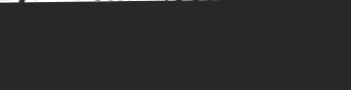
### **5 Recommendation(s)**

The preferred approach is the use of Panthea to undertake targeted senior executive leadership facilitation, support and coaching for the TfL Executive Committee, including the Commissioner and Managing Directors. The output of these sessions will feed directly into improvement programmes across TfL.

### **6 Disclaimer (for Budget Holder)**

I, the client, am fully aware of the requirements of the Transport for London Business Ethics policy and declare that I have no prior, or existing financial or personal interest in the supplier selected other than for the supply of the requisite Goods and/or Services to Transport for London.

**Transport for London  
Request for Authorisation of Non-Competitive Transaction - Template  
(Single Source Request)**

<b>SUBJECT</b>	<b>Senior Executive Leadership Support</b>	<b>Date</b>	4 October 2017
<b>Originating Department: Commissioner</b>			
<b>Submitted By (Budget Holder):</b>		<b>Prepared By: Commissioner</b>	
<i>Signature</i>		<i>Signature</i>	
<i>Print</i>	Mike Brown, Commissioner	<i>Print</i>	Simon Kilonback, Acting CFO
<b>The Budget Holder accepts that in submitting this single source request it may be subject to challenge as "anti competitive" by an external third party under UK / EU Competition Law.</b>			

<b>Consultees/Procurement Comments</b>	
<i>Add details as appropriate e.g. Legal Specialist, Sponsor, other staff etc. Consultees may indicate agreement or dissent or make other comments if appropriate.</i>	
<b>Procurement signature (only if approved)</b>	
<i>Signature</i>	<b>Date</b>
<i>Print</i>	
<i>Single Source Request Value: £210,000 for 12 months support, including 6 months specified project work (£30,000) in addition to the normal role.</i>	<i>SAP Order No.</i>

**Narrative**

**1 Purpose of Goods / Services**

The overall purpose of the engagement of Panthea is to assist the Commissioner direct and develop an effective Executive Committee and the processes that support the team so he can lead TfL effectively.

This single source represents a variation from the previously signed single source dated 15 March 2017 to take into account some additional work, as requested by the Commissioner, at a time of significant challenges facing the leadership including, financial, people and culture change. The value of this additional work is £30,000 over six months.

**2 Background**

Since 2010, Panthea have provided facilitation support and challenge to the Commissioner and Executive Committee through a number of periods of significant change/leadership challenges, including 2010 organisational change, 2012 Olympics, transition to new ways of working and financial challenges stemming from removal of government grant. Panthea were recommended by the then Group HR Director as being more suitable than any existing suppliers because of Panthea's experience over ten years in building the leadership teams at Tesco (a TfL benchmark organisation) as well as for the broader public and private sector experience.

Panthea had also carried out pro bono analysis of LU's operations leadership decision making practices and processes with very positive results.

The proposal to extend arrangements with Panthea to continue to provide support to the Commissioner and the Executive Committee at a time of severe challenges both financially, and from the dramatic change in MD group, particularly as a result of the tragic loss of the CFO. In the circumstances, stability in the support to this team is considered critical, as trust would take too long to established with a new provider.

This approach has been proven to deliver what the Commissioner requires and to help its members grow as leaders, to frame new issues and challenges as they arise. Work undertaken by Panthea includes:

- Attending the TfL Executive Committee Meetings, including preparation meetings
- Attending TfL Executive Committee Away Days and facilitate as required
- Meet/correspond with individual members of the TfL Executive Committee as requested by individuals or the Commissioner
- Report back to the Commissioner regularly on progress in the team and on individuals and advise him on steps that can help raise the TfL Executive Committee's performance going forward.

TfL faces further financial challenges and substantial change activity. Much of this will be led by the Executive Committee and its members working through the new structure and processes the Commissioner has shaped for this purpose. There are significant challenges in delivering even more savings and accelerating more transformation that additional work is required by Panthea to facilitate.

The Commissioner believes additional support is now necessary for a limited period in the following areas:

- Raising standards at the Executive Committee with a new team;
- Improving the papers, balancing the agenda to encourage discussion of key issues, helping the Commissioner to encourage constructive challenge and collaboration, and ensuring decisions are followed up by action.
- The business plan process will be one of the most difficult that TfL has faced and support is required for the Executive Committee in formulating the plan as a team and unlocking £bns of savings and efficiencies.

This will ensure the Executive Committee rise to the critical challenges.

### **3 Options Considered & Risks**

Given where we are in terms of Senior Executive support and development it would not be appropriate to go to tender as it may result in a loss of continuity in the development of individuals and the team.

This proposal/arrangement is reviewed on a quarterly basis to ensure Panthea are delivering a valued impact on the performance of the TfL Executive Committee and its members.

### **4 Impact on Funds**

An extension of £210,000 is required to cover the following elements:

- 180,000 is needed to provide the continuous support that is required by the Commissioner and Executive Committee for 12 months from October 2017 to September 2018
- £30,000 required for specific project work (as covered in bullets towards the end of the Background section)

These costs will be funded directly through the Commissioner's budget (cost Centre: 10010).

## **5 Recommendation(s)**

The preferred approach is the use of Panthea to undertake targeted senior executive leadership facilitation, support and coaching for the TfL Executive Committee, including the Commissioner and Managing Directors. The output of these sessions will feed directly into improvement programmes across TfL.

## **6 Disclaimer (for Budget Holder)**

I, the client, am fully aware of the requirements of the Transport for London Business Ethics policy and declare that I have no prior, or existing financial or personal interest in the supplier selected other than for the supply of the requisite Goods and/or Services to Transport for London.

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