

DECISION MAKING REPORT FORMAT WITH GUIDANCE

Report for: Assistant Director for Regeneration

Item number:

Title: Provision of project management to the London Stansted Cambridge Consortium to manage the West Anglia Taskforce

Report authorised by : DAN HAWTHORN

Lead Officer: john.mcgill@haringey.gov.uk 0208 489 5282

Ward(s) affected: All Wards

Report for Non Key Decision

1. Describe the issue under consideration

The LSCC has three key objectives:

- **Promote the corridor** – which covers supporting our Members with the development of the narrative for the corridor, promotion and positioning with government, Whitehall, and the investor community;
- **Make the case for infrastructure** – prioritising and focussing on the key infrastructure requirements which are needed to support growth. This includes London Stansted Airport as one of the key infrastructure components, as well Rail, Road, Digital and Utilities.
- **Supporting our key sectors** – identifying growth spaces for expansion, supporting labour mobility, and encouraging skills development.

The **West Anglia Taskforce** was set up by the then Chancellor George Osborn and London Mayor Boris Johnson to make the case for investment in the West Anglia Mainline. The secretary of state for transport, Patrick McLoughlin asked Sir Alan Haselhurst to chair the taskforce which was made up from MPs, local government leaders from London, Herts, Essex and Cambridgeshire, the Greater Cambridge Greater Peterborough LEP, business leaders, Transport for London and Department for Transport. Many of the members are also board members of the Consortium.

The Taskforce has now presented its report to government with a five point call for action to achieve the following:

- Cambridge in 60 and Stansted in 40 – Liverpool Street services;
- Improving service levels to other communities along the route to support growth;
- A new timetable by 2020 to take advantage of new, faster and longer trains;
- Four-tracking the railway in the mid-2020s as a precursor to Crossrail 2 opening in 2033;
- Progressing Crossrail 2 ahead of submitting a Hybrid Bill by 2019.

The Taskforce has discussed its future and agreed that further work to promote the case for investment would be needed. The GLA, which provided the main secretariat support in the Taskforce's first phase, has reviewed its position. The GLA wishes the Taskforce to continue and that it should be a member but that it would not provide secretariat. Following discussion with members, the Taskforce asked the LSCC to undertake this role. At a meeting of the LSCC board in October, the Consortium agreed, with certain conditions on funding, that it would fulfil this role.

Over the coming year the Taskforce will need to:

- (a) focus on using the business case to build a strong campaign which is highly visible and inclusive of private sector, local and regional government, rail industry and users.
- (b) drive delivery of the short and medium term improvements which it identified in its report particularly station improvements and improving journey times and investigate funding mechanisms for these
- (c) monitor progress of 4-tracking between Coppermill Junction and Broxbourne as a priority component of the Crossrail 2 project
- (d) create a highly compelling narrative and campaign on why investment in this rail line is important and vital to support the economic growth of the London Stansted Cambridge Corridor and communicate this to all stakeholders
- (e) provide input to Network rail and Abellio's impending review of the timetable in 2018

The GLA, Stansted Airport have agreed to provide cash to support the LSCC's role. Therefore, in order to meet this commitment the Consortium will need to procure additional resource.

2. Cabinet Member Introduction

NA

3. Recommendations

In accordance with Contract Standing Order 8.03, for the Assistant Director for Regeneration to approve the award of contract to Polydectes to a value of £50,000.

4. Reasons for decision

The board of the London Stansted Cambridge Consortium has agreed its objectives which Haringey, as a board member, supports.

The Consortium, and most of its members, including Haringey, have identified the West Anglia Mainline as one of the most important pieces of infrastructure and have made this one of the top 2-3 priorities for the Consortium. The Consortium is well placed to undertake the role of project manager/secretariat because its membership is largely co-terminous with the line between London and Cambridge.

The request for quotation has been sent externally through the Competefor portal resulting in one submission, Polydectes, which offers the right product at a competitive cost. Re-tendering was considered but rejected because the submission from Polydectes was well within quality and cost criteria and the need to reconvene the Taskforce with some urgency.

5. Alternative options considered

A consideration to undertake this work in-house was not an option, due to the level of resource needed.

Re-tendering to secure more submissions was also considered but rejected due to the need to maintain the momentum of the Taskforce's activities.

6. Background information

Attached workplan report agreed by the LSCC board.

Details of Tender returns:

One submission returned from Polydectes this is attached

7. Contribution to strategic outcomes

Priority Sustainable Housing, Growth and Employment –
Drive growth and employment from which everyone can benefit

8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

(CHIEF FINANCIAL OFFICER)

The total maximum budget allocated for this piece of work is £50,000 excluding VAT and possibly less if some or all of the public/business events are sponsored.

This value covers all costs relating to the work including expenses incurred.

The LSCC is fully funded from membership fees and private sector sponsorship therefore there will be no impact on Haringey's budget. The GLA and Stansted Airport have agreed financial support in principle to the value of £50,000.

(PROCUREMENT)

This procurement is under 160k, it does not need procurement comment as advised by the Procurement team.

(LEGAL)

The sum of this contract will be under £100k, therefore Legal comments are not mandatory.

(EQUALITY)

From a policy perspective, the proposal will support the Council's Corporate Plan objective to enable growth by securing inward investment and economic growth of the London Stansted Cambridge Corridor.

9. Use of Appendices

- a. LSCC workplan March 2016

- b. Request for Quotation
- c. Submission by Polydectes

10. Local Government (Access to Information) Act 1985

Background Documents:

- LSCC 3 year Workplan
- RFQ Document,
- Submission by Polydectes

This piece of work is not exempt from publication

APPENDIX 1: LSCC 3 YEAR PLAN

LSCC

London. Stansted. Cambridge.
Consortium

Meeting Title:	LSCC Board		
Meeting Date:	9th March 2016	Meeting Time:	9:00 – 11:30 am
Meeting Venue:	Town Hall, St Peters Road, Peterborough PE1 1YY		

Agenda Item:	3	Contact:	gregclark@lsc.co
Item Title:	Three Year Plan		

1 SUMMARY

This report develops the draft LSCC three year plan which was initially presented to the September and November board meetings and has been revised following consultation with LSCC members and LEs.

2 RECOMMENDATION

That the board:

- (a) approves this plan
- (b) requests the Officer Steering Group devise an appropriate performance management framework which will provide the basis of performance reports to the board.

3 BACKGROUND

At the September meeting the board received a report 'toward a three year plan', which the board agreed, setting out some principles to put the consortium's finances on to a sustainable position. The board agreed:

- (a) Three objectives for the consortium which are more succinct and more accurately describe what the consortium is for:
 - **Promote the corridor** – which covers supporting our Members with the development of the narrative for the corridor, promotion and positioning with government, Whitehall, and the investor community;
 - **Make the case for infrastructure** – prioritising and focussing on the key infrastructure requirements which are needed to support growth. This includes

London Stansted Airport as one of the key infrastructure components, as well as Rail, Road, Digital and Utilities.

- **Supporting our key sectors** – identifying growth spaces for expansion, supporting labour mobility, and encouraging skills development.

- (b) A fee structure for members which would be stable for three years (2016-2019);
- (c) A target for private sector contributions within the parameters of the sponsorship protocol which the board also agreed at the September meeting; and
- (d) A partnership agreement to be negotiated in due course with the four LEPs to support the delivery of their Strategic Economic Plans (SEPs).

4 PRIORITIES – FOR DISCUSSION

The table in appendix 3 has been revised following comment by a number of LSCC members including GLA, Essex, Haringey, Lee Valley Regional Park, Broxbourne, Harlow, Uttlesford, East Herts and South Cambs.

We are assuming silence denotes assent in the case of other members who did not provide specific comment.

In addition to specific detailed comments the work plan shows the proposed outcomes for the LSCC and, where relevant, individual members.

Subject to the board's approval, this work plan becomes the key document for the board to manage the joint activity and to measure and monitor performance of the consortium. **The board should request the Officer Steering Group to set up an appropriate monitoring framework which can be used by the board to track progress.**

5 PROTOCOL FOR OPERATION

In developing the three year plan, particularly working with a broad, and broadening, group of partners and supporters we propose a simple protocol to guide discussions with the LEPs. This protocol will sit alongside the LSCC protocol for members (agreed in July 2013) and the sponsorship protocol. This protocol will be developed with the LEPs and should cover the following:

- **Communication** that the consortium secretariat will actively engage members activities and proposed activities and that it will ensure that the relevant LEP is also kept informed;
- **Cross boundary logic:** the LSCC will primarily work across local authority, county and LEP boundaries where co-ordination brings added value, and will only work on local issues when there is a wider corridor interest
- **Maintaining Focus:** LSCC will only work on those objectives which the board has agreed and are supported by partners.

APPENDIX 1: BUDGET AND FEES FOR LSCC MEMBERS 2016 -19

INCOME	2016/17	2017/18	2018/19
Membership fees (see appdx 2 for breakdown by category)	252,500	252,500	252,500
LEPs (subject to negotiation and agreement)	100,000	100,000	100,000
Private sector contributions	200,000	250,000	300,000
Total Income	552,500	602,500	652,500
SPEND			
Salaries (director, deputy director, business support/marketing)	270,000	275,400	280,908
Project staff	120,000	122,400	124,848
Office costs (IT, supplies, printing etc)	25,000	25,000	25,000
Projects	110,000	140,000	180,000
Total spend	525,000	562,800	610,756
Balance (Contribution to reserves)	27,500	39,700	41,744

APPENDIX 2: FEES FOR LSCC MEMBERS 2016 -19

London boroughs	£15,000
Non London boroughs, districts and cities	£10,000
Counties	£10,000
FE Colleges	£3,000
Universities	£5,000
Lee Valley Regional Park and Vibrant Partnership (Lee Valley Trust)	£12,000
London Legacy Development Corporation	£9,500

APPENDIX 3: DRAFT OUTLINE WORK PROGRAMME

Project heading	Outline Description	Products/ <u>Outcome</u>	Lead Organisation <u>Key Partners</u>	Indicative Period Apr – Jun 2016 = Q 1 Jan – Mar2019 = Q12
OBJECTIVE 1: Promoting the corridor story: development of the narrative for the corridor, promotion and positioning				
LSCC Growth Commission	Objective review of the corridor; development of strong evidence base; building clear position and relations with investors (including UK government).	4 hearings Interim report – Mar 16 Final report – June 16 Collaborative projects <u>Collective vision and stronger context for LSCC members</u> <u>Increased investment in the Corridor</u>	LSCC Members APPG <u>Stansted, LEPs</u> <u>LSCC supporters</u>	1-3
LSCC Core (Broxbourne, East Herts, Epping Forest, Harlow and Uttlesford)	30 year partnership vision for the economy of the LSCC Core including Stansted airport to provide context for the local plans and a coherent set of infrastructure requirements to provide sustainable growth.	Joint vision and objectives for 35 years. Joint Infrastructure plan for West Essex and Eastern Herts <u>Increased investment in transport infrastructure</u>	West Essex and East Herts Districts LSCC Secretariat <u>Counties and LEPs</u>	1-6

Project heading	Outline Description	Products/ <u>Outcome</u>	Lead Organisation <u>Key Partners</u>	Indicative Period Apr – Jun 2016 = Q 1 Jan – Mar2019 = Q12
LSCC Annual conference	Event to bring together members, partners and supporters with others to raise the profile of the corridor. Vehicle for launching key reports and initiatives.	Name and value recognition of the corridor and member <u>Improved profile with government and stronger partnership between LSCC members</u>	LSCC Secretariat APPG <u>LSCC supporters</u>	1, 5, 9
LSCC All Party Group/ APPG	Cross party group which brings parliamentarians together at regular intervals in order to brief them and secure their support for key priorities and initiatives within the corridor	Cohesive lobby group of parliamentarians <u>Cross-party parliamentary support for LSCC priorities better visibility in Westminster and Whitehall – improved investment</u>	APPG Members LSCC Secretariat	Approx 3 per Parliamentary year
LSCC Leadership Group	Annual meeting of local authority leaders, business leaders and parliamentarians	<u>Raise profile of the consortium and corridor</u> Interaction between key groups within LSCC Engagement with senior business leaders in the corridor	LSCC Secretariat	3, 7, 11

Project heading	Outline Description	Products/ <u>Outcome</u>	Lead Organisation <u>Key Partners</u>	Indicative Period Apr – Jun 2016 = Q 1 Jan – Mar2019 = Q12
LSCC Business Leaders' Group	Group of large businesses which have significant presence and long-term stake in the corridor to advise and provide support for key priorities within the corridor	Stronger business 'voice' <u>Improved joint advocacy for key LSCC priorities</u>	Major Businesses LSCC Secretariat Stansted	Target 4 events/meetings per year
LSCC Development and investment group	Network of key landowners and developers which have interests in the corridor, meeting quarterly Update on key strategic sites in the corridor	Discussion space for developer interests Interaction between LSCC members with key strategic sites Annual sites update report <u>Knowledge transfer between public and private sectors</u> <u>Stronger partnership between developer and local authorities</u>	LSCC Secretariat <u>LSCC supporters</u>	1-12
OBJECTIVE 2 Make the case for infrastructure: prioritising and focussing on the key infrastructure requirements				

Project heading	Outline Description	Products/ <u>Outcome</u>	Lead Organisation <u>Key Partners</u>	Indicative Period Apr – Jun 2016 = Q 1 Jan – Mar2019 = Q12
West Anglia Taskforce	<p>Taskforce set up by Chancellor and Mayor of MPs, civic and business leaders.</p> <p>Development of Green Book '5 case' proposal for investment in the mainline – most likely 4-tracking. LSCC asked to lead on preparing 'growth plan':</p> <ul style="list-style-type: none"> • Economic case • Understanding of current plans and site potential <p>Three workshops to discuss 'stretch'</p> <p>Further work to be determined following submission of report</p>	<p>Taskforce final report to feed into rail industry process</p> <p>Growth plan for the corridor</p> <p>Stronger case for investment</p> <p><u>Significant investment in the West Anglia Mainline during CP6</u></p> <p><u>Improved economic performance, stronger business base along rail corridor leading to increased business rate growth</u></p>	<p>GLA, TfL</p> <p><u>LSCC leading growth plan</u></p>	<p>1-6</p> <p>1-2</p> <p>TBA</p>
Crossrail 2 Growth Commission	Commission set up by Mayor of London to review the growth which Crossrail 2 can unlock. Strong overlap with West Anglia	Business case submitted to government	TfL with GLA LSCC members	1 and TBA

Project heading	Outline Description	Products/ <u>Outcome</u>	Lead Organisation <u>Key Partners</u>	Indicative Period Apr – Jun 2016 = Q 1 Jan – Mar2019 = Q12
	Taskforce and with the LSCC Growth Commission. LSCC role is to support co-ordination and ensure linkages with LSCC work.	<u>Infrastructure Commission recommend further funding for CR2</u>	<u>LSCC secretariat supporting</u>	
Stansted as a key business location and long-haul airport	Supporting Stansted growth to permitted levels, joint case-making for investment in rail and Junction 8 of the M11, building stronger story of business growth in North and East London and along the corridor	<p>Long-haul carriers operating from Stansted to locations which support key sectors</p> <p>Stansted as a key business location</p> <p><u>Jobs growth at all skill levels at the airport</u></p> <p><u>Improvements to J8 agreed and funded</u></p> <p><u>Improved inward investment in the corridor in key sectors</u></p> <p><u>Business rate growth in LSCC Core and wider area</u></p>	<p>Stansted Airport</p> <p><u>LSCC, LEPs, LSCC Core</u></p>	Ongoing
Central Line Co-ordination group	To share the current and future plans for growth in the local authorities and consider the implications of these on the Central Line.	Support duty to co-operate Inform and engage TfL	Districts & boroughs	2-8

Project heading	Outline Description	Products/ <u>Outcome</u>	Lead Organisation <u>Key Partners</u>	Indicative Period Apr – Jun 2016 = Q 1 Jan – Mar2019 = Q12
	<p>TfL to provide an update on their planned improvements to the Central Line, as well as modelling around the impact of Crossrail.</p> <p>Following first meeting, series of follow up and progress at approx 6 monthly intervals</p>	<p>Create a better understanding of the employment opportunities to the north and provide a forum for discussion on how to make these available to residents in Epping Forest, Redbridge and Waltham Forest. <u>Jobs and homes growth along Central Line Increased income from New Homes Bonus and Business Rates growth</u></p>	<p><u>TfL</u></p> <p><u>LSCC secretariat providing support</u></p>	
LSCC Strategic Roads Summit & Annual Report	Strategic approach to consider the potential for growth around the motorways and major trunk roads; the investment needed to realise this potential; priorities and	Jointly agreed and prioritised report on the strategic importance of investment in the main road infrastructure to	Counties and LEPS	3-6

Project heading	Outline Description	Products/ <u>Outcome</u>	Lead Organisation <u>Key Partners</u>	Indicative Period Apr – Jun 2016 = Q 1 Jan – Mar2019 = Q12
	consideration of funding mechanisms.	support the continued economic growth and improved productivity <u>Improved delivery of jobs and raised productivity</u>		
LSCC Combined Long term infrastructure agenda	Joint plan for the corridor which aggregates studies and plans by the lead authorities and links this with growth potential for corridor	Document making a joint strategic case <u>Enables LSCC members and partners to make a better case for investment</u>	GLA, counties and LEPs	9-10
LSCC Livability agenda	Developing a joint agenda to enhance living, working and leisure space within the corridor. <ul style="list-style-type: none"> Scoping and mapping the key assets of 	Marketing materials to support the inward investment agenda <u>Stronger inward investment communications for the</u>	<u>LVRPA & LVT</u> Local planning authorities	7 - 12

Project heading	Outline Description	Products/ <u>Outcome</u>	Lead Organisation <u>Key Partners</u>	Indicative Period Apr – Jun 2016 = Q 1 Jan – Mar2019 = Q12
	<p>the corridor;</p> <ul style="list-style-type: none"> • Agreeing some key measures; • Developing joint objectives and approaches to delivery 	<p><u>consortium membership</u></p> <p><u>Improved quality of life, retention of business and attraction of high quality talent</u></p>		
OBJECTIVE 3 Supporting our key sectors – identifying growth spaces, providing the skilled workforce and supporting labour mobility				
Business growth space	<p>Reviewing the potential for re-thinking and planning different types of growth space within the corridor to support greater intensification, higher job density and providing growth expansion space for key sectors.</p>	<p>Marketing materials for the corridor and specific locations</p> <p>Possible new policy in key areas</p> <p>Better co-ordination to improve offer within the Corridor</p> <p><u>Improved business retention and raised levels of inward investment</u></p>	<p>Member planning authorities</p> <p><u>GLA and Counties, unitaries and LEPs</u></p>	4-12
Sector studies	<p>To review and re-fresh studies for key sectors which have clear presence in the corridor</p>	<p>Updated reports and provide deeper analysis on their</p>	<p><u>LEPs</u> <u>Counties, FE and</u></p>	6-12

Project heading	Outline Description	Products/ <u>Outcome</u>	Lead Organisation <u>Key Partners</u>	Indicative Period Apr – Jun 2016 = Q 1 Jan – Mar2019 = Q12
	across more than one LEP area. Identify labour and skills constraints This will co-ordinate with the LEPs to determine where there is clear added-value.	potential for growth, spaces required and workforce requirements Agreed with LEPs the priorities for further action <u>Supporting jobs growth in high value sectors</u>	<u>HEIs</u> <u>Key supporters e.g. One Nucleus, Cambridge Cleantech etc</u>	
Supporting labour mobility to provide skills to key sectors	Develop and roll out Passport to Success Promotional video showing importance to private sector of local FE Support emerging regional centres for excellence in skills	Common standards for job readiness Improved marketing materials Reducing skills shortages and engagement with business <u>Improved employment rates</u> <u>Improved business retention</u>	<u>LEPs</u> <u>FE College Network</u>	3-6 4 3-8
Learning Region	Scoping and discussing how the LSCC can develop as a 'Learning Region' which supports stronger performance in innovation, clustering and business retention	Joint strategy for HE and FE working with key private sector networks <u>Raised productivity</u> <u>Improved business retention</u>	<u>LEPs, HE & FE</u>	6-12

Project heading	Outline Description	Products/ <u>Outcome</u>	Lead Organisation <u>Key Partners</u>	Indicative Period Apr – Jun 2016 = Q 1 Jan – Mar2019 = Q12
Organising and supporting – providing the secretarial support which ensures the consortium acts effectively				
LSCC board and Officer Steering Group	Quarterly meetings which bring LSCC members together at senior political and officer levels	Agreement on key priorities and approaches. Improved co-ordination. <u>Improved investment levels, retention of talent, improved quality of life</u>	LSCC Secretariat <u>LEPs</u>	1-12

APPENDIX 1: REQUEST FOR QUOTATION

London Borough of Haringey

Request for Quotation (Contract Ref: ESTog1101)

Project Management to the West Anglia Taskforce

Provision of project management function to the West Anglia Taskforce with general secretariat and project co-ordination services. This function will be delivered on behalf of the London Stansted Cambridge Consortium and will last for up to 18 months.

1. Background

- (a) 1.1 The Consortium (LSCC) was formed in June 2013 as a strategic partnership of public and private organisations covering the same geographic area as the Corridor. The Consortium brings together public and private sector organisations which have the common aim of seeking economic growth, higher employment rates, providing places for people and business while preserving the quality and character of the Corridor.

The Consortium membership board has agreed three simple objectives:

- **Promote the corridor** – which covers supporting our Members with the development of the narrative for the corridor, promotion and positioning with government, Whitehall, and the investor community;
- **Make the case for infrastructure** – prioritising and focusing on the key infrastructure requirements which are needed to support growth. This includes London Stansted Airport as one of the key infrastructure components, as well rail, road, digital and utilities.
- **Supporting our key sectors** – identifying growth spaces for expansion, supporting labour mobility, and encouraging skills development.

In response to the recent report prepared by the LSCC Growth Commission, the Consortium has agreed a vision for the Corridor:

“For the Corridor to become one of the top five Global knowledge regions, alongside San Francisco’s Silicon Valley, Boston I128 and The Triangle in North Carolina.”

- (b) **West Anglia Taskforce:** The West Anglia Taskforce was set up by the then Chancellor George Osborn and London Mayor Boris Johnson to make the case for investment in the West Anglia Mainline. The secretary of state for transport, Patrick McLoughlin asked Sir Alan Haselhurst to chair the taskforce which was made up from MPs, local government leaders from London, Herts, Essex and Cambridgeshire, the Greater Cambridge Greater Peterborough LEP, business leaders, Transport for London and Department for Transport. Many of the members are also board members of the Consortium.

The Taskforce has now presented its report to government with a five point call for action to achieve the following:

- Cambridge in 60 and Stansted in 40 – Liverpool Street services;
- Improving service levels to other communities along the route to support growth;
- A new timetable by 2020 to take advantage of new, faster and longer trains;
- Four-tracking the railway in the mid-2020s as a precursor to Crossrail 2 opening in 2033;

- Progressing Crossrail 2 ahead of submitting a Hybrid Bill by 2019;

2. Defining the need

Over the coming year the Taskforce will need to:

- (f) focus on using the business case to build a strong campaign which is highly visible and inclusive of private sector, local and regional government, rail industry and users.
- (g) drive delivery of the short and medium term improvements which it identified in its report particularly station improvements and improving journey times and investigate funding mechanisms for these
- (h) monitor progress of 4-tracking between Coppermill Junction and Broxbourne as a priority component of the Crossrail 2 project
- (i) create a highly compelling narrative and campaign on why investment in this rail line is important and vital to support the economic growth of the London Stansted Cambridge Corridor and communicate this to all stakeholders
- (j) provide input to Network rail and Abellio's impending review of the timetable in 2018

3. Specification

3.1 Key tasks for the Taskforce which the project manager will have to undertake and/or co-ordinate:

- Prepare a work plan for the West Anglia Taskforce for the 12 month period from 1st December 2016 to 30th November 2017
- Re-forming the taskforce, recruiting new members where necessary
- Reviewing the terms of reference, consulting and updating key stakeholders
- Re-formatting supporting task group(s)
- Organize and manage four meetings of the taskforce within the contracted year including venues, agendas, ensuring reports and papers.
Ensure they are ready at least 5 working days before the meetings
- Ensure relevant advisors and support staff to the taskforce members are properly consulted and briefed at least 15 days before taskforce meetings
- Manage task and finish groups commissioned by the taskforce
- Organize at least three meetings of the LSCC All Party Group within the contracted year;
- Organize at least three stakeholder events focused on private sector within the contracted year;
- Support strategic co-ordination with other major regional rail schemes such as East West Rail, Great eastern Taskforce and Crossrail 2
- Ensuring regular news feed to relevant journalists and media outlets to raise the profile of the WAML pre and post event where necessary;
- Commission a brief review and, if necessary, refresh the 2016 business case prepared by TfL from updated growth plans/local plans along the Corridor;
- Ensure good communications with the TfL/Network Rail Crossrail 2 team;
- Instigate and manage a review of high-level options for funding investment in stations, their immediate environment and connections to other transport modes and improvements to journey times;
- Consult stakeholders on their ambitions for their services in anticipation of a timetable review for the line;

- Where necessary, conduct **post event implementation reviews** to measure benefit realisation, lessons learnt and subsequent reports to steer future event objectives;

Please also note that:

- There will be some administrative support available from the Consortium, with the supplier leading on all aspects of the projects.
- There will also be strategic communications advice provided by a third party and will be subject of a separate procurement.
- There will be some support to organise Parliamentary events with the LSCC All Party Group and for other stakeholder events which will be held along the Corridor.
- All costs for events such as venue and catering will be covered by the LSCC.

4. Evaluation

Submissions will be assessed on the following criteria:

Price – responses will need to submit daily rates and estimation of average number of days per month (30%)

Previous relevant experience – i.e. project management of high profile, senior political groups (30%)

Understanding of the requirements of the brief – key issues are communications, public affairs, rail industry, strategic case making, land use planning and regeneration (40%)

4.1 Quality

In undertaking this commission the successful consultant will have to deliver against the technical requirements as set out above:

- Meetings are supported in a professional and highly competent manner with Audio & Video input where necessary;
- Participants are properly informed and have the relevant papers and reports in good time pre and post event. Brevity but highly informative will be essential;
- Communication with supporting officer groups and other key stakeholders is professional, timely, concise and informative;
- Events are well run and well attended in accordance with specification, with a good mix of public and private sector participants.

4.2 Evaluation Mechanism

<u>Lowest Bid Price</u>	x	<u>Attributed Weighting</u>
Bidder Bid Price		100

4.3 Questions

All questions should be sent to john.mcgill@lsc.co . They will be recorded and forwarded to the appropriate person for a response.

A copy of all questions and answers will be maintained and distributed periodically to all recipients of the RFQ.

If the bidder expresses that the question is confidential and the customer believes it is then the response to questions of a sensitive or confidential nature will be sent only to the bidder raising the question.

The Customer will endeavour to circulate a complete list of answers to all questions submitted 3 days before the closing date.

Queries received after this date may not be answered.

If you require a site visit, please contact:

John McGill
Director of LSCC
John.mcgill@lsc.co

Please return your quotes via darren.ford@lsc.co by the 25th November 2016
The LSCC Director will contact you before the 30th November 2016 with a decision.



APPENDIX 2: SUBMISSION

Project Management to the West Anglia Taskforce

Contract ref: EST091101

Formal Quotation from Polydectes Limited

1. Introduction

The Polydectes Group is pleased to present here its tender submission/quotation for the above contract. Incorporated as a private limited company in England and Wales in January 2016, the company was established to provide specialist consultancy services to the public, private and third sectors, chiefly in the fields of regeneration, housing and infrastructure. Since it began trading earlier this year, the company has already completed a report for the London-Stansted-Cambridge-Consortium and is currently providing housing investment advice to the London Borough of Ealing as well as strategic planning advice for Newington Communications, the UK's fifth largest public affairs agency.

2. Delivery of project management services – price

The current day rate for the provision of Polydectes group services to the public sector is £440 per day pro rata. (NB this is the same rate at which the company was engaged to produce the recent Central Line report).

Having due regard to the services requested and specified by Haringey Council-LSCC, the priced time offered has been calculated as follows:

Based upon a 52 week year, less six weeks 'leave', gives a computation of time dedicated to the West Anglia Taskforce of two days per week (Thursdays and Fridays) over 46 weeks at £880 per week at the quoted day rate, which in total informs the formal quotation of:-

£40,480, plus reasonable expenses (e.g. travel to external meeting venues)

(forty thousand, four hundred and eighty pounds, plus reasonable expenses). Note: this equates to some 7.67 days per month.

3. Nominated Contractor

If successful, the individual nominated by the Polydectes Group will be its Director:

Mark Lucas, B.A. (Hons) AoU

Mark is a former Chief Planner and head of inward investment & enterprise with over 25 years of regional and local government service. In 2012 he was made an academician of the Academy of Urbanism. The following section sets out his previous relevant experience.

4. Experience

- i. Commissioned by the LSCC to investigate and report on “Development around Central Line Stations in North East London”
- ii. Was Redbridge Council’s corporate lead officer, ‘champion’ and council spokesperson on Crossrail 1 for five years.
- iii. Represented L. B. Redbridge at the (statutory) route-wide Crossrail Planning Forum and was also part of the recruitment and selection panel that appointed the present Chairman.
- iv. Also represented LBR at the (statutory) annual High Level Crossrail Planning Forum, co-chaired by the Minister of State for Transport, Claire Perry MP, and the Mayor of London, Boris Johnson.
- v. Led a successful campaign (also taken up by the London Boroughs of Havering, Newham and Ealing) to lobby CRL, Network Rail and TfL for new, bespoke, purpose designed Crossrail stations at key interchanges. E.g. Following being interviewed by the Architectural Journal (AJ), he was subsequently quoted in the Guardian and Observer national newspapers on the issue, his comments in turn being endorsed by Lord Richard Rodgers FRIBA.
- vi. As Chief Planner, granted consent (under delegated authority) for reconfiguration of the vast Ilford Traction Maintenance Depot (TMD) to accommodate rolling stock and facilities for Crossrail, Abellio, Bombardier and Siemens, which is nearing practical completion.
- vii. In December 2015, he was presented with the Crossrail monthly award for Collaboration, from the Surface Director, Matt White.
- viii. Drafted and led LBR’s formal response to the proposed route of Crossrail 2 and, at the request of elected members, engaged with the TfL on the scope for alternate options.
- ix. Reported to Cllr Keith Prince, when Leader of Redbridge Council on all matters concerning the local economy. E.g. joining him to meet the Mayor’s then airports advisor, Daniel Moylan, to consider whether LBR should support a new airport in the Thames Estuary.
- x. Over several years represented (and often deputised) for the Lead Member for Planning & Regeneration at member-led meetings of the North London Strategic Alliance (NLSA) chaired by the Leader of LBWF.
- xi. Commissioned and oversaw the production and implementation of Masterplans for the comprehensive redevelopment of “Haringey Heartlands” (Wood Green/Hornsey), Tottenham Hale and Ilford Town Centre.
- xii. Previously nominated by the directors of social services of Haringey, Barnet and Enfield Councils to represent them and project manage the creation of a sub-regional public-private partnership for the commissioning and funding of new NHS and social care estate and primary care facilities, known as L.I.F.T.s (Local Investment Finance Trusts). As such he was a full voting member of the cross-borough/PCTs Strategic Partnership Board.

5. Understanding of the requirements of the brief

- i. There is now incontrovertible evidence of the stimulus and expansion of economic growth that modern, fast and efficient train services can bring to railway corridors and whole regions of the UK. However, we will need to do more to demonstrate and ‘evangelise’ the causal link between the introduction of new timetables, rolling stock and improved connectivity with the desired outcome of thousands of new homes, jobs, increased prosperity and world class higher education. This will require us to adopt and promote an authentic and persuasive narrative across different media that will capture the popular imagination of lineside communities, their elected representatives and businesses as well as HM Treasury and the Board of Network Rail.
- ii. As part of the work programme, wider business case and outward facing engagement with key stakeholders, commuters, train operators and the press, the following is advocated:

Specifically to:-

- a) Create a **Communications Grid** – in other words – a plan of campaign, in date order, scheduling a series of announcements, press releases and events linked to particular milestones, targets and programme achievements in the wider business plan over the next twelve months.
- b) For the purpose of evaluating performance, the WATF could consider **benchmarking** and informal peer group review with the **GEML Taskforce**, which adopted the memorable “*Norwich in 90*” slogan and which can also take credit in persuading bidders and the DfT to replace all existing rolling stock over the new Greater Anglia 9-year franchise period, announced on the 10th August – the largest ever investment in the fleet of any franchise so far!
- c) The WATF will need to develop ways of **leveraging ‘passenger power’** to advance its ‘Five Point call for Action’. The influence of annual ticket holders and regular commuters should not be underestimated as the Southern Rail industrial dispute has amply illustrated through social media, press interest and pressure on Ministers.
- d) To achieve recommendation (c) above, the WATF will need to **demystify** some of the technical nomenclature associated with the tasks ahead and work with PR professionals to adopt language which will appeal to commuters and airline passengers, as well as industry insiders. (E.g. AGA’s MD, Jamie Burles, has brilliantly described the West Anglia route corridor as “*Silicon Fen*”)!)
- e) Any campaign of 12-18 months or longer needs to **achieve quick wins** as well as its ultimate goals. Mr Burles has also stated that before the introduction of new trains in 2019 – “it is all about the service offering” such as the “Delay Repay” App and smart ticketing innovations. I have already worked closely with AGA area managers, Network Rail, TfL Rail and British Transport Police (whilst at Redbridge), to secure significant improvements in customer confidence and perception, reducing crime and anti-social behaviour and seeking better staffing rosters and reactive maintenance times.
- f) As far as Stansted Express services are concerned, (which will see the current Class 379 trains replaced before 2020), the Taskforce should also **monitor ticketing arrangements**

and prices, as 'premium train service' charges, such as the 'HEX' can be excessive and exclude lower income earners altogether.

- g) I would bring my knowledge of the G.R.I.P. process (**the Governance for Railway Investment Projects**) used by NR on capital schemes to engage meaningfully with Network Rail and its sponsors and main contractors on four tracking.
- h) Finally, it will be of the utmost importance in supporting and promoting the planning and preparation of Crossrail 2 enabling and Infrastructure works to **learn the lessons of Crossrail 1**, during its early gestation and pre-hybrid Bill stages.

-Ends -

Mark Lucas,
Director
For and on behalf of Polydectes Limited
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Email: marklucas@polydectes.org
Tel: 07891 634969