



**Report To:** Greater Cambridge Partnership  
Executive Board

26 July 2017

**Lead Officer:** Chris Tunstall, Interim Transport Director

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## **Rapid, mass transport Strategic Options Appraisal**

### **Purpose**

1. The purpose of this report is to ask the Board to proceed with a Strategic Options Appraisal into rapid, mass transport options for Cambridge City and the surrounding travel to work area in conjunction with the Cambridgeshire and Peterborough Combined Authority.

### **Recommendations**

2. It is recommended that the Executive Board:
  - (a) Commission a strategic options appraisal study into rapid, mass transport options for Cambridge City and the surrounding travel to work area in conjunction with the Cambridgeshire and Peterborough Combined Authority.
  - (b) Agree a total budget allocation of £150,000 in 2017/18 for the delivery of the strategic options appraisal study.

### **Reasons for Recommendations**

3. The Options Appraisal will enable the Board and the Cambridgeshire and Peterborough Combined Authority to determine the most appropriate form of mass rapid transit to meet Greater Cambridge's transport requirements for future consideration.
4. The total cost is estimated to be in the region of £150,000, half of which is expected to be met by the Combined Authority. It is likely therefore that the full extent of the outturn cost to the Partnership will be in the region of £75,000.

### **Background**

5. The Greater Cambridge Partnership Executive Board and the Combined Authority are seeking to appoint a Consultant to provide expert independent advice in undertaking a Strategic Options Appraisal to determine the best option for providing rapid, mass transport and achieving a fundamental modal shift in Cambridge City and the surrounding travel to work area with the aim of:
  - Supporting economic growth – recognising the critical significance of the Greater Cambridge economy for the area as well as for the UK.
  - Improving accessibility and connectivity across the city-region to boost economic growth and prosperity.
  - Addressing current congestion and delay and building intelligent mobility within Cambridge City and the rest of the transport/infrastructure network.

6. This Option Appraisal will enable the most appropriate form of mass rapid transit to be identified for possible future feasibility work and development of full proposals.
7. The schemes currently being developed within Tranche 1 will be done so based on future proofing for possible implementation of the identified appropriate form of future mass rapid transit where required.

#### **Procurement**

8. The Option Appraisal will be jointly procured and managed with the Combined Authority through normal procurement procedures.

#### **Implications**

9. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

#### ***Financial and other resources***

10. The cost can be met from within approved budgets.

#### ***Legal***

11. The Appraisal will be procured in line with the County Council procurement procedures.

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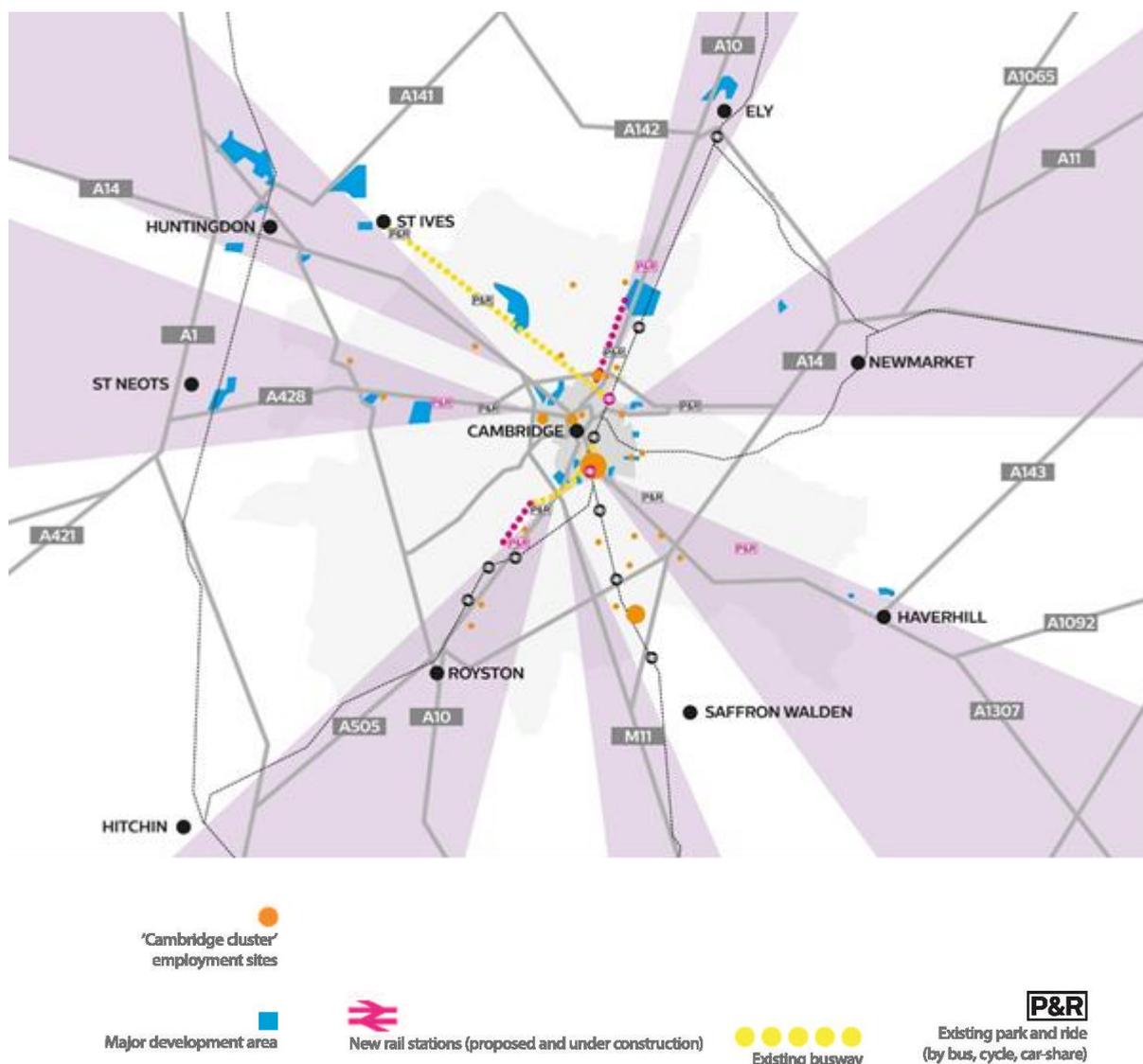
**Cambridge Rapid, Mass Transport Strategic Options Appraisal: Study Brief**

**1. Purpose**

- 1.1 The Cambridgeshire and Peterborough Combined Authority and the Greater Cambridge Partnership Board wish to commission a Strategic Options Appraisal to assist in the development of its ambitions to provide rapid, mass transport in Cambridge City and the surrounding travel to work area.

**2. Introduction / Context**

- 2.1 The Combined Authority and the Greater Cambridge Partnership Board are seeking to appoint a Consultant to provide expert independent advice in undertaking a Strategic Options Appraisal to determine the best option for providing rapid, mass transport and achieving a fundamental modal shift in Cambridge City and the surrounding travel to work area with the aim of:
- Supporting economic growth – recognising the critical significance of the Greater Cambridge economy for the area as well as for the UK
  - Improving accessibility and connectivity across the City to boost economic growth and prosperity
  - Addressing current congestion and delay and building intelligent mobility within Cambridge City and the rest of the transport/infrastructure network.
- 2.2 The figure below illustrates a high-level schematic of both the Inner City and the wider Cambridge area, showing the key concentrations of housing (new and existing communities), employment sites and the transport network. The options appraisal should consider both the Inner City and scalable and extendible options for the wider Cambridge area (Hinterland). Full details of the intended housing and employment sites can be found in the Cambridge and South Cambridgeshire Local Plans 2031 which are currently being examined in public.



2.3 The outputs of the study will inform future strategic planning and investment decision-making for the area.

2.4 Links to key Greater Cambridge Partnership Documents can be found at paragraph 11, however it is the responsibility of the successful Consultant to ensure they have all available/relevant documentation.

### 3. Strategic Options Appraisal

3.1 The Combined Authority and Greater Cambridge Partnership Board are seeking to appoint a Consultant to provide expert independent advice on the most viable solution for Cambridge City and the surrounding area from the following underground and overground rapid transport modes:

- Light Rail (ref e.g. Cambridge Connect)
- Monorail
- Bus Rapid Transit
- Affordable Very Rapid Transport (see attached report)
- Any other modes identified by the consultant (see paragraph 3.3)

3.2 The strategic options appraisal should consider, for each option, the pros/cons and viability in respect of the most efficient and effective way to deliver passengers to

Cambridge City and key employment sites. In doing this it should also consider underground options within the City and how this impacts on the viability of the above options. In developing the pros/ cons and viability for the options they should be clearly based, and shown separately, on an inner city and wider Cambridge area (hinterland) basis.

- 3.3 At the outset it is anticipated that a working session(s) will be required with key stakeholders from the Combined Authority, Greater Cambridge Partnership Board and the member local authorities to confirm the development ambitions and confirm the rapid/mass transport options to be considered (the list in 3.1 above is based on the Combined Authority's and Greater Cambridge Partnership Board's current judgement/POV. For example, the Consultant might suggest other/additional options based on their knowledge and experience from other comparative cities particularly in respect of underground options.
- 3.4 The Consultant will provide advice and prepare an analysis and assessment of the current and future context and characteristics of Cambridge City and its travel to work area based on 'Cambridge 2031' (Situational Assessment) including but not limited to:
- Economic factors
  - Geography
  - Demographics
  - Employment
  - Movement, commuting and travel patterns
  - Development plans
  - Productivity
- 3.5 The Consultant will prepare a Strategic Options Appraisal Framework and present and agree this with the Project Board and other relevant stakeholders as required. It is anticipated that the framework will include the detailed assessment themes including but not limited to:
- Capex / Opex
  - Deliverability
  - Environment
  - Passenger capacity
  - Risks
- 3.6 The Consultant will undertake the appraisal, setting out the necessary considerations for each of the options both over ground and underground (paragraph 3.2). This will include reference to evidence and lessons learned from other, similar cities, both UK and abroad. For each option the appraisal should include, but is not limited to the following:
- Description / Features
  - Success factors & constraints for development and delivery
  - Factors impacting viability e.g. geographic and demographic, population density, catchment, reliability, ease of interchange, capacity etc
  - Prerequisites for delivery
  - Operating model – including for example capacity, charging, affordability for passengers, constraints e.g. flexibility of operation at key times, speed of operation etc
  - Timescales for implementation
- 3.7 The Consultant will provide advice, based on examples from other cities about the most effective business operating model, including partnership, joint venture and investment options setting out the relevant governance and control mechanisms. The

Consultant will set out the specific revenue and capital funding that would be required from the Combined Authority to progress these options.

- 3.8 The Consultant will provide advice about potential funding sources and assist in preparation of bids for appropriate available funding.
- 3.9 The Consultant will conduct a strategic options appraisal workshop with key stakeholders from the Combined Authority and Greater Cambridge Partnership Board to present the strategic options analysis and assessment.
- 3.10 The Consultant will prepare a strategic options appraisal report, providing sufficient information to support decision making and assist in the development of an outline strategic business case (in accordance with Government / Treasury guidelines) for the preferred option.
- 3.11 This Study Brief is for the Strategic Options Appraisal. The Combined Authority and Greater Cambridge Partnership Board would like the Consultant to outline the approach and costs in taking forward the preferred option to Outline Strategic Business Case.
- 3.12 Deliverables - The following outputs will be required from this commission:
  - A detailed Situational Assessment of the current and future context and characteristics of Cambridge City and its travel to work area
  - Strategic Options appraisal framework
  - Strategic Options appraisal report including sufficient information to assist in the development of an outline strategic business case (in accordance with Government / Treasury guidelines) for the preferred option and written advice on delivery, funding, risks.
  - Non-Technical Summary of outputs.
- 3.13 It is expected that all written reports will be prepared to the highest standard.
- 3.14 Visibility is required on all costs.
- 3.15 Assumptions made should be clearly detailed.

#### **4. Situational Assessment**

- 4.1 The situational assessment will summarise the current and future features of Cambridge City and its travel to work area. This will provide the context for the appraisal of options.

#### **5. Strategic Options Appraisal Framework and Report**

- 5.1 The Strategic Options Appraisal Framework will be presented to and agreed by the Project Board.
- 5.2 The report will set out details of the considerations that the Combined Authority will need to take into account in making a decision about the optimum rapid, mass transport option.
- 5.3 The Strategic Options Appraisal Report is expected to include the full analysis for each option; it is anticipated that it will include details on the following issues:
  - Capital and revenue costs providing a breakdown by expenditure type

- The delivery prerequisites / technical requirements
- Detailed projected operational costs and income, together with projections of turnover and profit before tax
- Details of minimum, maximum and optimum capacity, and break-even points
- Key risks and other factors that the Combined Authority and Greater Cambridge Partnership Board will need to consider
- Details of any statutory/legislative compliance requirements that will need to be adhered to
- Implementation timescales
- Sufficient detail must be provided to support assumptions and recommendations.

5.4 The Strategic Options Appraisal report will be used to assist with decision making and the Combined Authority and Greater Cambridge Partnership Board wish to see sufficient information to enable it to make a decision about the optimum solution and to take forward the work to develop a Strategic Outline Business Case. In line with Treasury/Government guidelines (5 case model) the Project Board would like to understand:

- The strategic fit of the optimum solution to the Combined Authority's/Greater Cambridge Partnership wider ambitions.
- An assessment of economic costs and benefits and identification.
- Consideration of the commercial issues including reference to the technical requirements, risks, tendering, partnerships and legal framework.
- Financial benefits, costs and risks. It is important that the assessment details and quantifies the wider economic benefits that may be realised.
- Consideration of the timescales, project governance and project management issues.

## **6. Non-Technical Summary of Options Appraisal Report**

6.1 A non-technical summary of the identified options must be provided in plain English and suitable for a non-technical audience. The options and any others that have been discounted, should be presented.

## **7. Project Management and Stakeholder Engagement**

7.1 A Project Board will be established to manage the project and key stakeholders.

7.2 Allowance should be made for a series of meetings to inform senior officers and Members of progress with, and emerging thinking from the study.

7.3 Key stakeholders include:

- The Cambridgeshire and Peterborough Combined Authority

- Greater Cambridge partnership
- Member local authorities
- GCGPLEP

## **8. Response**

- 8.1 The Consultant should set out their understanding of the brief and describe their proposal to meet the requirements.
- 8.2 A method statement should be provided detailing how the work will be undertaken, including the methodology and approach.
- 8.3 The approach to undertaking the strategic options assessment and modelling required should be clearly set out.
- 8.4 The approach to undertaking the options appraisal and the requirement to provide sufficient detail to support strategic outline business case development should be clearly set out giving details of how the wider economic benefits will be taken into account.
- 8.5 Details of the proposed project team should be provided, including CVs, rates, and evidence of previous similar work successfully undertaken.
- 8.6 A detailed list of deliverables must be provided in response to the brief, including any additional to those identified above that the Consultant considers necessary.
- 8.7 Any client inputs should be identified.
- 8.8 A target cost and programme for completing the work, broken down by key deliverables and milestones and showing deliverables and key dates must be provided.
- 8.9 The Combined Authority and Greater Cambridge Partnership Board would also like to understand the indicative costs and programme for taking forward the preferred option to Strategic Outline Business Case stage.
- 8.10 All reports, technical notes, and other output should be submitted to the Client in draft for review. Changes may be required as part of this review which should then be incorporated into a final report.
- 8.11 A statement detailing any conflict of interest or potential conflict of interest in carrying out this work must be provided.
- 8.12 Any areas of work that are planned to be sub-contracted must be detailed including how this will be undertaken. The Combined Authority and Greater Cambridge Partnership Board recognise that a Consortium approach may be required to provide the full range of skills and competencies required to deliver the brief – full details should be provided.
- 8.13 A risk register showing the key time and cost risks to the successful completion of this work must be provided.
- 8.14 Tenders will be evaluated on the following basis:
- Quality: 60% - based on written response to the brief

- Price: 40%

8.15 Shortlisted parties will be invited to an interview to present their proposal.

## **9. Project details**

### **Contract management**

- 9.1 The Strategic Options Appraisal will be commissioned jointly by The Combined Authority and the Greater Cambridge Partnership Board. The contract will be managed by the Chief Executive of the Combined Authority who has delegated authority to commission the study.
- 9.2 The Combined Authority and Greater Cambridge Partnership democratic decision-making process are critical to the success of this work. The work will need to inform committee reports and the consultants may need to present their work at committee.
- 9.3 Regular contact with the Combined Authority's and Greater Cambridge Partnership's lead contact will be required throughout the contract, which may take the form of telephone, face to face or email.

### **Contract terms**

- 9.4 Prices should be for a contract covering the fixed fee for the agreed work for these services and inclusive of all other costs (e.g. subsistence, office stationery etc.)

## **10. Bids**

- 10.1 Bids will be received by the <Name> by the <date> at 17.00. Three hard copies and an electronic copy either via email or on disc will be required. Bids should be addressed to:

Name

Address