



**Output Pack from the Pre-Procurement Market Engagement
Exercise For Watford to Croxley Link (W2CL)
Including Virtual Engagement Event held on 29 November 2021**

The Council is seeking to engage multiple suppliers to concurrently and independently develop creative and feasible conceptual designs for potential mobility solutions for the Watford to Croxley Link (W2CL). Funding will be available for each supplier, who has been successfully awarded a contract, to develop conceptual designs. The Council is seeking to select suppliers based on their potential to generate creative, but deliverable, viable and feasible conceptual designs for the W2CL. To inform the market and to engage interest the Council is undertaking a Pre-procurement Market Engagement (PPME) Exercise

Format for PPME:

- PIN (Prior Information Notice) Publication reference: 2021/S 000-027865
Publication date: 5 November 2021 in Find a Tender Service (FTS)
- Opportunity for interested suppliers to seek clarification on our procurement strategy and provide feedback by completing the Market Engagement Questionnaire
- Opportunity to attend the Virtual PPME Event on 29 November 2021

This pack contains:

- The documentation made available to suppliers, Supplier Briefing Document and Market Engagement Questionnaire
- Copy of the Presentation at the W2CL PPME Virtual Event and link to Teams recording of the Virtual Event
YouTube <https://youtu.be/iHLiECMuhyM>
- Clarification Questions and answer document covering the Questions following the presentation
- Delegates List

To see more information and to keep up to date with developments visit the project Website <http://www.hertfordshire.gov.uk/W2CL>

Watford to Croxley Link (W2CL) Pre-Procurement Market Engagement Event Clarification Questions and Answers

CLARIFICATION QUESTIONS AND ANSWERS

This document will be updated and uploaded into the Clarifications area in In-Tend as and when further questions are received up to the deadline for Clarifications. It will also be used to capture the questions and answers from the Virtual Event on 29 November 2021

Last Updated: Wednesday 22 December 2021 with finalised Clarifications

Uploaded to In-Tend: Tuesday 16 November 2021

BIDDERS C1

We have just opted into this opportunity. Does this automatically generate an invite to the market engagement day on 29 November?

COUNCIL'S A1

You need to download the Supplier Briefing document that is available, Within that document is a questionnaire, so complete and upload it, following the guidance in the document. We will not send out joining details for the virtual event until after the closing date of 12 noon on 24 November, and then only to those who have completed and uploaded the short questionnaire.

COUNCILS CLARIFICATION C2

This is a reminder that the last opportunity to raise Clarifications, prior to the Virtual Event, is 12 noon tomorrow Wednesday 17 November 2021

In order to participate in the Virtual Event on 29 November 2021 you need to upload your completed questionnaire, which is contained in the Supplier Briefing Document, by the deadline of 12 noon on Wednesday 24 November 2021

Uploaded to In-Tend: Wednesday 1 December 2021

PRE-PROCUREMENT MARKET ENGAGEMENT EVENT 10AM ON 29 NOVEMBER 2021

Following the presentation at the Event there was a question and answer session. Below are the questions that were asked, the answer/s given at the time and then followed by further clarification as necessary

COUNCILS CLARIFICATION C3

In order to give suppliers and interested parties the ability to ask further questions we are making available an output pack containing a PDF copy of the presentation, list of attendees and links to the recording of the event. With reference to Question 10 from the PPME Event we can confirm that the timetable to provide the information is as follows:

- The Draft Output Pack from the PPME will be shared via In-Tend on 1st December and contains;
- Copy of the Supplier Briefing Document provided to interested parties prior to the PPME Virtual Presentation and to enable them to apply to join – See after the Q&A
- Pdf of PPME Virtual Presentation See after the Q&A

- Please see link below to the Teams recording of the PPME Virtual Event on YouTube <https://youtu.be/iHLiECMuhyM>
- Attendance list is not ready to attach and will be attached to final version by 22nd December - **now attached, see after the Q&A**
- Further written questions in response to the virtual PPME event can be made via the correspondence area in In-Tend with a deadline of **5pm on the Friday 10th December**; and
- The Council will issue a response setting out all questions and answers to all suppliers via In-Tend by **Wednesday 22 December and this will be included in the Output Pack**.
- This Output Pack will also then be published on the W2CL website <http://www.hertfordshire.gov.uk/W2CL>

Clarification	Question Number during Event	Question	Answer
C4	1	Mike Condon – Does the information pack include the other schemes in Hertfordshire so the solution can be linked through to this work?	<p>Rupert Thacker (HCC) – It will as far as we can, however there will still be uncertainty over an agreed solution for the Restoring your Railway scheme for Abbey Line. We are also still developing a Strategic Outline Business Case (SOBC) for the HERT scheme, and we have yet to choose a technology. We will seek to clarify this in the information pack and share links to available information.</p> <p>Further clarification: Links to further information are provided below.</p> <p>www.hertfordshire.gov.uk/HERT</p>

			https://www.watford.gov.uk/downloads/download/57/watford-mass-rapid-transport-safeguarding---technical-report-2020 https://www.watford.gov.uk/sustainable-watford https://www.futuretravelwatford.com/ More information will also be provided within the Invitation to Tender documents.
C5	2	Roger Savage – Will the scheme need to meet net zero targets?	Rupert Thacker (HCC) – delivering Net Zero should be a given and an expectation of the work. Need to define what ‘net zero’ carbon looks like as part of the project and development of the concept designs. Ben Martin (WBC) – Both Watford Borough Council and Hertfordshire County Council have declared a climate emergency and WBC have a target for achieving Net Zero by 2030.
C6	3	Roger Savage – How will the scheme link in with other connections and what flexibility is there for the Watford to Croxley Link scheme?	Rupert Thacker (HCC) – Definitely want to see connectivity beyond core section e.g., Central Watford and onto Western Gateway, Metropolitan Line. There is the ability to be flexible outside the core corridor, as long as conceptual designs/options meeting project objectives, the requirements and specification. Adrian Hames (WSP) – In addition to the main corridor (including the disused railway corridor) we want to invite ideas and innovation around what can be done in terms of integration and type of solution, e.g. ability to have a flexible route (not fixed track) and able to provide wider connectivity beyond the core corridor.
C7	4	David Watkins – Will companies be able to support multiple bids? Would be better for	Evelyn Poulton (HCC) – We will consider this as part of the event feedback Adrian Hames (WSP) – We will clarify this when we issue the output pack from today's PPME event

		us to understand whether we can bid with multiple suppliers at this early stage	Further clarification: We can confirm that suppliers will be able to support more than one bid. In the Selection Questionnaire (SQ) stage you will be asked to set out the details of your proposed consortia including the lead organisation.
C8	5	Chrysostomos Loizou – Has there been anything to date regarding public engagement?	<p>Ben Martin (WBC) – Consultation has been undertaken through the sustainable Transport Strategy. The document looks beyond this project, but this project is an important part of it (target of reducing car use share from 58% to 30%). Information regarding previous Metropolitan Line Extension (MLX) will be available, as well as the work done as part of the sustainable Transport Strategy.</p> <p>Rupert Thacker (HCC) – There is a desire and expectation from Watford residents for growth to be met with the right sort of infrastructure. There has not been specific engagement on the W2CL concepts, that would follow as part of next stages for the SOBC.</p>
C9	6	Adrian Calder – Are WSP allowed to bid for this project?	<p>Adrian Hames (WSP) – WSP are not bidding for this project.</p> <p>Evelyn Poulton (HCC) - If WSP were intending to bid for this there would be an arrangement where all information provided to WSP and received from them in relation to the project would be made available to all bidders to ensure fairness and transparency.</p> <p>Adrian Hames (WSP) – WSP will be involved in supporting HCC, as term consultant, through the process of awarding to successful tenderers, but will not be bidding for this stage of work.</p>
C10	7	Claudio Borsari – Due to the previous scheme not delivering VfM, will certain options now be ruled out?	Matthew Rheinberg (TfL) – It is possible that any schemes that are close to a heavy rail link would likely not be affordable. We would make available previous work to inform this new W2CL conceptual design work. We are seeking new solutions that are viable and affordable.

C11	8	Gergana Draganova – Do we have a red line boundary for the scheme?	<p>Rupert Thacker (HCC) – We have land ownership plans for the existing disused railway corridor and the Local Plan sets out safeguarding for the corridor. However, there is not a red line boundary for the scheme but generally the scheme area would be within the extents of the disused railway corridor and within the existing highway boundary. Confirmation of this can be provided within the output pack from the PPME event.</p> <p>Further Clarification: With reference to Question 8 from the PPME Event we can confirm the following position in terms of the scheme area. There will not be a fixed red line boundary. The scope will include details of the:</p> <ul style="list-style-type: none"> • Land area of the disused rail corridor; • Safeguarding plans from the Local Plan; and • Highway land areas. <p>These form the basis of potential land for developing conceptual designs, however consideration should be given to other land and property if it enables a potential alternative scheme option, while also recognising any potential impacts on viability and affordability.</p>
C12	9	Mike Burgess – There may be a concern that indicative budgets don't buy many consultant days and therefore would it be better if the money was spread across fewer teams.	Rupert Thacker (HCC) – we will consider this in advance of issuing the Contract Notice for the tender.
See C3	10	When will the output pack be provided?	Adrian Hames (WSP) – Information pack will be provided within the next few weeks. More details will be published via In-Tend.

			See section at the beginning of the PPME Event Questions and Answers
C13		Network Rail and TfL opportunities and constraints	Following discussion at the PPME Event regarding involvement of Network Rail and TfL, we can confirm that during the early stage of the Concept Design work a workshop will be held with all tenderers that are successfully appointed. This will provide the opportunity for discussion and to gain an understanding of the Network Rail and TfL opportunities and constraints in relation to the W2CL project. Prior to any contract award all contact should be undertaken through In-Tend and not direct with Network Rail and TfL, or any other of the delivery partners.

Below are copies of the Supplier Briefing Document and the Virtual Event Presentation pdf as per Clarification C3. There is also a list of people and organisations who either expressed an interest in the project on Supply Hertfordshire/In-Tend or attended the Virtual PPME Event on Monday 29 November 2021.



**WATFORD TO CROXLEY LINK (W2CL)
SUPPLIER BRIEFING DOCUMENT
FOR PRE-PROCUREMENT MARKET ENGAGEMENT EVENT ON 29TH
NOVEMBER 2021
HERTFORDSHIRE COUNTY COUNCIL**

1. Introduction

This Briefing Document sets out the current proposals in relation to the Watford to Croxley Link.

The Briefing Document has been prepared for the Pre-procurement Market Engagement (PPME) which includes the virtual PPME Event, on 29th November 2021 starting at 10am.

The purpose of the PPME process is to:

- Inform interested suppliers of the procurement route for the scheme, in advance of the publication of the Contract Notice and issue of the Selection Questionnaire (SQ) and other documentation in Early 2022;
- Inform suppliers of the arrangements for the scheme, with Hertfordshire County Council (the Council) as lead organisation in collaboration with partners from Watford Borough Council, Three Rivers, Network Rail and Transport for London;
- Provide the opportunity for interested suppliers to seek clarification on our procurement strategy by attending the PPME Virtual Event;
- Identify areas where the market requires further information; and
- Instil confidence in the market on the project, team and its approach.

This PPME alerts the market that a procurement opportunity will be launched during early 2022, including all necessary instructions, specification, contract, and other relevant tender information. This process will be published and managed through the Supply Hertfordshire portal run by In-Tend from which this document has been published.

The Council will be conducting a virtual event on the 29th November to promote this future opportunity and enable market engagement with both the Council and between interested suppliers.

This PPME documentation was made available via the procurement project in www.supplyhertfordshire.uk.

2. Format for the PPME Virtual Event

10.00 Join and Registration

10.05 Presentation on background

10.30 Presentation on procurement and delivery approach

11.00 Question and Answer session

12.0 Close

3. Description of the Scheme

The Council is seeking to engage multiple suppliers to concurrently and independently develop creative and feasible conceptual designs for potential mobility solutions for the Watford to Croxley Link (W2CL). Funding will be available for each supplier, who has been successfully awarded a contract, to develop conceptual designs. The Council is seeking to select suppliers based on their potential to generate creative, but deliverable, viable and feasible conceptual designs for the W2CL.

The Council want to encourage suppliers that can develop a range of mobility solutions. Conceptual designs will need to propose solutions for each aspect of the W2CL, from the type of mobility solution to the way in which the network / route will be operated. These solutions must achieve the objectives of the W2CL and comply with known constraints as detailed in the W2CL specification. Suppliers will need to evidence how and why their proposed solutions achieve the W2CL specification, and demonstrate that collectively the solutions provide a complete, coherent and feasible concept which illustrates to the Council what a range of potential mobility solutions could be, how they can be delivered and how they could be operated.

A short description of W2CL are set out below but further details can be found on our project website <http://www.hertfordshire.gov.uk/W2CL>

3.1 Background: The Need for W2CL

Significant growth in housing and jobs is proposed for Watford borough, with employment up by 15% in 2031 and population rising by 16% in that time. The government has indicated that a minimum of 770 new homes per year will be needed. This growth is also expected in wider region areas such as Three Rivers, resulting in a higher number of commutes into Watford. This growth will put additional pressure of the current infrastructure, which is already experiencing high levels of demand.

The main changes in terms of planned growth and trip production are concentrated around three of the key development sites identified at Watford Junction, Western Gateway and Watford Riverwell (formerly known as Watford Health Campus). Two of these are in the west of Watford, which already experiences high levels of demand with most existing journeys into Central Watford originate from the west from areas such as Holywell.

The current transport offer for journeys in Watford is limited, with no rail offer between the Overground and Metropolitan line, a relatively unattractive bus offer compared to the car and high levels of road congestion. The expected growth in production trip ends further demonstrates the need for intervention to alleviate congestion and to provide connectivity to new development sites.

A high proportion of journeys into Watford are made by car, particularly journeys originating from the North-West, such as Three Rivers and Dacorum. Car is also the predominant mode of transport for journeys within Watford, making up 49% of commuting trips. As a result, there is a high level of congestion on the radial routes in Watford and within the town centre, particularly on the Ring Road where delays can trigger congestion throughout the wider borough. The predominance of car creates severance for pedestrians, discourages cyclists and negatively impacts the public realm, such as the bridge at Exchange Road and Rickmansworth Road bridge.

This congestion can be alleviated through the encouragement of more sustainable modes. This point is highlighted in the Hertfordshire Local Transport Plan 4 (LTP4) which reports that addressing future travel demand will require significantly strong support for walking, cycling, passenger transport, and traffic demand management measures where appropriate. There is therefore a need to provide improved sustainable connections to key destinations and integrate with existing and planned passenger transport measures together with rail stations. An outline of W2CL and key destinations is shown in Figure 1.

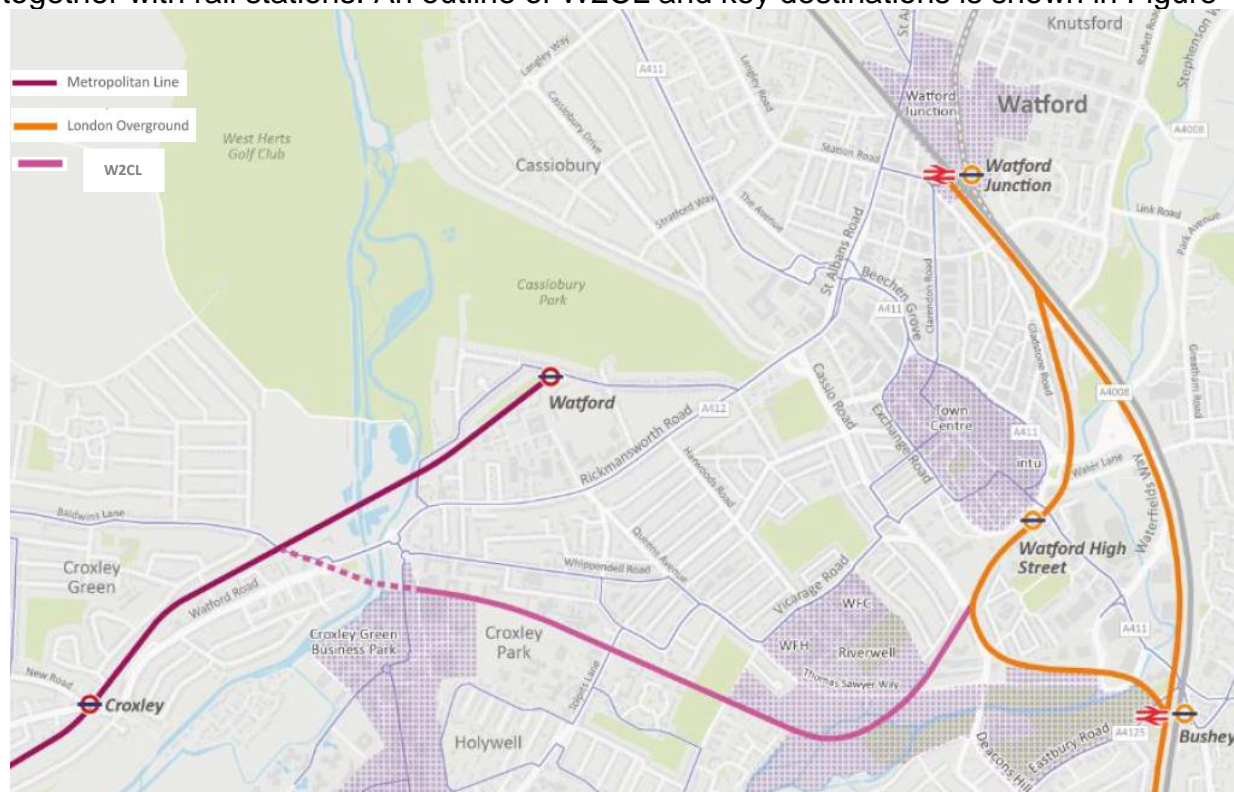


Figure 1: Outline of key corridor, rail interaction and key destinations.

Following the cancellation of the Metropolitan Line Extension (MLX) project, and recent work considering alternatives to the MLX, there is a need to now develop a new project for the Watford to Croxley Link (W2CL) between Watford Junction and Croxley. In addition to this project the Council are also developing options for a Mass Rapid Transit (MRT) project, called the HERT, and exploring potential for the Abbey Line through the Restoring Your Railway (RYR) fund. This together with new forms of mobility coming forward means that there is a need to now seek industry expertise from the market to develop potential concept designs and mobility solutions for the W2CL..

The Council is seeking solutions that consider a wide range of potential mobility solutions, including active travel, e-mobility, autonomous shared mobility, and transit. The Council is aiming to understand the potential for innovation, inform the business case, harness local characteristics, inform the commercial, operation and delivery models and demonstrate a viable and best value solution for W2CL. To do this the Council is developing a specification to cover:

- Equipment;
- Infrastructure;
- Operations;
- Commercial; and
- Environment and Sustainability.

These will articulate the outcomes that the Council and its partners are seeking to achieve for the W2CL and will set out constraints that any concepts must recognise. The conceptual designs delivered by a supplier shall explain the supplier's proposed solution for each component of the specification, providing an evidence-based rationale as to how the proposed solution will achieve the stated outcomes and comply with the constraints as per the specification. Suppliers shall also provide an evidence-based rationale as to how the solutions for each component are compatible and coherent with each other. Visualisation will be an important part of articulating the supplier's proposed solutions.

The concept designs will inform a range of mobility solutions for the W2CL. They must also meet the following objectives:

Aim	Objective
Enhance Strategic Connectivity	<ul style="list-style-type: none"> • Sustainable connectivity to major centres • Improved access via interchange at Watford Junction, High Street and Metropolitan Line • Sustainable Connectivity to the west • Sustainable connectivity across Hertfordshire • Develop Watford Junction as a rail interchange hub
Enhance Local Connectivity	<ul style="list-style-type: none"> • Improved sustainable connectivity from Watford and Croxley Business Parks • Improved sustainable connectivity from Riverwell / Hospital • Improve access to/from/in the stations/interchanges for all users • Improve connectivity with town and other key areas
Support Accessibility	<ul style="list-style-type: none"> • Improved mobility by sustainable modes • Improve interchange between all forms of mobility • Reliable journeys • Improved journey experience for all users/customers • Improved access to key connection points, including homes, jobs, facilities
Improvement of Watford Town Centre	<ul style="list-style-type: none"> • Reduced congestion • Support place-making through positive design and integration with public realm • Improved environment at stations and interchanges • Cater for future demands

4. Basis of Procurement

The project is to be delivered in a partnership between Hertfordshire County Council (“the Council”), Watford Borough Council, Three Rivers, Network Rail and Transport for London. The Council are leading the procurement and will be lead organisation for the contract.

4.1 Proposed Procurement Process

The Council, as a public body, is governed by the Public Contract Regulation 2015 and as such must comply with its principles of equal treatment, transparency and proportionality. As such and based on the expected market volume and outcomes for the project, have decided to utilise the Restricted Procedure in accordance with the Regulations.

This process is a two-stage procurement in that it includes an initial pre-qualification and shortlisting stage using a Selection Questionnaire (SQ) and then a separate tender stage for which only those invited tenderers may submit a proposal. The stages will be evaluated as follows

Selection Questionnaire (SQ):

The Council will structure the technical selection questions to pick up on the individual elements of the experience / skills required so that suppliers may demonstrate them through the individual experiences within organisation or consortium (including those made up of numerous individuals or a collective of SMEs). The technical questions will be scored and weighted so that the Council can identify the top scoring suppliers who will be shortlisted to the tender stage (approximately 10 suppliers will be taken forward).

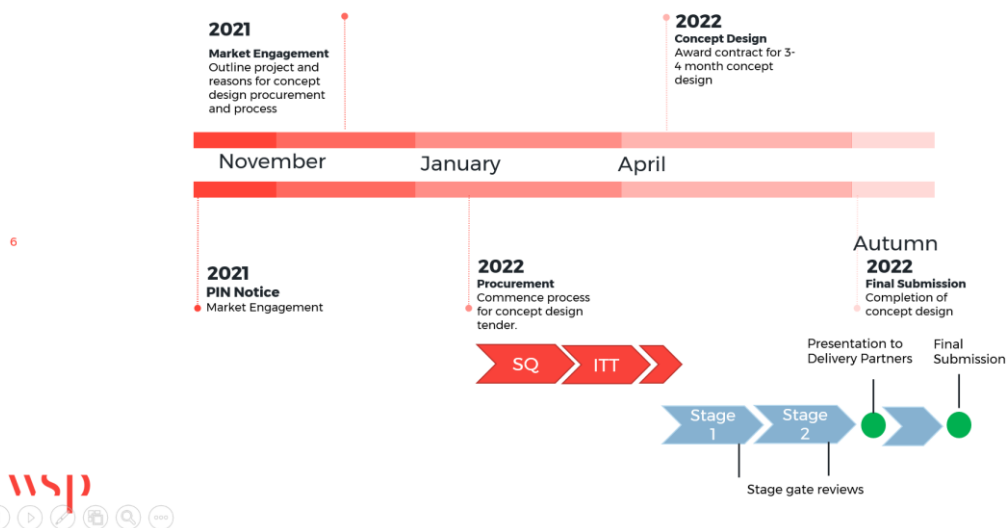
Invitation to Tender:

Suppliers will be required to provide several method statements that detail how they propose to develop their conceptual designs, in particular details of their team and any subconsultants/ partners and their role in developing the conceptual design, programme / plan for the development of the conceptual design, how they will access an understanding of the W2CL to enable the development of the design and method for the approach to developing the concept design.

Please note these are examples of topics to be assessed and the exact wording of the questions will be provided in the Tender Documents when the Contract Notice is published in the Find a Tender Service (FTS) early in 2022.

The Council will evaluate and score all compliant submissions according to the published criteria and from this identify the 3 top scoring tenderers with whom, subject to standstill, they will award contracts for the development of conceptual designs for W2CL. The overall process and indicative timing is described in the diagram below.

Concept Design Timeline



Importantly, the Council will be selecting suppliers and shortlisting tenderers based on their potential to generate innovative, viable and deliverable mobility solution conceptual designs for the W2CL.

4.2 Contract Award

The likely approach for the development of conceptual designs – suppliers who have been awarded a contract will be required to develop their conceptual designs for W2CL in accordance with their tendered plans. Then the Council with its partners will conduct 'stage gate reviews' as per the above indicative timetable whereby the following will be assessed:

- Is the maturing of the design following the supplier's tendered plan; and
- Is the Conceptual Design demonstrating alignment to the project objectives and the specification, such as the supplier demonstrating the benefits and risks and associated mitigation together with justification for selection of solutions and integration of the components of the concept design.

The Council will allocate an agreed fee for each of the contracted organisations, which will be paid against the allowable time and material costs incurred during each of the two stages, within the specified cap for that stage, and paid in arrears.

If a conceptual design is determined to not achieve the stated criteria at any of the stage gate reviews, then the supplier may not be progressed to the next stage. The Council are considering two stages with three suppliers at Stage 1 and two suppliers at Stage 2.

4.3 Contract Terms

A design contract will be awarded to the successful supplier(s). The contract terms and conditions will be issued with the tender documentation, and will include (without limitation) provisions to address the following;

- Conceptual design development procedure and "stage gate reviews" as described above;
- Standard of service;
- Payment terms, including a mechanism for stage gate payments; and
- Intellectual property rights in the conceptual designs that will ensure the Council (and any of its subsidiaries) can make full and unlimited use of all of the conceptual designs for W2CL indefinitely

4.4 Beyond Delivery of the Concept Designs

The Council will consider an option to retain access to the expertise of those suppliers who have successfully delivered their conceptual designs. Therefore, provisions will be made within the contract for an option for the Council to seek ongoing support and access to expertise from the suppliers on an ad hoc basis for which additional payment will be agreed.

Final contract details will be provided in the Tender Documents when the Contract Notice is published in the Find a Tender Service (FTS) early in 2022.

5 Planning and funding

The scheme is one of the Council's priority transport projects and is being delivered in partnership with Watford Borough Council, Three Rivers, Network Rail and Transport for London. Funding is available to progress the concept design stage.

See more information on the project website <http://www.hertfordshire.gov.uk/W2CL>

6 Pre-Procurement Market Engagement (PPME)

The Council will consider the feedback and responses received to help inform the Council's options and further decision making. For the avoidance of doubt, this stage of the project is not part of a formal procurement process and the Council is not committing, at this stage, to carrying out such a process.

Participation or non-participation in the pre-procurement market engagement process shall not prevent any supplier participating in a potential future procurement, nor is it intended that any information supplied as part of the pre-procurement process shall place any supplier at an advantage in a potential procurement process nor will information supplied form part of a contract.

Participation in the pre-procurement market engagement procurement process will be at each supplier's own cost. No expense in responding to this process will be reimbursed by the Council.

The Council will not enter into a contract based solely on the responses to this PIN and no information contained in the documents or in any communication made between the Council and any supplier in connection with its pre-procurement market engagement shall be relied upon as constituting a contract, agreement or representation that any contract shall be awarded.

The information in all documents issued as part of this PPME exercise is solely for the purpose of the Council's PPME and no representation, warranty, or undertaking is given by the Council as to its accuracy or completeness, and the Council accepts no liability in relation to this.

The Council reserves the right, at its discretion to:-

- 1) Change this document and/or the procedure for the PPME; and
- 2) Proceed, or not, with a subsequent procurement.

The Council will not treat as confidential, any information submitted in response to this

process, and respondents should note that the Council is subject to the requirements under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 and may be obliged to disclose responses.

The Council is required when procuring services to act in accordance with the principles of equal treatment, non-discrimination and transparency. The Council cannot guarantee to provide responses to all questions on the day and does not undertake to keep any question (whether raised in advance or at the PPME event) confidential. In completing the Supplier Questionnaire and taking part in the Market Engagement you expressly agree to any question along with any answers to those questions being shared with all persons expressing an interest in the project. The Council will however provide a written summary of all questions and answers, without identifying who raised the question, to all attendees at the PPME event, and to all suppliers who completed the Supplier Questionnaire.

Following the virtual event the Council intends to make available to all parties, the details of those who attended the session together with a copy of the presentation and summary of the Questions and Answers.

7 Programme

The anticipated key dates for the programme are as follows:

PIN for PPME	5 th November 2021
PPME Virtual Event	29 th November 2021
Place Contract Notice	January 2022
SQ Submission Closing Date	February 2022
Tender Period	March – April 2022
Award of Contract	May/June 2022
Concept Design commencement	Spring/Summer 2022
Concept Design completion	Autumn 2022

8. Queries

- 8.1 The Council's eTendering system, In-Tend, enables questions and answers to be exchanged via the email facility.
- 8.2 Any queries regarding this opportunity must be submitted via the In-Tend system by the deadline of **12 noon on 17th November**. Although the source of any questions will be kept confidential, both the query itself and the Council's response may be shared with the other interested parties at its sole discretion.
- 8.3 The Council will seek to respond within 3 working days via the In-Tend system but gives no guarantee that it will respond at all.

9. Supplier Questionnaire Instructions

Completing the Supplier Questionnaire

- 9.1 Please answer all questions fully as possible.. If the Council requires further information concerning your response, your organisation will be contacted. However, please provide full details and answer all questions, as the Council reserves the right not to ask organisations for any further information. Company brochures or other general marketing information should not be attached in addition to this questionnaire.

Uploading Your Completed Supplier Questionnaire

- 9.2 To participate in this PPME, organisations must submit their completed Supplier Questionnaire (Appendix A), through the In-Tend system by the return deadline **12.00 Noon on the 24th November 2021**. Supplier Questionnaires cannot be uploaded after the closing date/time.
- 9.3 Please make sure that you have submitted your Supplier Questionnaire following the instructions above. The Council will not be held accountable for any errors made by an organisation in submitting their Supplier Questionnaire.
- 9.4 If you are experiencing problems, In-Tend offer a help section which includes a dedicated UK Support Desk which can be contacted via email support@in-tend.com or telephone +44 (0)114 407 0065 for any website / technical questions (Monday to Friday 8:30am – 5:00pm).

Appendix A – Supplier Questionnaire

Organisation Details

Organisation Name and Address Please provide your organisation's name, address and contact details below.
Organisation Name:
Address:
1st Contact Name and role:
I wish to participate in the Virtual Event Yes / No (Delete as appropriate)
2nd Contact Name and role:
I wish to participate in the Virtual Event Yes / No (Delete as appropriate)
1st Contact Telephone Number:
2nd Contact Telephone Number
1st Contact Email Address:
2nd Contact Email Address:
Organisation Website (if applicable):
Company Registration number (if applicable):
Organisation Status:
Please indicate:
A public limited company Yes <input type="checkbox"/> No <input type="checkbox"/>
A limited company Yes <input type="checkbox"/> No <input type="checkbox"/>
A limited liability partnership Yes <input type="checkbox"/> No <input type="checkbox"/>
A partnership Yes <input type="checkbox"/> No <input type="checkbox"/>
A sole proprietor Yes <input type="checkbox"/> No <input type="checkbox"/>
A charity or not for profit organisation Yes <input type="checkbox"/> No <input type="checkbox"/>

Other (e.g. non-UK formed Organisation)

Yes ☐ No ☐

Current Business Activities

Please provide a brief overview of your organisation's business activities and other relevant business areas below.

Virtual Event Joining Instructions

If you have indicated that you wish to participate in the Virtual Event on 29th November then after the 24th November deadline has passed you will be notified via email the joining details.

Watford to Croxley Link (W2CL) Pre-Procurement Market Engagement Event (PPME) 29th November 2021

www.hertfordshire.gov.uk



Introductions – Delivery Partners



Rupert Thacker – Head of Highways Strategy and Implementation
Darren Granger – Project Sponsor
Evelyn Poulton – Senior Procurement Officer



Tom Dobrashian – Group Head of Place Shaping
Ben Martin - Head of Planning and Development



Carole Bayliss – Principal Sponsor
Simon Clifford – Senior Sponsor



Peter Simons – Senior Transport Planner



Matthew Rheinberg – City Planning



Adrian Hames – Project Lead

Agenda for Today's Event

- 10.00 Joining and Client Introductions
- 10.10 Presentation on background
- 10.30 Presentation on procurement and delivery approach
- 11.00 Question and Answer session
- 12.00 Close

*All proposals shared within this event are Draft and subject to change
All Q&A, presentation and attendees will be shared with all suppliers*

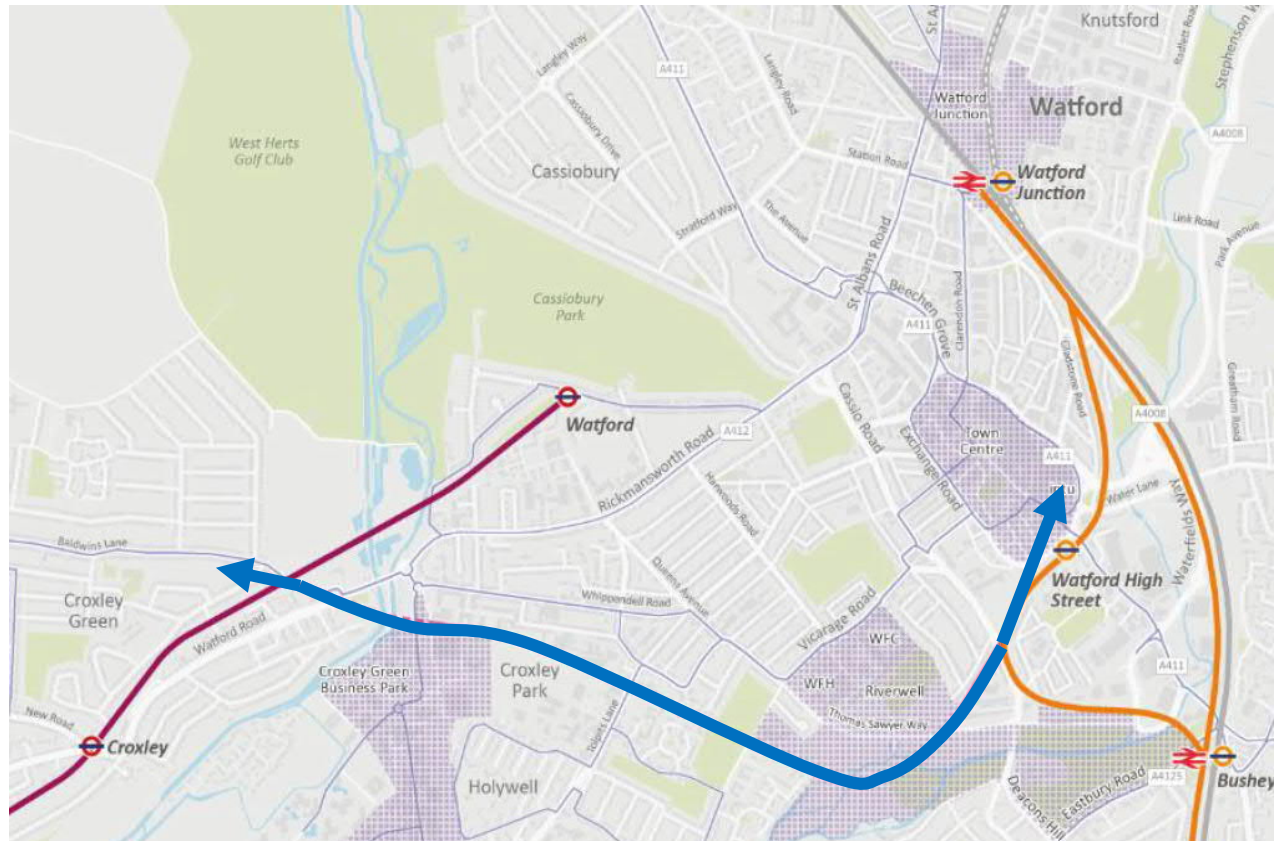
Purpose of PPME

Understand views on procurement of concept designs

The Council is seeking to engage multiple suppliers to concurrently and independently develop creative and feasible conceptual designs for potential mobility solutions for the Watford to Croxley Link (W2CL). Funding will be available for each supplier, who has been successfully awarded a contract, to develop conceptual designs. The Council is seeking to select suppliers based on their potential to generate creative, but deliverable, viable and affordable conceptual designs for the W2CL

Background

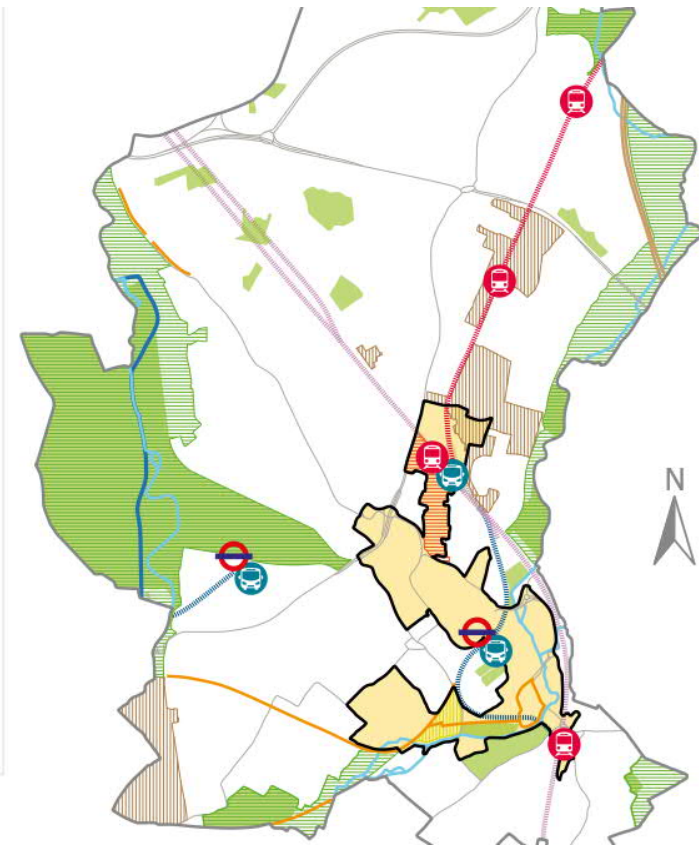
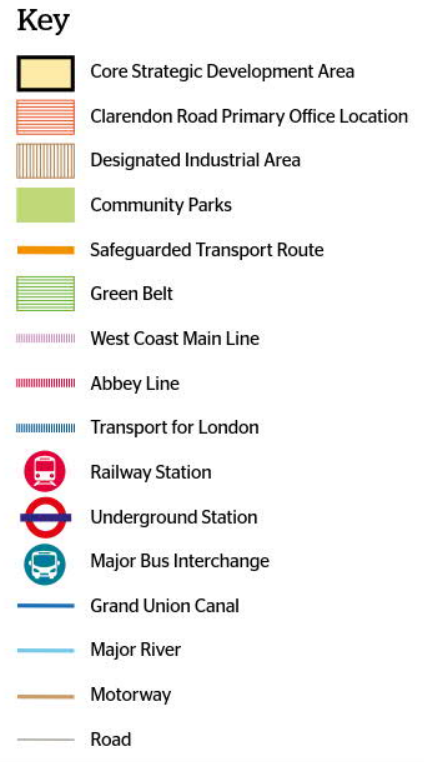
- Metropolitan Line
- London Overground
- W2CL



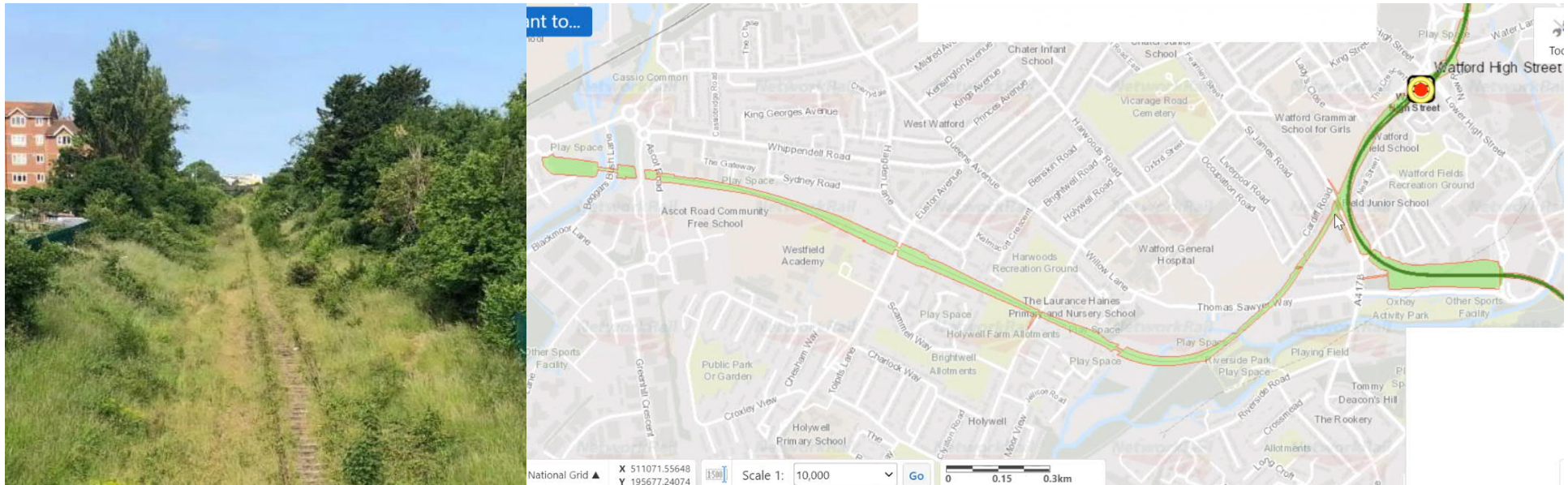
Why is there a need for new concept designs?

- Cancellation of the Metropolitan Line Extension (MLX)
- Work earlier in 2021 looking at potential alternatives
- Wider HERT Mass Rapid Transit and Abbey Line (Restoring your Railway) projects
- **There is now a need to progress further work to understand the potential concepts that could be developed for the Watford to Croxley Link (W2CL) to enable progression of an appropriate transport mobility solution**
- Open to a range of potential solutions
- Inform next stage – Strategic Outline Business Case (SOBC) later in 2022

Area and Key Destinations



Disused Rail Corridor



www.hertfordshire.gov.uk

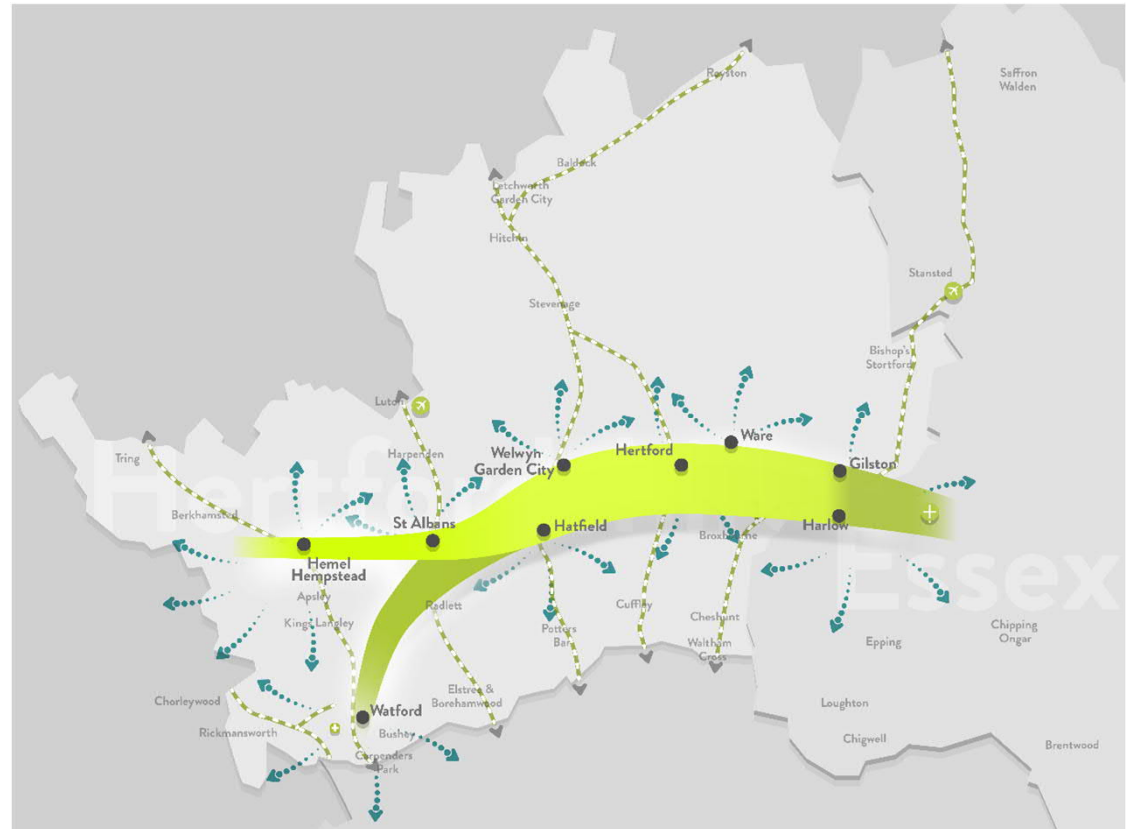
Context



Integrating Watford into wider passenger transport

- HERT
- Abbey Line
- Watford Junction

<http://www.hertfordshire.gov.uk/HERT>



www.hertfordshire.gov.uk



Scheme Objectives

Aim	Objective
Enhance Strategic Connectivity	<ul style="list-style-type: none">• Sustainable connectivity to major centres• Improved access via interchange at Watford Junction, High Street and Metropolitan Line• Sustainable Connectivity to the west• Sustainable connectivity across Hertfordshire• Develop Watford Junction as a rail interchange hub



Scheme Objectives

Aim	Objective
Enhance Local Connectivity	<ul style="list-style-type: none">• Improved sustainable connectivity from Watford and Croxley Business Parks• Improved sustainable connectivity from Riverwell / Hospital• Improve access to/from/in the stations/interchanges for all users• Improve connectivity with town and other key areas



Scheme Objectives

Aim	Objective
Support Accessibility	<ul style="list-style-type: none">• Improved mobility by sustainable modes• Improve interchange between all forms of mobility• Reliable journeys• Improved journey experience for all users/customers• Improved access to key connection points, including homes, jobs, facilities



Scheme Objectives

Aim	Objective
Improvement of Watford Town Centre	<ul style="list-style-type: none">• Reduced congestion• Support place-making through positive design and integration with public realm• Improved environment at stations and interchanges• Cater for future demands



Outcomes from Concept Designs

- Need to relate to access into and within Watford and wider connectivity, e.g. HERT, Abbey Line.
- Each successful designer to consider all types of solution / concept across a range of potential mobility options and costs, for example:
 - E-mobility £
 - Smaller shared mobility vehicles ££
 - Fully autonomous transit / shared mobility solution £££
- Concept designs to consider +/- and relative strategic benefits of each
- Base Case - Active Travel. Concepts considered referenced to this
- Active Travel should be included (within corridor and/or elsewhere)
- Meet scheme objectives and specification
- Note previous MLX scheme did not at the time offer VfM

Key Requirements

- **Levels of Service** (attractiveness and ensure people use the system, convenience, pricing, reliability, access etc and address pain points on people's journeys)
- **Infrastructure and Mobility** (facilities that encourage customer satisfaction/experience system integration, stops/hubs, Net Zero, user friendly/seamless technology etc)
- **Support Systems and Branding** (wayfinding, information, ease of integration, visually appealing etc)

Scope

Business case	Deliverable
Strategic	<ul style="list-style-type: none">• Develop a successful strategic case• Project aligns with local (Watford), regional (Hertfordshire) and national policies• Why the transport system proposed is the most suitable option for the specific local context in Watford and beyond• Ensure reflects project objectives• Project outcomes to reflect success criteria



Scope

Business case	Deliverable
Economic	<ul style="list-style-type: none">• Clear understanding of costs• Strategic options appraisal• Identify shortlisted option(s)<ul style="list-style-type: none">• Specification of transport system and infrastructure / vehicle solution• Geographical scope including stations / stops / areas served and potential for expansion• Ensure diversity and equalities are assessed• Value for money/viability• A sufficiently developed proposal to understand the benefits and case for the scheme while any major risks, assumptions or showstoppers are understood



Scope

Business case	Deliverable
Management	<ul style="list-style-type: none">• Delivery Model• Governance arrangements• Procurement strategy• Legal/consents strategy• Public Acceptability - Buy-in to the proposal from the key stakeholders• A proposal that is realistic i.e. it doesn't face funding or operational challenges that have the potential to be insurmountable• Constraints, opportunities and interfaces, including interfaces with the existing London Underground and Network Rail infrastructure



Scope

Business case	Deliverable
Commercial	<ul style="list-style-type: none">• Commercial viability and opportunities (development, overbuild)• The operating model including the proposed role of the private and public sector• Clarification of land ownership and development rights• Land and Property strategy



Scope

Business case	Deliverable
Financial Case	<ul style="list-style-type: none">• Clear funding and financing plan (construction and operation)• Determine future ownerships, management arrangements and maintenance



Specification

Understand the potential for innovation, inform the business case, harness local characteristics, inform the commercial, operational and delivery models and demonstrate a viable and best value solution for W2CL. Specification to cover:

- Equipment;
- Infrastructure;
- Operations;
- Commercial; and
- Environment and Sustainability

The conceptual designs shall explain the proposed solution for each component of the specification, providing an evidence-based rationale as to how the proposed solutions will achieve the stated outcomes and comply with the constraints as per the specification.

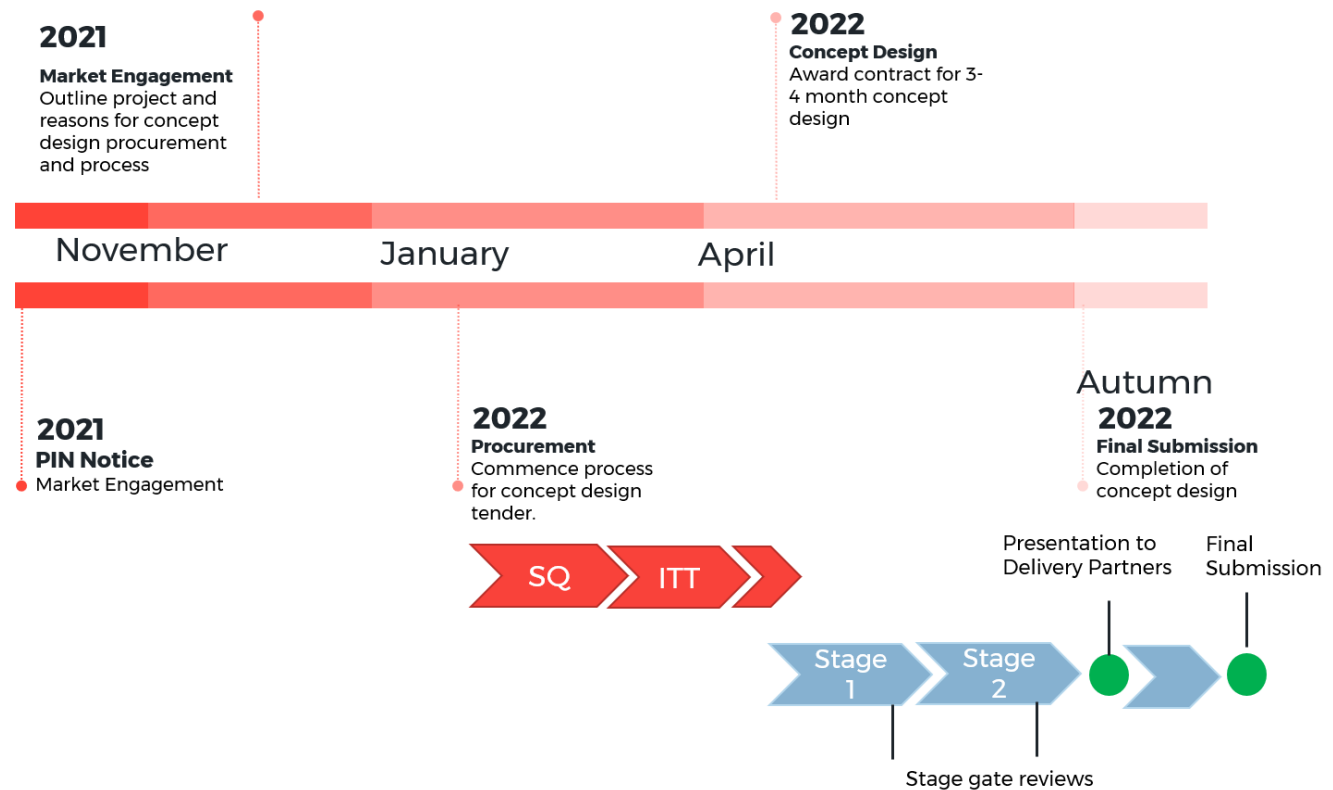
Concept Designs

- Secure agreed concepts to inform next stages (SOBC, design development, delivery strategy)
- Fit with objectives
- Strategic assessment of options
- Designs/ideas should have a strong visual element
- Presentations/short papers rather than lengthy documents
- Focus on evidence that demonstrates how solutions meet objectives and specification
- Key is viability and deliverability
- How scheme might operate and future role for Delivery Partners

Draft Tender Programme

PIN for PPME	5 th November 2021
PPME Virtual Event	29 th November 2021
Place Contract Notice	January 2022
SQ Submission Closing Date	February 2022
Tender Period	March – April 2022
Award of Contract	May/June 2022
Concept Design commencement	Spring/Summer 2022
Concept Design completion	Autumn 2022

Draft Concept Design Programme



Overarching Approach

SQ stage 8 – 10 suppliers (depending on the scores achieved) to be taken through to Tender

Three successful tenderers 'designers' will be asked to develop their concept designs to meet the provided W2CL specification

Key constraints and opportunities will be provided as part of the specification

Two stages of concept design development with stage gates

Two designers will progress to the second stage

Procurement Process

Invite suitable designer/consortium to tender for undertaking concept designs

- Step 1 – SQ Pass/fail questions plus circa 3 technical experience questions
- Step 2 – Invitation to Tender (ITT) with circa 4 quality questions plus financial pricing submission
- Step 3 – Concept Design (in two stages) (total 3-4months)
- Step 4 – Ongoing Advisory (call-off) **Future ongoing work**
- Quality/Price for ITT evaluation likely to focus on quality component

Selection Questionnaire (SQ)

- Technical selection questions to pick up on the individual elements of the experience / skills required to meet W2CL specification:
 - Demonstrate relevant skills and experience
 - Details of the organisation / consortium (including those made up of numerous individuals or a collective of SMEs)
 - Circa 8-10 shortlisted for Invitation to Tender

Invitation to Tender (ITT)

- Several quality questions to provide areas for assessment that detail how they propose to develop their conceptual designs:
 - Details of how their team will meet the specification
 - Programme/project plan
 - Method for producing concept designs
 - Understanding of W2CL

Developing the Concept Designs

- Stage 1 - develop potential solutions (approx. 4-6weeks)
 - Stage Gate review
- Stage 2 – develop concept designs (approx. 2-3 months)
 - Stage Gate review
- Presentation to delivery partners at each stage
- Complete concept design
- Final submission and presentation
- Will include a formal evaluation process as part of the Stage Gate reviews –
 - Written feedback including: particular areas of interest; areas where the Conceptual Design has not met the review criteria; and possible improvements or other areas the Delivery Partners would like explored based on the progress direction and ideas

Concept Design Stage Gates

- Each Stage Gate Review will evaluate the design progress based upon the following success criteria:
 - Is the design developing in accordance with the Tendered Concept Design Plan – time and maturity;
 - Are the Conceptual Designs aligned to the objectives and Specification Documents?
 - Do the Conceptual Designs address the identified benefits, risks, and associated mitigations and provide a compelling justification for selection?
 - Is the Designer demonstrating coherent and integrated concept designs, specifically are all the components compatible?

ITT Pricing

- Pricing based on two stages:
 - Split for each stage gate (allowable costs only apply for next stage if designer passes stage gate review)
 - Allowable costs with a maximum for each stage (£25k and £75k per successful designer and noting split of time per stage) to facilitate competition
 - Hourly rates, potentially capped (ensure best value for the Council)
 - Allowable costs to match methodology

For more information visit

www.hertfordshire.gov.uk/W2CL

Question & Answer Session

W2CL PPME Attendance List

Name	Organisation
Chrysostomos Loizou	Aecom Ltd
Simon Willison	Aecom Ltd
Nicholas Bird	Arcadis Consulting (UK) Ltd
Jason Grocott	Arcadis Consulting (UK) Ltd
Alec Bright	Arriva Kent Thameside Ltd
Charlton Edward Thornhill	Arriva Kent Thameside Ltd
Mike Burgess	Atkins
Tony Nicol	Atkins
Benjamin Wilson	Atkins
Gergana Draganova	BDP
Peter Jenkins	BDP
Julie Hawkins	BDP
Patric Donnelly	Beryl
Scherezade Bejarano	Beryl
Justin Phillips	Buro Happold
Roger Savage	Buro Happold
James Thorpe	Chiltern Automotive Limited
Elliot Reid	City Science Corporation Limited
Felicia Baily	City Science Corporation Limited
Simon Lusby	City Science Corporation Limited
Aoife Byrne	Civic Engineers Ltd
Bidding	Civic Engineers Ltd
Julian Mason	Engineering Integration Ltd
David Swallow	Hatton Traffic Management Limited
Lara Bailey	Hatton Traffic Management Limited
Darren Granger	Hertfordshire County Council
Evelyn Poulton	Hertfordshire County Council
Rupert Thacker	Hertfordshire County Council
Mark Driscoll	Milestone Infrastructure Limited
Info (MetCoaches)	Minibus executive travel
Claudio Borsari	Momentum Transport Consultancy
Emma Lally	Momentum Transport Consultancy
Carole Bayliss	Network Rail
Simon Clifford	Network Rail
David Watkins	Ove Arup and Partners Ltd
Lucinda Thornton	Ove Arup and Partners Ltd
Jack Gray	Phil Jones Associates Limited
Mike Salter	Phil Jones Associates Limited
Charlie Merrell (PMOL)	Pre Metro Operations Ltd
Gwenda Evans	Pre Metro Operations Ltd
Phil Evans	Pre Metro Operations Ltd
Paul Chandler	Project Centre Limited
Sarah Allen	Project Centre Limited
Andy Stamps	Rider Levett Bucknall UK Limited
Simon Pledger	Rider Levett Bucknall UK Limited

Adrian Calder	RSK Environment Ltd
Jon Bailey (Guest)	Spencer Group
Rachel Hogley	Sustrans Ltd
FITZHENRY Nigel	SYSTRA Limited
GILL Michael	SYSTRA Limited
Matthew Rheinberg	TfL
Matthew Moll	THE TAS PARTNERSHIP LIMITED
Colin Gibbon	Tony Gee and Partners LP
Beverley Nielsen	Ultra Light Rail Partners
Monique Seth (Guest)	Ultra Light Rail Partners
Mike Condon	Ultra-MTS Ltd
T Nigel Clarke	Ultra-MTS Ltd
Richard Todd	Universitybus Ltd
Jez Haskins	VINCI Construction UK Ltd
Karin Phillips	VINCI Construction UK Ltd
Manoj Gupta	Waterman Infrastructure & Environment Ltd
Ben Martin	Watford Borough Council
Tom Dobrashian	Watford Borough Council
Christian Bocci	Weston Williamson + Partners
Florence Fergg	Weston Williamson + Partners
Leanne Slater	Wood Group UK Ltd
Grace Smith	Wood Group UK Ltd
Adrian Hames	WSP
Joe Cowley	WSP
James (Guest)	