

From: [REDACTED]
Sent: 07 March 2001 18:12
To: [REDACTED]
Cc: [REDACTED]
Subject: Transport Assessment - ongoing work

[REDACTED] has written to me (copied to [REDACTED] following our meeting on transport issues last week. His letter dated 2 March, which I attach, sets out the to the transport strategy that was agreed at this meeting. It also sets out a number of areas of additional work that he considers are required. I am agreement that this work is required as a matter of urgency. In particular, it is essential that suitable park and ride sites are identified as soon as possible, so that they may be included in the EIA and also so that discussions with the relevant LPA's can take place prior to the submission of planning applications to these authorities.

[REDACTED] refers in his letter to the risks associated with the park and ride element. [REDACTED] has said that he does not support park and ride. There is obviously a risk - but this would occur even with a new station - so the project has no real choice but to take this risk.

[REDACTED] has set out a budget of up to £25,000 (excluding VAT and expenses) for work on transport issues up until the submission of the planning application in early May. He is proposing to work on a time cost basis and to invoice you monthly so you will see how the costs are stacking up. I think this is a sensible way to proceed.

He has also provided me with a separate quote for the attendance at the exhibition for the three specified 'consultants periods' of £1,890 excluding VAT and travel costs. I have forwarded his email on this to [REDACTED]. I am also obtaining a quote from [REDACTED] on this.

I am anxious that we do not lose time at this critical stage of the application's preparation so it would be very helpful if an additional budget for Oscar Faber could be approved as soon as possible so that [REDACTED] can proceed with the work set out in his letter. Understandably he is nervous about incurring timecosts without a budget agreement in place.

I have also asked him to consider closure of a section of Meridian Way on event days as discussed at our meeting with [REDACTED]

Please could you let me know if you need any further information or if I can tell [REDACTED] to get on with the work without delay.

I look forward to hearing from you

Regards

<<[REDACTED].doc>>

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Our Ref: 23608TSE/3

02 March 2001

Dear [REDACTED]

Lee Valley National Athletics Centre

I refer to yesterdays meeting with regard to transportation issues. The meeting was very useful in clarifying the way forward with regard to the planning application and whether or not a station should be included in the Transport Assessment at this stage.

Given the risks associated with the provision of a new station, it was agreed that the 'preferred' transport strategy to be taken forward in support of the application would be based on the package of measures summarised in Option 1 of our draft Transport Assessment with the rail strategy based on the existing two track arrangement. Possible future enhancements options would be identified and could include the following;

- The provision of a new station and turnback facility, subject to available feasibility studies and funding;
- The provision of additional tracks up the Lee Valley between Tottenham Hale and Broxbourne Junction. As you are aware the four tracking proposal is an engineering scheme at outline design stage only, with pre-feasibility studies continuing. However, Railtrack are currently awaiting a decision from the SRA to fund development work. With the WARM resignalling due to commence in this area in June 2002, a decision to make provision within the design to accommodate the four tracking needs to be taken soon.

As we discussed at the meeting, under the 'preferred' transport strategy, the ability to achieve a significant modal share by rail would be limited. In addition we would need to consider measures to upgrade the attractiveness of Ponders End Station and improve the pedestrian route from Ponders End Station to the Stadium.

The impact in terms of the overall transport strategy package of measures would be to increase our relative reliance on other elements of the strategy such as Park and Ride. As [REDACTED] stressed at our meeting, there is a significant potential risk associated with the Park and Ride element. None of the three potential sites identified by LVRPA have yet been subject to a feasibility assessment. If one or more are considered inappropriate or do not have sufficient capacity to accommodate anticipated demand a search for alternative

sites may need to undertaken. In addition two of the identified sites may require the approvals of neighbouring local authorities not to mention possible negotiations with the Highways Agency.

Accordingly I would suggest that the following additional work is required as a matter of urgency;

- Review of Park and Ride strategy including investigation of precedents at other recent major events and consideration of alternative park and ride sites;
- Review of Potential Park and Ride sites to consider the following;
 - Site location and accessibility
 - Site access arrangements
 - Potential site capacity
 - Connections to the strategic highway network
 - Connections to the proposed Lee Valley National Athletics Centre
- Ponders End improvements to include the following;
 - Further consultations with the Rail Industry to confirm potential levels of service to Ponders End Station
 - Consider measures to upgrade the attractiveness of Ponders End Station
 - Assess and consider improvements to the pedestrian route from Ponders End Station to the Stadium
- Estimates of capital and revenue costs associated with the preferred Transport Strategy package of measures.

██████████ has provided us with comments on our draft Transport Assessment. In light of these comments, and the outcome of the discussions at yesterdays meeting, we will revise the Draft Transport Assessment. Please contact me with any comments you may have at your earliest convenience and I will incorporate these into the revised version.

In my letter to ██████████ dated 8 February 2001 I outlined a range of possible additional tasks and analysis that may be required in the run up to the application. I suggested that an additional budget of £25,000, exclusive of VAT and expenses, should be set aside to cover the potential tasks. I understand that a response from the LRVPA is to be sent shortly. In order to address the immediate tasks outlined above, it is proposed that the work is undertaken on a time and materials basis. The following rates would apply with actual costs invoiced on a monthly basis, with total costs not to exceed the additional fee limit of £25,000;

Staff Level	OFT Grade	Rate per Hour Excluding VAT	Rate per Day Excluding VAT
Director	P1/P2	110.00	825.00
Associate Director	P3	65.00	487.50
Principal Consultant	P4	55.00	412.50
Senior Consultant	P5	45.00	337.50
Consultant	P6	35.00	262.50
Graduate	P7	28.00	210.00
Technician	P8/9	20.00	150.00

Please do not hesitate to contact me if you need clarification of the above.

Yours sincerely

[REDACTED]
Associate Director

cc

[REDACTED] LVRPA

Our standard terms of business which are appropriate to this commission are as follows: No commission will commence without written acceptance by the client of our terms. Where acceptance is made by an agent then the agent accepts full responsibility, also in writing, for payment of our fees and expenses. All sums due to Oscar Faber which are not subject to dispute in respect of those items or parts of any items of an invoice shall be paid within 30 days of the date of each invoice. All costs indicated are exclusive of VAT. Nothing in this Agreement confers or purports to confer on any third party any benefit or any right to enforce any term of this agreement.

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Your ref

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Lee Valley Regional Park Authority
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Our ref LH/36578

28 FEB 2001

21 February 2001
MANAGEMENT DEVELOPMENT
MANAGEMENT SUPPORT OFFICER
CONSTRUCTION PROJECTS
PLANNING PROJECTS
BUILDING SURVEYORS

Dear

Lee Valley National Athletics Centre

I am writing to you in respect of letter to you dated 8 February 2001. In this letter sets out the level of expenditure his firm has incurred on the project and explains that the total cost of producing the transport assessment is likely to be £45,000 exclusive of VAT. This figure exceeds the figure of £39,000 quoted in his fee proposal, but is in accordance with this if the contingency fee of £6,000 for 'additional surveys' is built in (although these surveys were not done). has suggested that this is an appropriate way forward.

has confirmed to me that the draft Transport Strategy Report has now been circulated to the client and this document has been developed to the stage where it could be submitted in support of planning application immediately if this was necessary. Therefore, he considers that the work set out in his fee proposal has been completed and any further work will require a new instruction. He has suggested a figure of £25,000 exclusive of VAT should be budgeted to cover additional work on transportation issues in the run up to the submission of the planning application in May.

I have discussed the issues set out above with and would comment as follows:

It is apparent that the time input by Oscar Faber to this project has exceeded that which it anticipated when preparing the fee proposal. This appears to be for two reasons:

- First, the timescale for the submission of the planning application has 'moved out' considerably during the last few months. It was originally intended that the application would be submitted by the end of 2000, then the target date moved to March 2001 and now it is early May 2001. The implication of this is that Oscar Faber's time inputs have risen as they have attended meetings with the client and consultees in 2001 which could not have been anticipated. In particular, the regular technical meetings have involved significant timecosts and has

21 February 2001

also presented his findings to two meetings in recent weeks. There are costs involved in preparing and attending a presentation which technically go beyond the fee proposal.

- Second, the complexity of the 'rail issues' has been such that a far more detailed level of consultation has been required than would be usual. [REDACTED] has informed me that the preparation of the Rail Issues Paper required a greater level of work/consultation than he could have anticipated.

I am satisfied with the work undertaken with Oscar Faber to date and I consider that, given the above circumstances, it is reasonable for [REDACTED] to suggest that the £6,000 additional survey fee should be used to cover the additional costs he has incurred.

I also consider that Oscar Faber's continued involvement in the project in the run up to the planning application is absolutely essential. Therefore, it is important that an ongoing fee basis is agreed as soon as possible. Given the uncertainties on the number and nature of tasks Oscar Faber will be required to complete in the period to the submission of the planning application and beyond, I consider that it will be extremely difficult for [REDACTED] to provide you with a fixed fee quote. For example, the extent of his involvement in the public exhibition is unknown at this stage.

Therefore, I feel that it would be appropriate to agree the budget of £25,000 set out in [REDACTED] letter but to recognise that this may need to be reviewed in the future – for example, 'additional consultations and negotiations with the rail industry' could be a one or ten day task. [REDACTED] should be asked to bill on a monthly basis and in this way you and he will be able to closely monitor costs as they are incurred.

Finally, I would emphasise that the transportation issues associated with this project are particularly complex and in this context I do not feel that the costs incurred to date or anticipated in the future are excessive.

I hope this letter is helpful and please do not hesitate to contact me if you would like to discuss the matter further.

Kind regards

Yours sincerely

[REDACTED]
[REDACTED]
DRIVERS JONAS

c.c. [REDACTED] -LVRPA

[REDACTED]
Construction Projects Manager
Lee Valley Regional Park Authority
Myddleton House
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Middlesex EN2 9HG

Direct Tel: [REDACTED]
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E-Mail: [REDACTED]
Our Ref: 23608TSE/3

08 February 2001

Dear [REDACTED]

Lee Valley Stadium – Transportation Assessment

Thank you for your letter dated 07 February 2001.

As we discussed yesterday, in completing our Draft Transport Assessment Study we will exceed the original fee limit as covered by TS 77327. Our total costs upto the week ending 28 January 2001 were £40,902.20, excluding VAT.

We have been asked to present the Draft Transport Strategy to the Client Group Meeting on Friday 9 February 2001, the Planning Application Meeting on Wednesday 14 February 2001 and the meeting with LB Enfield on the same day. Our Draft Transport Assessment will be completed by Wednesday 14 February 2001. In order to undertake the required presentations and produce our draft Transport Assessment I would estimate that our total costs will increase upto the original fee limit of £45,000.00, exclusive of VAT. This figure is covered by TS77327 but assumes we utilise the £6,000 contingency sum, originally allocated for possible additional surveys. Please can you confirm that this is acceptable.

Whilst we have made every attempt to keep costs to a minimum, in completing the Draft Transport Assessment, we have undertaken tasks over and above those that would normally be required for a Transportation Assessment of this type and in excess of the scope of work originally envisaged in the study brief / proposal. In particular we have undertaken detailed consultations with the Rail Industry culminating in the production of a detailed Rail Issues Technical Working Paper, a revised draft of which was sent to [REDACTED] and [REDACTED] on 19 January 2001. In addition we have attended the regular planning application meetings every two weeks throughout the course of the study, as well as the monthly progress meetings with [REDACTED]

Following the submission of the Draft Transport Assessment and supporting documents, comments will be received from a number of interested parties. As a result of this feedback process, we will be required to undertake additional tasks and analysis. The additional tasks and analysis could include the following;

- More detailed justification of proposals;

- Additional data collection and analysis;
- Assessments of alternative proposals with regard to development proposals.
- Additional consultations and negotiations with the London Borough of Enfield and Transport for London;
- Additional consultations and negotiations with the Rail Industry;
- Technical assessments of suitability of the potential Park and Ride sites proposed by the LVRPA and possible negotiations with the Highways Agency and affected Local Authorities;
- Consultations with the bus industry with regard to the proposed shuttle bus services;
- Further development of the proposed parking strategy and the proposed event day controlled parking zone;
- Estimated capital and revenue costs of the Transport Strategy Package.

In addition we presume that we would be required to continue attending the planning application meetings and the Client Group Meetings, as and when required. It is suggested that an additional fee of £25,000, excluding VAT and expenses, should be set aside to cover the potential tasks outlined above. Clearly the extent of the additional analysis required is not known at this stage, prior to the receipt of comments from key interested parties. If we are required to provide inputs prior to written authorisation to proceed, these will be undertaken in accordance with the time based rates specified, by grade, in our original fee proposal. We will endeavour to keep any additional costs to a minimum.

At our progress meeting on Monday 5 February 2001, [REDACTED] confirmed that he would require Oscar Faber to provide the transportation inputs to the public consultation process. The exact requirements have yet to be confirmed but our involvement may include the following;

- Preparation of material;
- Attendance at Development Forums;
- Meetings and presentations;
- Attendance at exhibitions;

We will provide estimated costs for the above as soon as the consultation programme is fixed and the extent to which we are required is confirmed. If we are required to provide inputs prior to written authorisation to proceed, these will be undertaken in accordance with the time based rates specified, by grade, in our original fee proposal.

Should you wish to discuss the above, please do not hesitate to contact me.

Yours sincerely



Associate Director

cc



LVRPA
Drivers Jonas

[REDACTED]

From: [REDACTED]
Sent: 08 February 2001 11:06
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: NAS Additional TIA Costs

Hello [REDACTED]

In order to release further money for the TIA I'm going to need an analysis of what work should reasonably have been included in OF's tender, and what additional unforeseeable work has arisen since the TIA was tendered. This analysis will need to be robust enough not only to satisfy us, but also to satisfy Sport England, our auditors, and any external auditors such as District Audit or the Comptroller and Treasurer, that may look at the project, that the extra costs are justified both in principle and in amount. There is a danger that this high profile project which is in the public eye will get the unenviable reputation of being a gravy train for everybody involved.

In the first instance I have asked [REDACTED] to justify their claim, and would like you to act as the primary judge as you wrote the brief and have been closely involved with their work. It would be most helpful to receive a short formal report from you with a clear recommendation which hopefully we can agree with and act upon.

Please let me know if you foresee a problem with this.

[REDACTED]

-----Original Message-----

From: [REDACTED]
Sent: 07 February 2001 18:20
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: NAS Additional TIA Costs

Oscar Faber have a particularly difficult task in preparing a robust TIA for the project. Their workload has been expanded to take on board the Station Study and I am not surprised that their original budget is likely to be exceeded. We are 3 months off submitting the application and there will obviously be a major role for them to play in this time in "fine tuning" the basic TIA to respond to the position that is reached on the potential for actually delivering a station -presumably they are seeking to establish a budget that covers this period?

> -----Original Message-----


> **From:** [REDACTED]
> **Sent:** 07 February 2001 15:17
> **To:** [REDACTED]
> **Cc:** [REDACTED]
> **Subject:** RE: NAS Additional TIA Costs

>
> Don't panic! Oscar Faber not about to down tools, I think. I suggest we
> work
> through the answers to these questions at the Client Team meeting this
> Friday morning. Helpful though if all above can come armed with a view.

>
> -----
> **From:** [REDACTED]
> **Sent:** 07 February 2001 09:25
> **To:** [REDACTED]
> **Cc:** [REDACTED]
> **Subject:** NAS Additional TIA Costs
> **Importance:** High

> Hello [REDACTED]

>
> I have just been notified that there will be some additional costs to be
> met to complete the TIA. These will almost certainly take us over the

> >
> > I have not yet established details (quantum, justification, and
> programme
> > implications etc) but wanted to establish quickly the principle of how
> we
> > deal with this and any future overspends.
> >
> > Key questions:
> >
> > Who will approach Sport England to get their approval to increase
> > grant/vire from contingency? I understand there is some underspend in
> the
> > pre-feasibility grant; can this be used to preserve the contingency in
> the
> > feasibility grant? Do we need this prior to placing orders?
> >
> > Do we need Member's approval before instructing the extra work?
> >
> > Whose authorisation do I need to place orders now, if delaying the work
> > will push back the date for making the outline Planning Application? -
> > this seems likely as the draft TIA is due to be completed in a week's
> > time.
> >
> > I will try to get details this am, but please would you give your urgent
> > attention to these questions.
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Project:	Lee Valley Stadium	Job No/Ref:	23608TSE/7
Held at:	Marlborough House, St. Albans	Date held:	05 February 2001
		Made by:	
Present:		Oscar Faber Oscar Faber LVRPA	Distribution:

No.	Item	Action By
1	Minutes of Last Meeting and Matters Arising Outstanding actions; <ul style="list-style-type: none">to check whether an EIA has been undertaken for the proposed WARM enhancements;to provide Edmonton Green Bus Interchange preliminary designs. 28 stands proposed. All other actions addressed. Matters Arising; <ul style="list-style-type: none">met with Railtrack last Friday. They are still committed to the two additional tracks and are now proposing two additional tracks from the Copermill Flyover to Rye House.	
2	Transport Assessment Presentation of key elements of the TA to the Client Group on Friday 9 February 2001 at 10:30 at Myddleton House. On Wednesday 14 February 2001, the key elements of the TA would be presented to the Planning Application Group Meeting at 11:00 and to the LB Enfield in the afternoon. A pre-meeting with was arranged for 10:00. The TA draft report would be completed by the 14 th February and submitted to for comment. It was envisaged that the Report would be submitted to LBE, TFL, WAGN and Railtrack by the end of February, in draft form, for comment. The final TA could be finalised in April following the public consultation process. confirmed that comments on the draft Rail Issues Paper has been received from Railtrack. It was agreed that both the Rail Issues and the Demand Forecasting Paper would remain as draft Papers as the TIA is finalised. Both could be submitted as technical Appendices to the final TIA. suggested that should attend the next meeting of the Lee Valley Transport Group on Friday 9 March 2000 (14:00 hours) to present the key features of the TA.	

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■ confirmed that he would not be taking part in the pre-application public consultation process due to his LB Enfield role and would require ■ to provide transportation inputs.

■ confirmed that original TA budget had now been exceeded. It was agreed that that OF would discuss additional tasks and costings with ■ and Drivers Jonas. Key tasks following the completion of the draft TA were likely to include the following;

- Additional consultations / negotiations with TFL and LBE;
- Additional consultations with the Rail Industry;
- Additional consultations with other key interested parties;
- Preparation of material for pre-application exhibitions;
- Attendance at pre-application exhibitions;
- Technical Assessment of potential Park and Ride Sites;
- Detailed Shuttle Bus proposals;
- Further development of Rail Issues;
- Further development of parking strategy;
- Estimated capital and revenue costs of Transport Strategy Package;
- Continued attendance at application meetings and liaison with design team.

3 Station Studies

■ confirmed that the station feasibility study was progressing well and a draft feasibility report would be available shortly. The draft TA would provide inputs to the Economic justification. Accordingly it was agreed that the station studies should be issued to Railtrack, WAGN and TFL after the submission of the draft TA.

Invoices for the station studies should be submitted to LB Enfield.

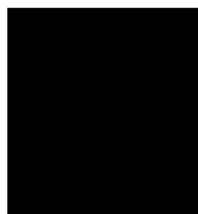
4 Other Matters

- ■ confirmed that the consultation period for the draft Planning Brief has been extended. Copies of responses from Railtrack, Herts CC Waltham Forest and the SRA were provided.
- ■ confirmed that the next 6 Authorities officers and members meetings were planned for 15 February and 1 March 2001 respectively. It was agreed that it was premature to present the TA to these forums. However ■ would explore the likely issues associated with Park and Ride and other impacts in the Herts and Essex area;
- ■ agreed to chase ■ (LRVPA) with regard to the Park and Ride site information that they are putting together.
- The TA will need to address the requirements of the Draft Planning Brief.
- NGAR issues should be considered in the draft TA.
- It was agreed that a stand alone note should be prepared with regard to the costs of the proposed Transport Strategy.

LRVPA

		OF
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7/2/01



Mtg Monday.

Rail issues

Stn feasibility
commitments

extra cost?

power + ride
site assessments