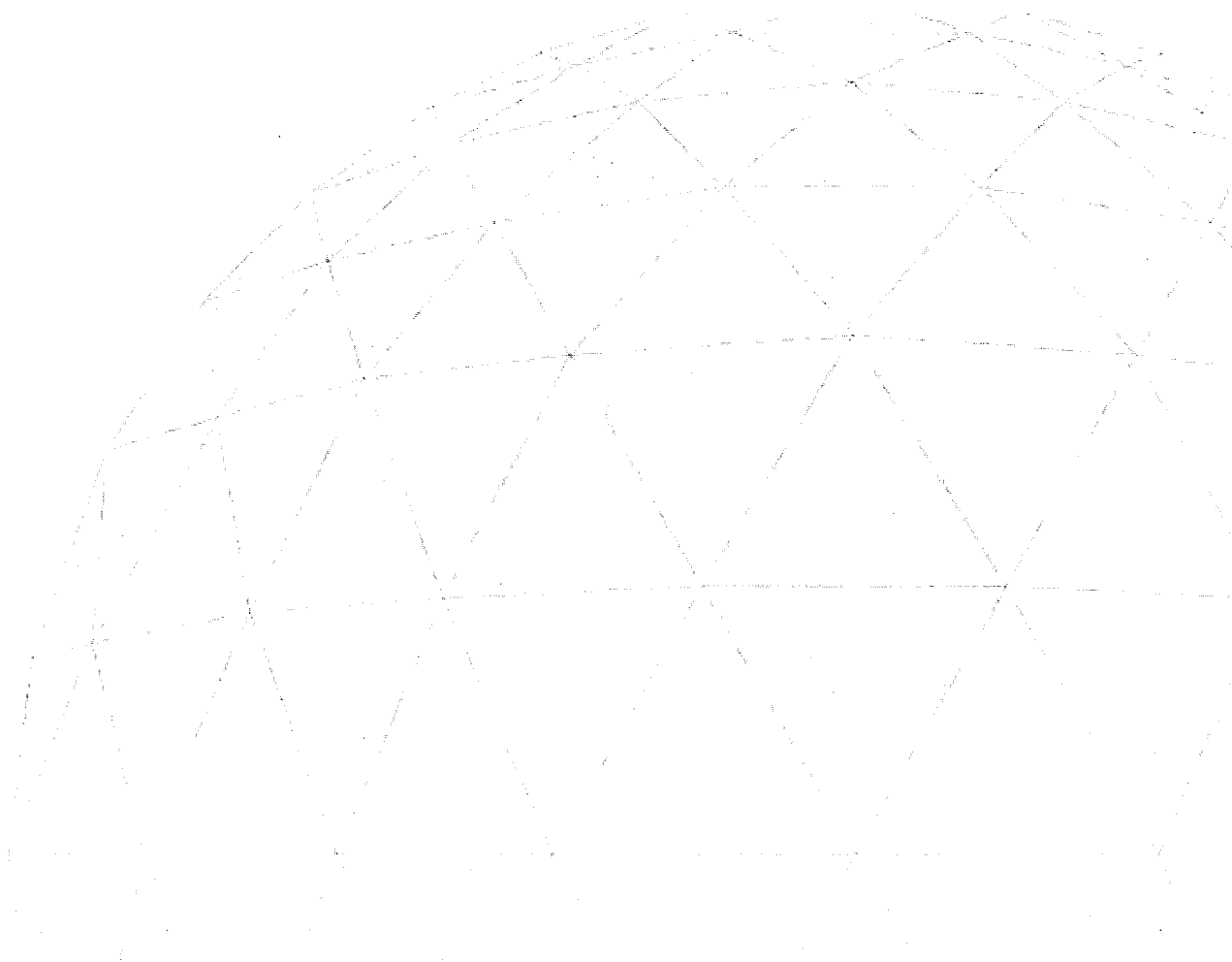




Social and Economic Impacts of London's U/LEV Sector

A Proposal to Transport for London

March 2015



Contents

1.0	Introduction	1
1.1	About Ecorys	1
1.2	Conflict of interest.....	1
1.3	Insurance	1
1.4	Structure of this proposal.....	1
2.0	Experience	2
2.1	Our track record	2
2.2	Referees	3
3.0	Proposed Solution.....	4
3.1	Purpose of the study	4
3.2	Understanding the context.....	4
3.3	Research issues	4
3.4	Approach.....	5
3.5	Work programme.....	7
3.6	Timetable.....	10
4.0	Staff Team	11
4.1	Staff profiles	11
4.2	Project management	12
4.3	Quality assurance	13
4.4	Sub-contractors.....	13
5.0	Charges	14
	Annex One: CVs	A1

1.0 Introduction

Ecorys is pleased to have the opportunity to tender to carry out research on the social and economic impacts of London's ultra/low emission vehicle (U/LEV) sector and the interventions which aim to stimulate the uptake and use of these vehicles. Our response is based on the specification issued on 17th February.

1.1 About Ecorys

Ecorys UK (formerly ECOTEC) has over 30 years experience in research, consultancy and programme management services. We have experience at all stages of the policy cycle, assisting organisations in researching, designing, implementing, delivering and evaluating programmes, projects and interventions. We support our clients to use research and evaluation as an evidence base for decision making, and as a tool for continuous improvement.

We believe that Ecorys is well-placed to undertake this research and, in particular, we would like to highlight the following aspects of our offer:

- Proven experience of producing independent, high quality research, evaluation and economic analysis, including familiarity with relevant guidance such as HM Treasury's Green Book.
- An extensive track record of research concerning transport-related interventions and investment, including recent work for both DfT and BIS concerning U/LEVs.
- The organisational capacity necessary to deliver this contract and ensure that the required timescales are met.
- A commitment to ensuring that the research produces robust findings and clear recommendations/options which can be used to inform future action.

1.2 Conflict of interest

We can confirm that neither Ecorys nor any of the proposed members of the study team have any conflict of interest in carrying out this assignment.

1.3 Insurance

The tender documents indicate that no additional insurance requirements apply to this commission.

1.4 Structure of this proposal

Guided by the requirements set out in the tender documents, the remainder of our proposal is structured as follows:

- Section 2 provides details of our relevant experience.
- Section 3 presents our proposed approach (solution), including work programme and timetable.
- Section 4 introduces the proposed study team.
- Section 5 outlines our charges.

2.0 Experience

2.1 Our track record

We have an extensive track record of assessing the **economic and social impacts** of a diverse range of interventions and our analysis complies with the principles set out in HM Treasury's Green Book. For example, we have undertaken analysis of the economic and social impacts of a range of heritage and tourism assets, most recently England's cathedrals, which have examined direct job creation, supply chain and tourism related effects along with a range of social impacts such as education, community engagement/involvement and wellbeing.

Our track record also includes substantial expertise in the analysis of **transport-related interventions and investments**. For example, we have undertaken appraisals/impact assessments of a range of strategic transport projects in Cornwall which focused on examining the potential economic impacts in terms of additional jobs and GVA for the area and also the social impacts of increasing accessibility to employment opportunities and an improved public realm. These reports were used to inform the business case for funding from the European Convergence Programme.

We also previously held a call-down contract with the DfT to provide **economic advice** to policy teams to facilitate the completion of impact assessments with assignments spanning a range of areas from clean vehicles to freight to disability access to cycling.

More recently, we produced a monitoring and evaluation framework for the **UK Growth Plan** on behalf of BIS which included development of a set of logic models and related indicators in consultation with the relevant policy teams, including those overseen by DfT.

As part of the meta evaluation of the London 2012 Olympic and Paralympic Games we undertook a secondary **review of evidence** across the full range of Games-related interventions which included the **active travel programme** overseen by Transport for London.

At present, we are working on the evaluation of the **Advanced Propulsion Centre**, a scheme focused on supporting the UK automotive industry to adapt to the requirements for low emission engines and propulsion systems. We also recently contributed to the development of a framework for evaluating the **Regional Growth Fund** which involved reviewing current monitoring systems to make recommendations for an improved national-level system and developing options for evaluation, including development of methodologies to evaluate different types of funded projects, including capital investment, land and property, and transport.

Finally, and of most relevance to this commission, we are currently in the final stages of a scoping study to identify options for the evaluation of the **Office for Low Emission Vehicles (OLEV)** programme of activity for the period 2015-2020. This study has used logic mapping to highlight the mechanisms by which the programme would be expected to generate a range of outcomes for consumers and industry, resulting in a range of economic, environmental and wider impacts. The second objective of the study is to design evaluation options to explore the effectiveness of the programme and its constituent schemes.

2.2 Referees

The following individuals may be contacted for a reference if required:

- Name: Redacted (client for the OLEV scoping study) Department for Transport
eMail: Redacted
020 7944 2757
- Name: Redacted (client for the Cornwall strategic transport project assessments)
Cornwall Development Company
eMail: Redacted
01872 322800

3.0 Proposed Solution

3.1 Purpose of the study

The research specification clearly states that the overall aim of the study is to quantify the costs and benefits of U/LEV policies and provide recommendations as to how best to address market failures and maximise economic and social benefits for London going forwards.

3.2 Understanding the context

The European Commission's 2011 Transport White Paper specifies the aim of 'growing transport and supporting mobility while reaching the 60% emission reduction target' by 2050. This strategy contains a specific objective of halving the use of 'conventionally fuelled' cars in urban transport by 2030 and phasing them out completely in cities by 2050. The White Paper also references the economic imperative for developing the capacity to lead the market in U/LEVs.

The UK Government's vision is that 'by 2050 almost every car and van in the UK will be an ultra low emission vehicle, with the UK at the forefront of their design, development and manufacture'¹. This ambition is set against the context of the need to reduce CO₂ emissions in a bid to tackle climate change while at the same time supporting a growing demand for mobility and private transportation. However, there is also recognition of the potential for the UK to position itself at the forefront of the switch to U/LEVs, offering opportunities for development and growth of the UK automotive sector and related supply chains.

At national level, support for U/LEVs is led by the Office for Low Emission Vehicles (OLEV), a cross-Government team working to support the early market for these vehicles. OLEV funds a mixture of demand-side measures designed to encourage uptake and research and development activities. The Government committed funding of £400 million to support this work until 2015 and has made a further commitment of at least £500 million for the period 2015 to 2020.

To complement and reinforce the work being undertaken at national level, the Mayor of London is taking forward a number of policies and programmes that aim to support the U/LEV sector and stimulate the uptake and use of these vehicles in London. These actions align with the overarching objectives of the Mayor's Economic Development Strategy (2010), particularly the ambition for London to be one of the world's leading low carbon capitals. The Mayor has also set out a vision for London to become the electric vehicle capital of Europe and has set out proposals for an Ultra Low Emission Zone to be implemented from 2020, going beyond the requirements of the current Low Emission Zone with the aim of improving London's air quality and reducing carbon emissions.

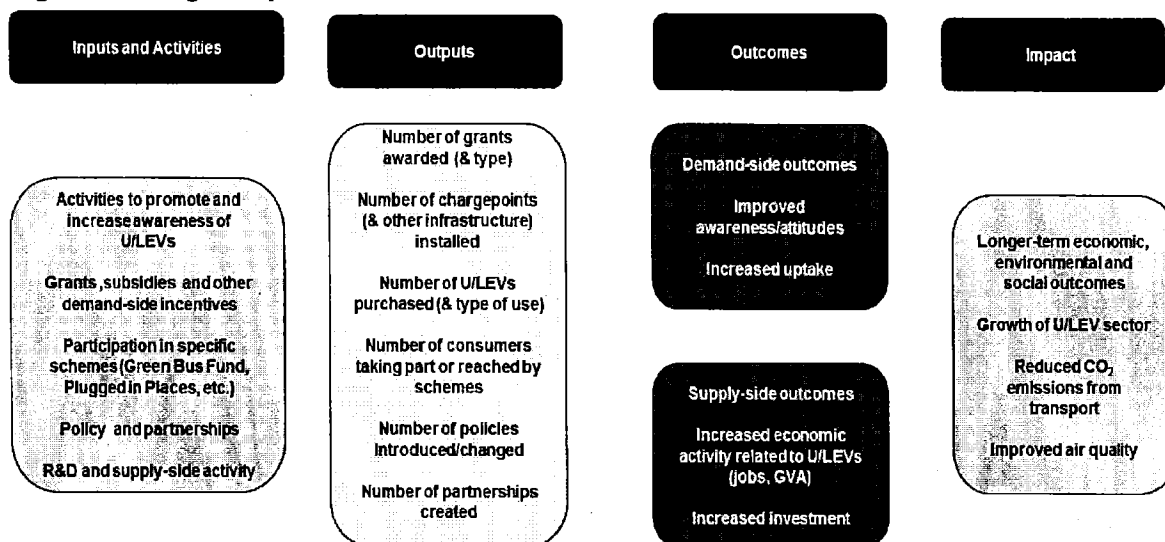
3.3 Research issues

The study will involve an investigation of the impacts of current policies (both those implemented at national and at London level). However, it is important to note the likely limitations in the available evidence of the impact of current policies within the timeframe and resources available for this study, particularly due to a lack of formal evaluation activity and issues of time lags, access to data and, most challenging from the viewpoint of developing a counterfactual in relation to national interventions, the absence of clear 'breaks' in their availability across areas, vehicle types or over time. Our approach to addressing this limitation will be to gather and analyse the available evidence, triangulating data from different sources and supplementing this with qualitative insights from interviews with key stakeholders.

¹ OLEV (2013). Driving the Future Today

We also suggest spending some time at the outset developing a logic map to show how the interventions would be expected to result in a series of outputs and outcomes, and also contribute to a range of impacts. An indicative logic map is shown below and this would be developed further during the course of the study. By testing the extent to which the mechanisms set out in the logic map are in place, and also collecting evidence of intermediate outcomes/signs of change, the study can begin to draw conclusions about potential or expected impacts. In addition, it is suggested that future impacts are best explored through a scenario approach, for example with scenarios based on the extent of achievement of national targets for U/LEV uptake, assumptions about different technologies and production/investment decisions and then exploring what this means in regional terms.

Figure 3.1 Logic map for U/LEV interventions in London



A number of policies and interventions are mentioned in the research specification. However, it will be important to agree on the details of those which are to be included within the scope of the study, particularly in respect of any interventions which are still in the planning stage and the likely involvement of London (or parts of London) in the area-based schemes which form part of the recently announced OLEV programme.

It will also be important to acknowledge the relationship between London and surrounding areas in terms of commuting patterns, etc. and the potential for displacement of effects between areas resulting from decisions about U/LEV purchase and use (particularly in multi-car households).

3.4 Approach

Our approach will focus on collation and analysis of the available data from secondary sources supplemented by some targeted primary research with industry stakeholders in order to further explore the economic benefits of increased uptake of U/LEVs.

The following table sets out the research objectives, alongside key questions, details of how they will be addressed and the link to study outputs.

Table 3.1 Overview of approach

Objective	Research questions	Methods	Outputs
Provide baseline analysis of the economic, environmental and social impact of London's existing U/LEV sector	<p>What is the economic, environmental and social impact of London's U/LEV sector?</p> <p>What is the economic, environmental and social impact of mayoral policies related to U/LEVs?</p>	<p>-Development of logic map.</p> <p>-Analysis of secondary data related to U/LEV uptake, sector activity and related outcomes.</p> <p>-Interviews with stakeholders to support sector mapping.</p>	Phase one report – baseline analysis (uptake, jobs, GVA) and mapping.
Understand the future uptake of U/LEVs in London	<p>What are the opportunities and growth potential related to the U/LEV sector for London?</p> <p>How will this be affected by the proposed policies and programmes (mayoral and national)?</p>	<p>-Scenario based analysis for 2025, 2035 and 2050, incorporating analysis of potential effects of proposed policies.</p> <p>-Interviews with stakeholders to explore future expectations.</p>	Phase two report – scenario-based analysis of projected uptake ² .
Appraise and evaluate the social, environmental and economic impacts of Mayoral and TfL policies (and national and international interventions) that aim to support the sector and uptake.	<p>What has been/will be the economic impact of proposed mayoral (and national) policies related to U/LEVs?</p> <p>What economic, environmental and social outcomes and impacts have been (or could be) achieved?</p> <p>What is the additionality of the Mayor's investment?</p> <p>What has been the value for money of specific policies?</p> <p>What are the estimated economic benefits of specific schemes?</p> <p>What are the existing market failures and their causes in the U/LEV sector?</p> <p>What key lessons should be learnt from previous/current interventions (what worked well/less well) for the future?</p> <p>What interventions could be used to maximise benefits?</p> <p>To what extent do the Mayor's existing policies complement those introduced by others?</p> <p>How can the Mayor and other London-based institutions best work with other relevant stakeholders?</p>	<p>-Analysis of existing policies and their effects, drawing on available monitoring and evaluation evidence and statistics (sales, registrations).</p> <p>-Interviews with stakeholders to explore experiences and impact.</p> <p>-Analysis of market failure and intervention rationale.</p> <p>-Policy mapping.</p> <p>-Interviews with stakeholders to explore good practice, lessons and process issues.</p>	Phase two report – evaluation and appraisal of effects of current and future interventions.
Analysis of public policy and market successes and failures and recommendations for intervention to achieve improved economic and social impact in London			Phase two report – evidence based policy recommendations.

² Please note that this is a suggested change to the reporting requirements outlined in the research specification as it is expected that the analysis of future uptake will be informed by the evaluation of current and proposed policies and so will be more productive if undertaken in the second part of the study.

3.5 Work programme

The work programme will be divided into a number of tasks as described below.

Task 1 – inception

An inception meeting will take place between key members of the study team and the project steering group. Items for the agenda include:

- Study background and objectives
- Feedback on proposal
- Discussion of methodology and work programme
- Clarification of scope of study
- Arrangements for sharing relevant data
- Identification of stakeholders for consultation
- Meeting dates and other milestones
- Invoicing schedule
- Project management arrangements (including communication/progress updates)

Following the meeting, we will produce a note summarising the discussion, including any action points, along with details of the agreed methodology and work programme, including key milestones).

Task 2 – scoping and desk research

We will undertake a period of focused desk research covering the following:

- Review of policy and strategy documents.
- Relevant literature and research concerning the benefits of U/LEVs.
- Documents, expenditure details and monitoring data and evaluation related to specific programmes and interventions.
- Other datasets, such as SMMT data on sales and production activity.

The review will cover evidence from both UK and London level. We will adopt a systematic approach which records and extracts information from all relevant sources. This will benefit from our existing knowledge of relevant data and interventions which we have developed as a result of other studies. We have also set aside some time for conversations with key stakeholders to clarify data availability and to address any related queries.

Following completion of this review we will develop a logic map which summarises the theory of change for the Mayor's interventions in this area and which will provide a framework to guide the subsequent evaluation and appraisal of activity. We will also provide a stock-check of available evidence and analysis of any limitations and gaps.

Task 3 – baseline analysis

The baseline analysis will involve an assessment of uptake and related activity, before considering the extent of the associated economic and social benefits.

It is proposed that the desk research findings are supplemented by in-depth interviews with a range of stakeholders. These interviews will be used to inform tasks 3, 4 and 5, so will collect information on current activity and influences but also expected future activity and anticipated influences. We have allocated resources for up to 25 interviews, spanning business, industry representatives and policy

makers/strategic stakeholders. It is anticipated that these interviews will generally take place by telephone but some will be undertaken face-to-face where possible.

Table 3.2 Proposed interviews

Category	Details
Strategic	To include policy-makers and those who have been involved in developing or implementing related interventions, e.g. OLEV, GLA, TfL, London Boroughs.
Representative Industry	<p>Industry representative bodies, e.g. SMMT, UK Automotive Council.</p> <p>This can be further split into 4 categories:</p> <ul style="list-style-type: none"> - purchasers e.g. fleet purchasers (public and private sector), bus companies, private hire (taxi) or rental companies. - retailers – e.g. prominent dealerships - manufacturers (and supply chain) – OEMs, component manufacturers. - R&D – universities/academics, companies (e.g. those which have benefited from government R&D funding in this area). <p>In terms of assessing economic activity related to U/LEVs it is suggested that the interviews focus on production/manufacture and R&D. However, retailers and purchasers should also be included if possible in order to provide insights into demand.</p>

The analysis will explore the following areas:

- Assessment of the uptake of U/LEVs in London, drawing upon data produced by SMMT and DfT/DVLA on sales/registrations and also available data on infrastructure³. We will draw comparisons between London and the national picture and also look at how uptake and infrastructure compares to that in other UK cities.
- Mapping of sector activity in London, drawing upon information from SMMT and sector knowledge/stakeholder interviews. This will include details of firms known to be active in the U/LEV sector including those which have received support for R&D. It is important to note that, given the timescale and resources for this study, it will not be possible to undertake a comprehensive supply chain mapping exercise.
- Estimation of the social, environmental and economic impacts of current U/LEV activity, to be quantified as far as possible based on data on uptake and results of the mapping exercise. All assumptions will be clearly stated, for example estimates of the environmental benefits of U/LEVs require assumptions about the types of vehicles that have been replaced and levels of use. Estimates of economic benefits will require assumptions about the extent of activity in the wider automotive sector that is accounted for by U/LEVs.

Task 4 – evaluation and appraisal of impacts

Task 4 will build upon the baseline analysis by considering the influence or contribution of existing interventions and the potential impact of planned activities. This will involve:

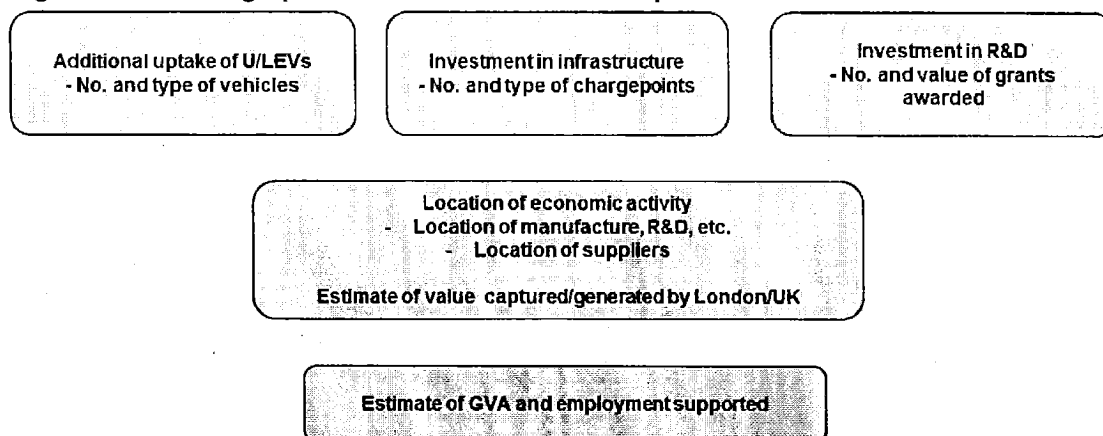
- Assessment of the level of investment (or planned investment) in supporting U/LEVs in London and the economic impacts of this (which will require detailed information on the nature of these investments and investigation of where items such as chargepoints were produced).
- Assessment of the level of uptake of U/LEVs which is (or could be) attributable to related policies/interventions. One possible approach to estimating attribution of mayoral policies is to compare the levels of uptake in London to the UK as a whole or to other cities which have not benefited from specific local interventions (but have experienced similar access to national policies). Other approaches may also come to light following the scoping work (for example the availability of

³ We have assumed that TfL can provide access to the relevant data.

usable demand elasticities for vehicle purchases - we have already been discussing likely usability of current data with DfT officials).

- Assessment of the resulting economic, environmental and social impacts attributable to policies/interventions. Such estimates will be driven by the estimated attribution of uptake/sales and – what at this stage have to be assumptions about – levels of use (see above).

Figure 3.2 Building up an estimate of economic impact



In the short-term, potential future impacts can be estimated by projecting forward the likely effect on U/LEV market penetration of current and expected policies (e.g. commitments related to OLEV's plug in car grant) based on existing relationships in purchasing patterns.

Finally, we will develop a number of longer-term scenarios which highlight potential impacts in three time periods (2025, 2035 and 2050) under certain assumptions, based upon stated national policy commitments, anticipated future demand and anticipated future production and investment decisions.

Task 5 – maximising future benefits

Task 5 will involve desk research to set out the rationale for intervention in the U/LEV sector (through analysis of market failure and its causes) and to map existing policies and activities (including key actors), highlighting existing and potential linkages and overlaps. Interviews with stakeholders will be used to collect further information on the complementarity of existing policies, future challenges and opportunities and the potential for joint working amongst stakeholders.

This information, along with the findings of the preceding tasks, will be used to develop a series of evidence-based recommendations concerning future actions to maximise the economic and social benefits of U/LEVs for London.

Task 6 – reporting and presentation

Following completion of task 3, an interim report will be drafted which provides both an overview of the findings of the scoping stage (and the implications of issues such as data limitations for the remainder of the study) and the baseline analysis. A draft report will be submitted for comment and presented to the steering group.

After task 5 has been undertaken a second report will be prepared which brings together the findings of all tasks and responds to the research objectives and questions. We will seek to agree the structure of this report with the steering group before drafting begins. Again, this report will be submitted in draft for comment and the findings presented to the steering group.

A final report will be produced which responds to comments received from the steering group. This report will contain an executive summary and data appendix. All data will be provided in Excel files in a format suitable for publication (clearly identifying all sources and including a summary sheet which provides top-line data and guidance notes for the reader).

We will also provide a set of powerpoint slides which present the key findings from the study in a format which can be used for dissemination to a range of audiences.

3.6 Timetable

The table below provides an indicative timeline for the study.

Table 3.3 Timetable

	March		April				May				June	
	23	30	06	13	20	27	04	11	18	25	01	08
Inception												
Scoping/desk research												
Baseline analysis												
Policy evaluation												
Future benefits												
Reporting												
Meetings/presentations												

The proposed completion date is 8th June as required by the tender specification.

4.0 Staff Team

4.1 Staff profiles

The following table provides details of the staff who would work on this assignment, including their experience and role in the team. We have chosen a team which provides significant experience of analysis and research relating to transport, including recent work concerning U/LEVs. CVs are provided in Annex 1.

Researcher	Experience	Role in team
Redacted (Associate Director)	Redacted is an economist with 14 years of experience of public policy research and consultancy. She is an experienced evaluator who has worked on a range of transport-related studies. Redacted has a particular interest in theory-based approaches to evaluation and cost benefit analysis/economic evaluation. Redacted is currently contributing to the development of an evaluation framework and options for the OLEV demand-side programme for the period 2015-2020. Other recent transport-related studies include an assessment of the economic impact of proposed access improvements in Redruth (which was used as an input to the business case for Convergence funding). Redacted was also the lead researcher on a previous contract which provided support with economic analysis to policy teams within DfT on a call-down basis, mostly related to the completion of impact assessments but also included work to develop impact assessment guidance for policy-makers and assessment of administrative burdens associated with regulatory change. She was also involved in the preparation of the monitoring and evaluation framework for the UK Growth Plan on behalf of BIS, including leading work on DfT's freight transport measures and led work on the community engagement and sustainability legacy themes for the meta evaluation of London 2012 which included a review of active travel interventions.	Project Director: responsible for quality assurance of outputs; active involvement in research process, including consultation and evaluation of impact.
Redacted (Senior Consultant)	Redacted is an economist with over eight years' experience in consultancy and Government research. He has significant recent experiences in evaluations and appraisals relating to transport, innovation and industrial policy. Redacted is currently project managing work for the Department for Transport on developing an evaluation framework for the Office of Low Emission Vehicles (OLEV), which has involved developing logic models, designing research methods and scoping relevant data sources. Redacted is also currently project managing Ecorys's involvement in the evaluation of the Advanced Propulsion Centre, leading on the process evaluation for the scheme, and is hence familiar with recent policy and technological developments in relation to ULEVs. He has also recently managed a number of other evaluations of key Government schemes supporting innovation and capacity building in the UK's advanced manufacturing sector (with a particular focus on the automotive sector) including the Regional Growth Fund and the Advanced Manufacturing Supply Chain Initiative. Redacted has developed ex-ante economic impact assessments for a number of major road schemes in the UK, including the A45 realignment scheme at Birmingham Airport (his work contributed to a successful £15m bid to the Regional Growth Fund) and funding options for the proposed Rapid Transit scheme in Bristol.	Project Manager: day-to-day client contact; management of the team; budget and resourcing; active involvement in all stages of the research process and lead on reporting.

Researcher	Experience	Role in team
Redacted (Ecorys Associate)	Redacted is an Associate of Ecorys, having previously held the position of technical director and chief economist at the company. Redacted has extensive experience of policy evaluation, economic appraisals, cost-benefit analyses and impact assessments, much of it related to transport. He is currently directing work for DfT to develop the framework for the evaluation of the OLEV programme and undertaking the transport evaluation aspects for the team preparing the Scoping Study for the evaluation of the Growth Deals Programme (for BIS and involving DfT and DCLG). He is also a member of the consortia appointed to undertake evaluation studies under a call-down contract for DfT and undertaking an evaluation of speed awareness courses for the same client. He is also presently undertaking the transport theme assessment for the Thematic Evaluation of the current Cornwall and Isles of Scilly Convergence Programme.	Expert advice: provision of strategic direction and methodological advice; review of analysis and reporting.
Redacted (Senior Consultant)	Redacted is an evaluation specialist with a focus on enterprise and industry policies. He is currently undertaking case study research as part of the Evaluation of the Advanced Propulsion Centre. He is also currently examining the regulatory requirements of the road circulation of mobile machinery and its potential EU harmonisation as part of an Impact Assessment for the European Commission. His past experience includes a range of manufacturing sector studies including case study research for DG Enterprise and Industry (Fitness Check of the Legal Framework for the Type Approval of Motor Vehicles, a study assessing the Economic Impact of Conformity Assessment Procedures in the Mechanical and Electrical Engineering Sectors in the EU and the US, an Evaluation of the Internal Market for Industrial Products and an Evaluation of the Pressure Equipment Directive).	Research team: desk research, interviews and data analysis.
Redacted (Consultant)	Redacted is a specialist in quantitative methods including multivariate statistical analysis and modelling. He recently contributed to an assessment of the UK construction supply chain (working with our sister company Oxford Intelligence) through data analysis and stakeholder interviews. Before joining Ecorys, Redacted worked in Argentina for the Bank of Investment and Foreign Commerce analysing market structures and trends, market performance and undertaking socio-economic impact assessment (job-creation, incomes, synergies, externalities) for business sectors served by the bank, which involved application of both quantitative (multivariate statistical techniques) and qualitative methodologies (F2F interviews and focus groups).	

4.2 Project management

As part of our internal quality assurance process, each assignment has a named project director and project manager. The proposed project director for this assignment is Redacted. Redacted will have responsibility for oversight of the research and for the quality assurance (sign-off) of all materials and outputs before they are submitted to the client. The project manager (Redacted) will be responsible for the day-to-day management of the research and will be the main point of contact, providing regular updates on the progress of the work (the frequency and format of which would be agreed at the inception stage but, given the timeframe for the study, we would suggest an exchange of emails or calls at least once a fortnight).

4.3 Quality assurance

We have quality assurance mechanisms in place to ensure that any contract delivery is of high quality, reliable and objective. Quality is an integral part of our company and thus informs the nature of the work we do, the way it is undertaken and our staffing and recruitment policies. High standards are therefore a responsibility of all team members.

We hold the ISO9001 quality assurance standard. This accreditation was gained in 2006 and covers 'the provision of research, consultancy, programme management and technical assistance services in the fields of social and economic development across the UK, Europe and Developing World'. Biannual audits are undertaken by ISOQAR to ensure that we continue to conform to the standard, as well as to identify areas for improvement.

All assignments will be undertaken according to the highest standards of data security, research ethics and confidentiality. Copies of our written policies in these areas can be provided on request.

Ecorys is a registered data controller with the UK Information Commissioners Office (number Z5564761). We comply with the principles of the Data Protection Act 1998 and aim to maintain consistently high levels of best practice in our processing of personal and/or sensitive data.

4.4 Sub-contractors

Redacted retired from his role as a permanent member of staff at Ecorys in 2013 but continues to work with the company as a freelance associate. George's inputs are focused on specific assignments where we feel he could add significant value. In this case, George's input would be particularly valuable given that he previously led our work on the theme of transport, an area in which he has remained active including current collaboration with Ecorys on work for DfT/OLEV.

5.0 Charges

The total cost of undertaking the work programme set out in section 3 is **£37,915** (excluding VAT which would be charged at the prevailing rate). This is made up of £37,440 for professional fees and £475 for travel expenses (which will be incurred as some members of the proposed study team are not based in London). No allowance has been made for costs associated with the purchase of data as it has been assumed that TfL can provide access to relevant data (such as that produced by SMMT).

A breakdown of these costs is provided below.

Table 5.1 Inputs and fees

	Redacted	Redacted	Redacted	Redacted	Redacted	Total days	Task cost
Inception	REDACTED						
Desk research							
Baseline analysis							
Policy analysis							
Future benefits							
Reporting							
Project management and meetings							
Total days							-
Day rate						-	-
Staff cost						-	-
Expenses							
Total cost (exc. VAT)							£37,915

Annex One: CVs

REDACTED

