

## Request for Quote

# Cross River Partnership: Roles for London's Centres Report

November 2020

### Background

[Cross River Partnership](#) (CRP) is a sub-regional, not-for-profit, public-private partnership that engages **People**, to deliver great **Places**, by delivering innovative **Projects**. CRP is made up of Local Authorities, Business Improvement Districts (BIDs) and Strategic Agencies. CRP was initially formed in 1994 to deliver cross-river infrastructure projects such as the Millennium Bridge and the Queen's Golden Jubilee Bridges.

Today, CRP delivers a wide range of projects across London, and is continuing to do so flexibly with continued support of its main funders throughout the pandemic. CRP's lead accountable body is [Westminster City Council](#), CRP is not a legal entity itself.

CRP's vision is to help London be the best possible place it can be for residents, businesses and visitors. We are continually developing innovative new projects with and for our partners and funders, to deliver this vision collaboratively. CRP is committed to contributing to a **green recovery from COVID-19**, where Health, Environment, Energy and Transport outcomes are maximised for all, in sustainable ways.

CRP's **10 partner boroughs**/project partners are City of London Corporation, London Borough of Camden, London Borough of Hammersmith & Fulham, London Borough of Islington, London Borough of Lambeth, London Borough of Lewisham, London Borough of Southwark, London Borough of Wandsworth, Royal Borough of Kensington and Chelsea and Westminster City Council.

CRP's **private sector partners** are Angel London, Better Bankside, Brixton BID, Cadogan, Camden Town Unlimited, Cheapside Business Alliance, Euston Town BID, Hammersmith BID, Hatton Garden BID, Marble Arch BID, Midtown BID, Paddington Now, South Bank BID, Team London Bridge, The Fitzrovia Partnership, The Northbank BID, Vauxhall One and Victoria BID.

The **strategic agencies** on CRP's Board are Greater London Authority, Groundwork London, London & Partners, Network Rail, Port of London Authority and Transport for London.

CRP is particularly interested in the inter-play between the different centres across the central London sub-region (10 boroughs), as well as how that sub-region 'sits' within Greater London as a whole. The role of the centre of the central London sub-region is also of particular interest to CRP and its partners. The pandemic presents us with a unique opportunity to enhance the roles of all of these centres moving forwards.

COVID-19 provides the opportunity for a step change to maintain the economic activity in the CAZ, and thus jobs, public transport, hospitality and the arts, while creating a greener and cleaner recovery and avoiding a more congested and polluted recovery. The centre would then function better, as more space would be provided for active travel and better quality / more comfortable social spaces.

## Vision

The COVID-19 pandemic, and other major issues that London faces today (including Brexit, climate emergency, inequalities), have presented a timely opportunity for London's Local Authorities, Business Improvement Districts and Strategic Agencies to work together to implement practical solutions to the issues regarding transport, footfall and functionality in and out of London's Centres.

The impact of the pandemic is such that in the future, London (along with other global cities) may need to **function** differently. The way in which cities function will have to radically change and there are great opportunities for new roles for all areas of London. It is not desirable for London to hollow out from the centre. We want to work together to create new opportunities to help the city come back with a sustainable, resilient, **green recovery** that reflects the diverse cultural offer of Central London, as the pandemic evolves and hopefully expires.

The aim of this approach is to offer recommendations for how London's Centres can work together and transform to deliver futures that are successful economically, environmentally, and socially. Practical recommendations set out in the report will draw out and inter-link transport, economic, environmental, cultural and health aspects of London's future.

In particular, Coronavirus and its associated lockdown(s) has hugely impacted London's **transport** system and influenced a shift in the way Londoners use transport, impacting on transport patterns and provisions and associated economic activity. This report will delve into recommendations based on the impact Coronavirus has had on travel habits across the city.

### *Other Studies*

There are many other relevant studies that are already completed or underway.

Please see the Appendix for further information on/links to a selection of these. Please note that this list is non-exhaustive and is being added to on an ongoing basis. The list included a policy-oriented study that the GLA has already commissioned Arup to undertake in the period up to March 2021.

CRP will make sure that this new project study is adding extra value and is *complementing but also different* to other existing pieces of work. CRP will be making recommendations for the future of London's transport, as well as how London will progress successfully, incorporating the important inter-links between health, economy and environment.

The CRP Roles for London's Centres report will be **practical**, showing how different CRP partners can implement successful solutions, based on clear recommendations.

### *Timescale*

CRP's Roles for London's Centres study will run until the end of **March 2021**. Main findings will be presented at the CRP Board meeting on 9<sup>th</sup> March 2021. London has created an enormous value based on collaboration and innovation, and this report aims to bring together partners from across London to emphasise and build upon this.

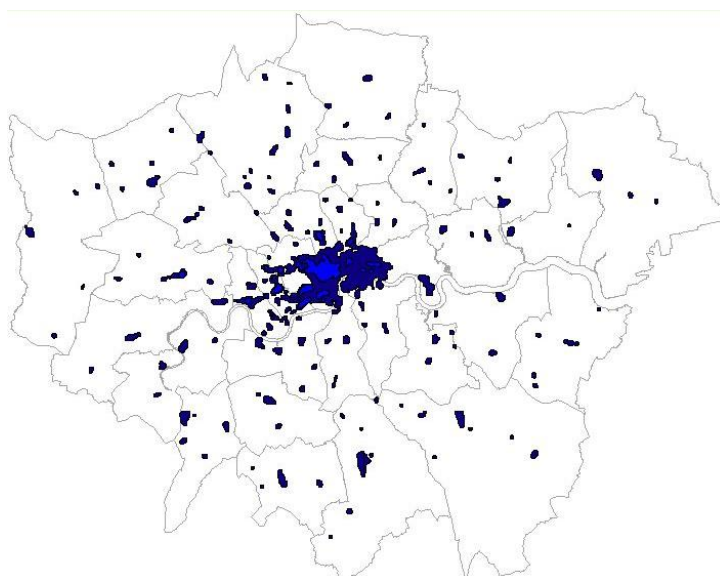
This study will involve an appointed organisation(s) undertaking research under the guidance of CRP and its partners. This approach will benefit all CRP Board partners, including Local Authorities, BIDs and strategic

agencies. It will deliver practical solutions to show partners that they can work together to create a **successful future** for London as a whole, and for all those who consider themselves Londoners.

## Context

The Roles for London's Centres report will focus on commercial centres across London (pan-London scope, with extra emphasis on the 12 central London boroughs). This will cover major centres, district centres and neighbourhood centres. Although there are 221 centres classified by The Mayor of London's London Plan, the report will focus on the 12 main central London boroughs (these are the 10 boroughs listed on Page 1 plus London Boroughs of Hackney and Haringey).

- Classifications from [London's Town Centre Network, The London Plan, March 2016](#):
  - Major centres are classified by the Mayor of London as typically found in inner and some parts of outer London with a borough-wide catchment. They generally contain over 50,000 sq.m of retail, leisure and service floorspace with a relatively high proportion of comparison goods relative to convenience goods. They may also have significant employment, leisure, service and civic functions.
  - District centres are classified by the Mayor of London as places distributed more widely than major centres, providing good and services for more local communities. Accessible by public transport, walking and cycling. They contain 10,000-50,000 sq.m of retail, leisure and service floorspace.
  - Neighbourhood and more local centres are classified by the Mayor of London as places which serve a localised catchment area – they may include a small cluster of shops, small supermarket and other useful local services. They play a key role in addressing areas deficient in local retail and other services.



*Map of London's Centres, UCL*

London's **High Streets**, a key component of these 221 centres, may always struggle to compete with out of town and online shopping purely on price and convenience. They are therefore increasingly important to focus on in terms of improving urban experience through the use of High Streets as an attractive place to dwell, see friends, shop and run errands ('experience' economy). We need to ensure that High Streets are 'productive', providing workspace and maker space, rather than 'consumptive' and reliant on retail.

Key radical recommendations need to be put in place to ensure the future success of local High Streets and city and town centres after the economic fallout of the Coronavirus pandemic and subsequent lockdowns. In many centres in London, a tension exists between the role of a High Street as a destination and as a place for movement for people.

Therefore, a transport perspective on a successful recovery is essential, which will in turn influence, as well as be influenced by, health, environment and economic recovery factors.

High Streets are not, and were never, purely about retail. They are places for interaction and exchange - meeting the holistic needs of their local communities (**15 minute neighbourhoods concept**) as well as attracting visitors. High Streets provide experience that online shopping never will - the click and collect model and the progression towards delivery consolidation will still give people a reason to visit their High Streets. There has been a resurgence in supporting small local businesses that has emerged during the pandemic, and we would like to explore how this could be captured in the longer term to bolster the role and importance of local centres.

### **Project Initiation Process (Roles and Accountability)**

CRP will work with partners to appoint the best study delivery organisation / partnership of organisations before the 2020 Christmas break.

The study work will take place between January and the end of March 2021, with the study being fully completed by the end of March, ready for implementation in the new financial year starting 1<sup>st</sup> April 2021, and onwards. CRP and the study delivery organisation / partnership of organisations will undertake this study **virtually** (i.e. no face-to-face communication, all via MS Teams and other online platforms) for the whole period.

A competitive tender process will be carried out to appoint a suitable organisation / consultant / partnership / consortium with the necessary inter-disciplinary knowledge and skills to carry out the study.

The successful bidder will be asked to sign a full contract before the work starts, including a non-disclosure and confidentiality agreement. Any and all intellectual property rights arising from the work shall belong to Westminster City Council, the lead accountable body for Cross River Partnership.

Project deliverables will be agreed between the chosen supplier and Cross River Partnership.

## Project Timetable

*Roles for London's Centres/Project Study timeframe:*

- November 2020 – December 2020 summary:
  - Email consultation time with CLSTRP group and CRP Board by CRP team
  - CRP and partners to appoint organisation/consortium to undertake this study, following a competitive tendering process
  
- 20th November 2020 – 26<sup>th</sup> November 2020: CRP to liaise with CLSTRP group and CRP Board to finalise this tender specification to issue to prospective study delivery organisations
- 27<sup>th</sup> November 2020: CRP finalises tender specification on behalf of partners
- 30<sup>th</sup> November 2020: CRP invites pre-identified organisations to tender to undertake the project study (2 weeks for organisations to prepare their tender responses)
- **11<sup>th</sup> December 2020, 5pm:** Deadline for organisations to submit tender responses to CRP
- 14<sup>th</sup> – 16<sup>th</sup> December 2020: Assessment of consultant submissions/selection of successful consultant
- **17<sup>th</sup> December 2020:** CRP to have appointed organisation/consultant to undertake project study
- **2pm, 7<sup>th</sup> January 2021:** Inception meeting (via MS Teams) with appointed organisation/consultants
- January 2021 – 9<sup>th</sup> March 2021: Work to be undertaken by appointed organisation/consultants
- 9<sup>th</sup> March 2021: Study complete, findings to be presented at CRP Board Meeting (taking place on 9<sup>th</sup> March 2021)

## Available Budget

The available budget for this project study is **£25,000**, inclusive of all expenses but exclusive of VAT.

## Outcomes

This project study **report** will be for CRP's audience of public, private and strategic partner organisations, and will aim to set out useful, practical recommendations for the roles for London's centres. This will be in the form of a visually-pleasing, spatially-specific report on the opportunities and potential for London's centres, focusing on the 12 central London boroughs and their Business Improvement Districts.

The report will include inspiring **diagrammatic representations** of 12 pre-agreed centre typologies, spread across the CAZ, suburban and outer London, setting out exactly how their physical (transport and environment), economic, cultural and community aspects could appear and function, plus how to get there as part of a green and sustainable recovery from COVID-19.

The report should include **SMART recommendations** for each of the CRP Board main stakeholder groups, namely Local Authorities, BIDs / businesses and Strategic Agencies (Mayor of London and his delivery bodies), as well as central government too. Full account will need to be taken of the powers, tools, roles and finance that each of these groups has at their disposal, to influence the transport, economic, environmental and health aspects of a successful, viable recovery from COVID-19.

Recommendations should be presented in short (1<sup>st</sup> April 2021 – 31<sup>st</sup> March 2022), medium (2022 - 2025) and long (2025 - 2030) term categories for realistic implementation. All recommendations made will need to be supported by appropriate **evidence / data**.

The report will also need to recommend any organisational infrastructure the CRP partners will need to build or influence, in order to work in collaboration consistently.

Some of the **key questions to be answered include:**

- What is CRP's partners' collective Vision for London's future?
- How can this Vision be a collaborative product?
- What are the different roles for each of London's main centres in this future, post-pandemic?
- What scope is there for mutually-beneficial partnership between key players in London's centres going forward?
- What roles can different organisations, including BIDs, play in future proofing and place shaping?
- Do high streets have the potential to tackle health inequality?
- What is the future for safe, efficient, commercially-viable, environmentally-sustainable transport (passenger and freight) in a post-pandemic city?
- How could transport evolve in post-pandemic London, and what recommendations are appropriate for partners to implement?
- How can the evolution of transport accommodate an increase in walking and cycling / pedestrianisation, and overcome objections to that?
- How should the centre of London relate to other centres across London moving forwards?
- What should the functions of the traditional Central Business District now be as we build a green post-pandemic future?
- What does the hub and spoke model mean for the role of CAZ and outer centres, and the movement and relationship between them?
- Which are London's key growth sectors, their space and workforce requirements, and how this could influence the role of central London and its relationship with outer centres? E.g. Life sciences / med tech, low carbon, tech creative and digital etc.
- What communications strategies need to complement the recommended initiatives?
- How can other London centres support those functions, and vice versa (symbiosis)?
- How has the function of London's centres changed due to the pandemic?
- What special measures introduced during COVID-19 have benefited the city's business and resident communities and should be preserved? (e.g. extension of bike lanes, streateries)
- How could innovative use of meanwhile spaces provide sustainable options for vacant buildings whilst supporting communities, small businesses and young people?
- How can the evolution of the different centres support more sustainable lifestyles / practices e.g. reduced individual carbon footprints?
- Are there any local authority processes that could be streamlined and consolidated in order to expedite agreed initiatives?
- What partnerships are necessary for centres to fulfil their new roles?
- What opportunities are there for great new / enhanced roles for different areas of central London, and how could this be linked with key sectors?
- What will be the future uses of land / buildings to maximise economic, health, environmental, social and transport objectives in viable ways within London's centres?

- How can the diversity and inclusion agendas lead answers to all of the above questions?

These outcomes will be synthesised into a full and attractive Roles for London's Centres report (20 hard colour copies and electronic formats), with detailed **SMART recommendations**, to present to CRP partners and shared with relevant stakeholders as appropriate. The report will need to influence developments that are already being managed, with a new vision.

The report should also make recommendations about potential upcoming collaborative **funding applications** that could be made to specific, named, eligible sources.

### Evaluation of Proposals

This project is to be undertaken by a suitable provider(s) that can demonstrate:

- Relevant experience and expertise in the multi-disciplinary fields of transport, economy, health and environment, public space, reflected in individual team members
- An understanding of the London policy, design, planning, financial, political and governance contexts
- A record of public and private sector stakeholder engagement and detailed strategies that facilitate immediate actions by a range of relevant parties
- A record of detailed research informing bold recommendations that span physical, economic and social interventions and the inter-actions between them
- Experience in solving complex challenges and future thinking
- Appreciation of commercial / financial realities
- Experience in preparing reports including attractive maps / High Street designs / diagrammatic representations. *Please feel free to attach previous examples of these maps, diagrammatic representations and other reports in the appendices*
- Ability to deliver to tight deadlines

Please assume that we will be working virtually for the whole of the study period. The proposal should include a methodology to undertaking this project study. All proposals should not exceed 12 sides of A4, excluding appendices.

Please supply CVs of all proposed project team members.

Proposals will be assessed against Price (60%) and Quality (40%) criteria.

*Submission*

All proposals should be returned to CRP's Project Officer Rachael Aldridge ([rachaelaldridge@crossriverpartnership.org](mailto:rachaelaldridge@crossriverpartnership.org)) via email, no later than **5pm on Friday 11<sup>th</sup> December 2020**.

Any queries should be submitted via email to Rachael.

The successfully appointed supplier will need to be available for an inception meeting with CRP and partners at 2pm on 7<sup>th</sup> January 2021.



**Appendix - Context/Useful links to other relevant pieces of work:**

- Mayor of London: [The London Plan](#)
  - The London Plan is the overall strategic plan for London, setting out an integrated economic, environmental, transport and social framework for the development of London over the next 20-25 years. The document brings together geographic and locational aspects of the Mayor's other strategies (including those dealing with Transport, Economic Development, Housing, Culture, social issues such as health inequalities, environmental issues such as air quality)
  - Useful to note the maps and other key data representations within this document – Maps will be significant for visual purposes in CRP's final report
  - CAZ is defined within the London Plan and its extent is shown in [diagram 2.16 of the Intend to Publish London Plan](#). The CAZ strategic functions are set out in paragraph 2.4.4 of the Intend to Publish London Plan
  
- CRP's LiveShare webinar series and associated Toolkits
  - LiveShare 1 – [Getting from A-B: your latest travel options explained](#).
    - [CRP LiveShare 1 Toolkit](#).
  - LiveShare 2 – [High Streets as Havens: Re-Opening Businesses Safely and Sustainably](#).
    - [CRP LiveShare 2 Toolkit](#).
  - LiveShare 3 – [Parks and Open Spaces: Keeping Our Air Clean in a Post-COVID Era](#).
    - [CRP LiveShare 3 Toolkit](#).
  - LiveShare 4 – [Ditch Diesel: Your Electric Vehicle Options Explained](#).
    - [CRP LiveShare 4 Toolkit](#).
  - LiveShare 5 – [Pedestrian Priority Streets: Benefits for Schools, Businesses and your Health](#)
    - [CRP LiveShare 5 Toolkit](#).
  - LiveShare 6 – [Keeping Our Air Clean: It's Everyone's Responsibility](#)
    - [CRP LiveShare 6 Toolkit](#).
  - LiveShare 7 – [Re-Energise Your Business: Diversifying in Response to COVID-19](#)
    - [CRP LiveShare 7 Toolkit](#).
  - LiveShare 8 – [Better Prepared: Learning Lessons from the COVID-19 Crisis](#)
    - [CRP LiveShare 8 Toolkit](#).
  - LiveShare 9 – [Operating Sustainably: A North-South Perspective on Transport and COVID-19](#)
    - [CRP LiveShare 9 Toolkit](#).
  - LiveShare 10 – [City of Culture: Re-starting the night-time economy](#)
    - [CRP LiveShare 10 Toolkit](#).

- LiveShare 11 – [Reducing Costs and Improving Sustainability](#)
  - [CRP LiveShare 11 Toolkit](#).
- LiveShare 12 – [A Greener and More Accessible London: Achieving Environmental Inclusivity](#)
  - [CRP LiveShare 12 Toolkit](#).
- [London Recharged: Our Vision for London in 2025](#)
  - *'London is one of the greatest, most exciting, dynamic, and successful cities in the world, yet the COVID-19 outbreak has proven a huge test to our city'.*
  - *'Both public and private sectors are reflecting on how to respond to a shared challenge and ensure we emerge stronger'.*
- [ATCM Supports Re-Launch of the APPG for Town Centres to Spearhead UK Parliamentary Action During Coronavirus Crisis](#)
  - With all the challenges triggered by the Coronavirus crisis and the urgent need to coordinate parliamentary activity, ATCM has reconvened the All-Party Parliamentary Group for Town Centres. The group is chaired by Stephen Hammond, Conservative MP for Wimbledon, and aims to promote parliamentary and public understanding of the importance of high streets, town centres and city centres to build healthy, sustainable and socially inclusive environments. A diverse group of MPs, from all corners of the UK, across political parties, is needed to ensure the group is successful.
- [Business In the Community: An Opportunity to Build Back Better](#).
  - The Responsible Business Tracker 2019/2020 Insights Report
- [West End Resilience LIVE series](#), New West End Company
  - The weekly West End Resilience LIVE series celebrates the strength, sustainability, resilience and future of the West End. The New West End Company brings together businesses and employees, with key information about trends and policies that are shaping the future of the West End.
- [London Recovery Board](#)
  - [Recovery Programme](#) (including [High Streets for all](#), Strong Communities, Digital Access for all).
- [Centre for London: A Recovery Plan for the West End](#)
  - What can be done in the short to medium term to re-animate London's beating heart, and does recovery offer the opportunity to address some of the West End's longstanding challenges of affordability, liveability and sustainability?
- [Crisis in the Capital](#)
  - Learning & Work Institute has produced a new report, [Crisis in the Capital](#), which explores the impact of the coronavirus crisis on London's labour market, and on low-paid Londoners.

It sets out what could be done by central government and London local government to mitigate the impact of the crisis, and to build back better. It analyses the outcomes of polling which suggests that low paid Londoners are twice as likely to have been furloughed compared to other workers in the capital, and nearly four times as likely to have lost their jobs.

- [Jobs, Jobs, Jobs](#)
  - This report from the [Resolution Foundation](#) evaluates the effects of the current economic crisis on the UK labour market. The report analyses how the labour market situation has evolved from when the pandemic first hit through to this autumn. It highlights which groups have struggled the most, who is at risk as the JRS is replaced by the JSS, and what the prospects are for the future.
- [ONS](#) data analysis: March to October 2020
  - The ONS has published a [thematic overview](#) of the impact of the pandemic, including details on the [labour market](#) and [business impacts](#).
- The London Intelligence
  - The [latest issue of Centre for London's 'The London Intelligence' series](#) looks at the effect that coronavirus has had on Londoners' finances and daily lives, and how they feel about living in their city. The report suggests that very few Londoners intend to move out of the capital in the next year, despite the financial and social hit from coronavirus, and high housing costs.
- [Centre for London: London at a crossroads](#)
  - This report is the first from the London Futures review. It examines London's recent history and development to the present day, explores the global challenges facing London and considers their potential impact on London's future.
- [London & Partners Business Resilience Series](#)
  - Business resilience webinars and group chats aimed at supporting international and London-based businesses navigate London's broad business ecosystem.
- [GLA London Polling](#)
  - Recent data from the GLA – regular polling of Londoner's views is undertaken.
- [High Streets for All Mission](#)
  - Civic-wide programme to restore confidence in the city, bring together communities and build back better. Key themes include a public welcome, places of exchange and innovation, inclusive and resilience economies, connected communities and responding to the climate emergency (in particular promoting a circular economy as well as urban greening). Includes the [15-minute City](#) concept.
- [GLAEconomics: A description of London's economy. Working Paper 85. March 2017](#)

- Working paper describing the structure and make-up of London's economy in different parts of the capital, including a key focus on the CAZ.
- [Arup 2018 West End Good Growth](#)
  - Identifying future growth scenarios for Oxford Street and the West End. Report prepared for GLA and WCC - evidence-based approach to optimising good growth in the West End.
- Central Activities Zone (CAZ) Economic Futures Research (study underway by Arup)
  - Policy-oriented study that the GLA has already commissioned Arup to undertake in the period up to March 2021