

HS2

High Speed Two (HS2)

Automated People Mover (APM) – Infrastructure

Market Engagement Briefing

Monday 8th April 2024

Questionnaire return deadline: 5pm Tuesday 23rd April 2024

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1 Introduction and How To Participate

- 1.1 This Market Engagement Briefing & supporting Questionnaire is issued by High Speed Two (HS2) Ltd, to obtain market feedback on the procurement approach and commercial arrangements to procure and deliver the Automated People Mover (APM) Infrastructure contract.
- 1.2 The APM will transport passengers between the new HS2 Interchange Station, the National Exhibition Centre, Birmingham International Railway Station and Birmingham Airport. Further technical details are included within this document.
- 1.3 HS2 Ltd has conducted previous market engagement activities in relation to the Automated People Mover Systems, we have considered the feedback from previous market engagements and wish to undertake further consultation with prospective contractors.
- 1.4 The purpose of this further market engagement exercise is to:
- I. Refresh the market and raise industry awareness of the forthcoming opportunity;
 - II. Understand current appetite and capacity of contractors; and
 - III. Use feedback obtained to finalise the scope packaging, commercial approach and procurement strategy.
- 1.5 Please read this Market Engagement Briefing and then respond to our Questionnaire following the instructions and guidance below.

2 Instructions and Conditions of Participation

- 2.1 All information contained in this Market Engagement Briefing, including any supplementary information, issued by HS2 Ltd as part of this market engagement exercise may be subject to change. Contractors are advised not to place any reliance on such information as part of any future procurement. The published procurement documents will supersede any information contained in any documents prepared and distributed as part of the market engagement exercise.
- 2.2 Although the information in this Market Engagement Briefing (including supplementary information, issued by HS2 Ltd as part of this market engagement exercise) is provided in good faith, HS2 Ltd and its advisers and agents accept no liability for any error or misstatement in, or omission from, the information and, so

far as permitted by law, any liability (for negligence or otherwise) of HS2 Ltd or any of its advisers or agents, to contractors in connection with the information, is expressly disclaimed.

- 2.3 Any comments, indications of interest, participation or non-participation by an organisation prior to the commencement of any formal procurement process will not influence the selection and/or award decision forming part of any future procurement process, nor will it be taken as an organisation's committed position in relation to any of the subject areas explored in the Questionnaire.
- 2.4 HS2 Ltd will not be responsible for any of your costs or expenses incurred in responding to the Questionnaire or any other related market engagement activity.
- 2.5 The information in this Market Engagement Briefing and supporting Questionnaire is confidential and should not be circulated more widely without HS2 Ltd.'s express written consent. All information provided is the property of HS2 Ltd and may be used only for the purpose of responding to the Questionnaire.
- 2.6 All responses received to the Questionnaire will be treated in confidence but will be the property of HS2 Ltd and will be used to compile a report on the outcome of the market engagement exercise. This report will contain non-attributable and aggregated data that, notwithstanding the stated confidentiality of responses, may be disclosed to third parties.
- 2.7 HS2 Ltd reserves the right to engage further with some or all of those organisations who respond to the Questionnaire in order to discuss or clarify any of the responses provided. HS2 Ltd may also undertake further market engagement exercises with organisations responding to the Questionnaire or other economic operators either in writing or in face-to-face meetings as HS2 Ltd reasonably considers appropriate.

3 Feedback Request and How To Participate

- 3.1 Feedback is requested in relation to HS2 Ltd.'s proposals described in this Market Engagement Briefing in the form of a completed Questionnaire via SmartSurvey.
- 3.2 Your feedback is important to us and views from the market will be used to inform and finalise HS2 Ltd.'s procurement and commercial strategy for the APM Infrastructure procurement.

- 3.3 All responses will be carefully considered but will not bind HS2 Ltd in any way.
- 3.4 By completing the Questionnaire, you and your organisation agree to:
- I. Refer any communications received from third parties regarding the content or participation in this market engagement exercise to HS2 Ltd Supply Chain Team, email: scc@hs2.org.uk (FAO Seda Cross); and
 - II. Not make any public statement in relation to the consultation without the prior written approval of HS2 Ltd.
- 3.5 For your feedback to be considered please complete the Questionnaire via the SmartSurvey link (<https://www.smartsurvey.co.uk/s/APMMarketSoundingQuestionnaire/>) by no later than **5pm Tuesday 23rd April**.
- 3.6 For any queries in relation to this market engagement exercise, please e-mail scc@hs2.org.uk (FAO Seda Cross) with the subject "APM Infrastructure".
- 3.7 Please advise us if you do not wish to be involved further in this market engagement exercise and destroy your copies of this this Market Engagement Briefing and the supporting Questionnaire.

4 Definitions and Abbreviations

4.1 Definitions and abbreviations used in this Market Engagement Briefing and supporting Questionnaire have the meanings defined in Table 1.

Table 1 – Abbreviations and definitions

Term	Meaning
ACL	Arden Cross Ltd.
APM	Automated People Mover.
APM Infrastructure	The APM infrastructure contract is the contract for the design and construction of the APM civil infrastructure including the viaducts and the APM stops.
APM Infrastructure Contractor	The Contractor/s appointed to deliver the APM Infrastructure Contract.
APM Systems	Describes the systems, sub-systems, vehicles, Plant and Materials aspects of the Automated People Mover.
APM Systems Contractor	The Contractor appointed to deliver the APM Supply and Installation Contract and the APM Service Contract.
BIM	Building Information Modelling.
BIRS	Birmingham International Railway Station.
CAPEX	Capital Expenditure.
CCS	Crown Commercial Services.
CDM	The Construction (Design and Management) Regulations 2015.
CoI	Conflict of Interest.
Contract Notice	The notice that is the call for competition in relation to the procurement for the APM Infrastructure, to be published through the Find a Tender Service (FTS).
CRT	Contract Requirements Technical
Detailed Design	The design produced by the works contractors which has been developed to a level that includes all drawings, calculations, reports and specifications required for construction, manufacture and commissioning of the permanent works.
DfT	Department for Transport.
DiS	Delivery into Service.
ECC	Engineering and Construction Contract.
Enabling Works	APM Enabling Works contracts include Ground Investigation works, topographic, bathymetric and utilities surveys for the construction of the HS2 Automated People Mover between Birmingham Airport and the proposed Interchange Station.
Enabling Works Contractor	The Contractor/s appointed to deliver the supporting Enabling Works Contract.

Term	Meaning
HS2 Contractors	Any other Contractor appointed by High Speed Two Ltd to undertake works and services.
HS2 Ltd	High Speed Two (HS2) Limited is the company responsible for developing and promoting the UK's new high speed rail network. HS2 Ltd is an executive non-departmental public body, sponsored by the Department for Transport.
HS2 Phase One	The Government's proposal to deliver a high-speed rail network from London to the West Midlands, including a link to the West Coast Main Line (WCML).
IM	Infrastructure Manager
ITT	Invitation to Tender.
ITP	Inspection Test Plan
JV	Joint Venture.
'NEC' and 'NEC3'	The New Engineering Contract ('NEC') and, based upon the context, the New Engineering Contract third edition (April 2013) ('NEC3').
NEC3 Project Manager or Project Manager	The named person within Contract Data part 1 who will administer the contract on behalf of HS2 and is the designated authority to issue all instructions, notifications and other communications required under the contract.
NEC3 Supervisor or Supervisor	The NEC3 supervisor ensures that the services are carried out in line with the quality defined by the scope in the respective contract.
OPEX	Operational Expenditure.
PQQ	Pre-Qualification Questionnaire.
Principal Designer / Principal Contractor	Have the meanings prescribed under the Construction (Design and Management) Regulations 2015.
Procurement Documents	Any and all documents published at contract notice, pre-qualification, tender and post tender stages.
RIBA Stage 4	Technical design.
SDSC	HS2 Stations Design Services Contract.
Tenderer/s	An Applicant/s that has been selected and invited to tender.
UCR 2016	The Utilities Contracts Regulations 2016 (and reference to regulations (or 'reg.')
WCML	West Coast Main Line.
WI	Works Information

5 HS2 Background and Automated People Mover (APM) Context

- 5.1 The HS2 Phase One route is from London Euston to the West Midlands and includes the development of high-speed rail stations at London Euston, London Old Oak Common, Birmingham Interchange and Birmingham Curzon Street.

5.2 The proposed HS2 Birmingham Interchange Station will be situated approximately 20 km to the southeast of Birmingham city centre, close to Birmingham Airport. An Automated People Mover (APM) is required to transport passengers from adjacent areas (see bullet points within this section) to the Interchange Station and the wider HS2 network. The APM network will consist of a maintenance facility and four stops detailed herein:

- I. Interchange Station stop;
- II. National Exhibition Centre stop;
- III. Birmingham International Railway Station (BIRS) stop; and
- IV. Birmingham Airport stop.

6 HS2 Strategic Goals and Benefits

6.1 HS2 has seven (7) strategic goals. The strategic goals have been derived from the HS2 strategic and economic case, development agreement and sponsors requirements and they are about the benefits HS2 will deliver. In summary they are:

- I. HS2 as a catalyst for growth;
- II. Adding capacity and connectivity;
- III. Value for money;
- IV. Customer experience;
- V. Skills and employment;
- VI. Health, safety and security standards; and
- VII. Good neighbour and environment.

6.2 Details of a scorecard approach and its application to the required outcomes for the procurement and delivery of the works herein will be provided in later procurement documents.

7 Automated People Mover (APM) Project Overview

7.1 The APM has been designed as an elevated mass transit system, which will transport passengers between the new HS2 Interchange Station, the National Exhibition Centre, Birmingham International Railway Station (BIRS) and Birmingham Airport.

- 7.2 The designated APM route journeys across heavily developed land whereby construction activities are considered to have a degree of complexity. The APM has a multiple stakeholder landscape comprising of, but not limited to, Birmingham Airport, the National Exhibition Centre, Network Rail and National Highways.
- 7.3 The APM will consist of a 2.4km long viaduct, four stops and a maintenance facility. The Interchange Station Stop is at ground level and the three other stops and maintenance facility are on the viaduct (above ground level).
- 7.4 The route has several major crossings to navigate, such as the M42 motorway, the West Coast Main Line (WCML) and Pendigo Lake at the National Exhibition Centre site.
- 7.5 The design is based on a 4-train pinched loop system, with twin track provided only at designated passing locations. More information about the proposed APM, including track layout and station stops is provided in Figure 1. The primary functional and performance drivers for the APM Service are listed in Table 2.

Figure 1 – Proposed Automated People Mover Track Layout and Station Stops

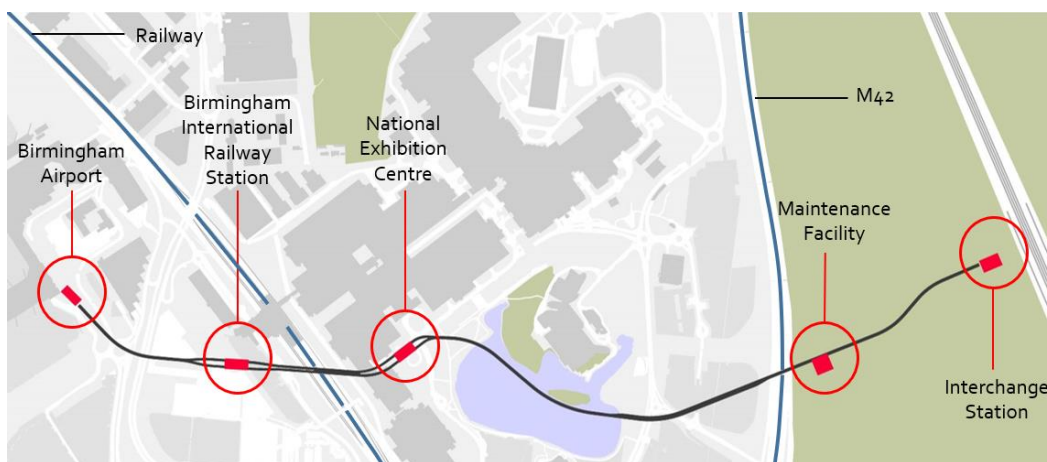


Table 2 – Primary Functional and Performance Drivers

Parameter	Expectation
Minimum capacity	2,100 people per hour per direction
Maximum total journey time	6 minutes (between end stops)
Maximum interval (headway) between trains	3 minutes

Parameter	Expectation
Indicative operating hours (subject to change)	7 days a week ¹ Daily operation is prior to and after the high-speed network operation. Indicative APM operational window is: <ul style="list-style-type: none"> Monday to Saturday - 04:30 to 00:15 Sunday - 07:30 to 00:15
Availability	Service level availability 99.5%

8 Automated People Mover (APM) Design and Planning Consent

8.1 Scheme designs for the viaduct, station stops and the maintenance facility have been developed under the existing HS2 Stations Design Services Contract (SDSC). The designs have satisfied the planning regime established under Schedule 17 of the High-Speed Rail (London – West Midlands) Act 2017 (“the Act”) for conditions of deemed planning consent. The scheme designs and technical drawings are available at the following link:

<https://publicaccess.solihull.gov.uk/online-applications/applicationDetails.do?activeTab=documents&keyVal=Q5ABFXOE01100>

8.2 The designs have been developed through the SDSC to enable the APM to be delivered within the HS2 funding envelope for the project.

8.3 The successful APM Infrastructure Contractor will go on to develop the design to ensure compliance with HS2 Ltd.’s requirements and complete construction of the APM to meet such requirements. This will include the discharge of any obligations and conditions arising from the Schedule 17 planning approval and any other necessary consents.

9 Automated People Mover (APM) Interfacing Contracts Scope

9.1 The APM project consists of three main areas:

¹ Excluding Christmas Day

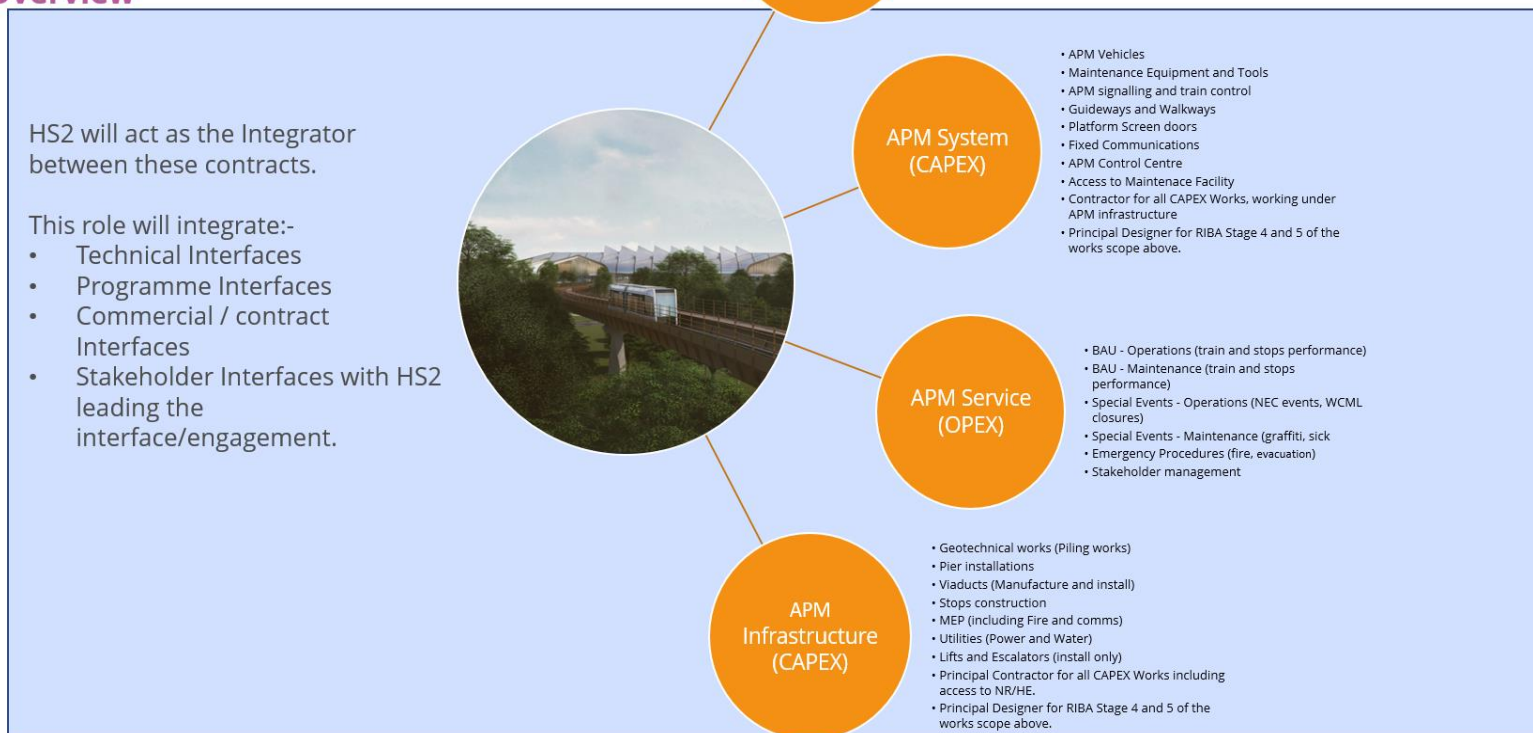
- I. Enabling Works;
- II. APM Systems (CAPEX and OPEX); and
- III. APM Infrastructure.

9.2 An overview of the interfacing contracts is shown in Figure 2.

Figure 2 – Overview of Interfacing Contracts

APM - Packaging

Overview



9.3 Enabling Works

9.3.1 HS2 Ltd is currently undertaking a separate procurement to appoint a contractor who will lead on the delivery of several early works packages. The purpose of these works is to obtain deliverables that will reduce or mitigate risk in the delivery phase of the APM Systems and APM Infrastructure contracts.

9.3.2 The packages of works include but are not limited to:

- I. Topographical and utility surveys;
- II. Utility diversions and protections (public and private assets);

- III. Land agreements (public and private);
 - IV. Stakeholder approvals and engagement which includes:
 - a. Network Rail and Avanti for the WCML;
 - b. National Highways for the M42;
 - c. National Exhibition Centre for land access and into Pendigo Lake; and
 - d. Birmingham Airport for land access and security interfaces.
- 9.3.3 The deliverables from these works will be included within the procurement of the APM Infrastructure contract in order to increase cost assurances by reducing or mitigating risks. These deliverables include but are not limited to:
- I. Final topographical report including control and witness diagrams;
 - II. 3D survey model and extracted drawings;
 - III. Utilities data will be provided in a 3D BIM model;
 - IV. Type A visual manhole inspections;
 - V. Third party land access routes and methods;
 - VI. Third party land notice and access process;
 - VII. Interfacing operational / business as usual operations for stakeholders; and
 - VIII. Events schedule.
- 9.4 **APM Systems**
- 9.4.1 The APM Systems contract is currently in procurement, with an estimated award date of Quarter 3 2025 (please note that this is indicative and subject to change. The appointed Contractor (“APM Systems Contractor”) will design, provide all components of the APM Systems, and will then be responsible for obtaining the regulatory approvals and operating and maintaining the service that meets the key performance requirements set out below.
- 9.4.2 The scope of the works for the design and construction stage broadly includes, but is not limited to, the design, supply, integration, installation, testing, commissioning, and bringing into service the below systems.
- 9.4.3 The design, installation, testing and commissioning of the proposed APM will comply and obtain approval from the DfT’s Cableway Installation regulations 2018 for the APM to be brought into use.
- 9.4.4 The scope for the APM Systems Contractor includes, but is not limited to:
- I. Transport system vehicles;
 - II. Platform edge doors (subject to safety and security assessment);
 - III. Communications system;
 - IV. Guideway system;

- V. Traction and braking system;
- VI. Operations room equipment and fit-out;
- VII. Signalling and train control system;
- VIII. Transport System intrusion detection system;
- IX. Maintenance equipment and maintenance area fit out; and
- X. Spares and consumables.

9.4.5 The APM Systems Contractor will be required to undertake the appropriate CDM roles under the Construction (Design and Management) Regulation 2015 (CDM 2015). It is envisaged that during the construction phase the APM Infrastructure Contractor will fulfil the role of Principal Contractor.

9.4.6 Integration and collaboration are of the utmost importance for the HS2 programme and successful delivery of the APM project. HS2 Ltd requires all contractors to comply with its systems and processes related to design, construction, testing and commissioning, and to use a common data environment, working together in the interests of the programme to exchange high-quality technical information.

9.4.7 The APM Systems Contractor will be appointed approximately twelve months in advance of the APM Infrastructure ITT being issued. It is expected that the appointed APM Systems Contractor will mobilise quickly and work with HS2 Ltd to further define the scope, requirements, interfaces, constraints, and risks associated between the APM Systems and the APM Infrastructure, to inform the APM Infrastructure ITT.

9.4.8 The main outcomes of this first twelve months for the APM Systems Contractor is to undertake a design verification and validation of the HS2 proposed infrastructure design. This information will be provided as part of the APM Infrastructure Tender where the APM infrastructure is expected to incorporate this information into the design.

9.5 **APM Infrastructure**

9.5.1 The APM is designed so that it is elevated and runs across heavily developed land, with several major crossing points that include the M42 motorway, WCML and Pendigo Lake at the National Exhibition Centre site.

9.5.2 The key design features include reinforced central concrete piers, weathered steel deck and escape walkway gratings throughout the entirety of the track. To minimise impact to the existing developed site and public roads, the entire 2.3km

route is on an elevated viaduct. This is made up of a range of single and twin track at various points along the route to allow trains to pass each other.

9.5.3 The piers range from 6 metres high to 14 metres, depending on the topography along the route. In order to maintain a consistent level for the viaduct, the columns need to vary in height.

9.5.4 The stops at Birmingham Airport and at Interchange have a single platform face and the intermediate stops at the NEC and Birmingham International Railway Station have two platform faces. The platforms vary from 36m to 40m long and all platforms are fully covered with canopies and have step free access.

Figure 3: Indicative Design of the APM



9.5.5 The APM route is designed with the following stops, with scheme technical drawings developed for each:

- I. Interchange Station stop - *end stop*;
- II. National Exhibition Centre stop - *intermediate stop*;
- III. Birmingham International Railway Station stop - *intermediate stop*; and
- IV. Birmingham Airport stop - *end stop*.

9.5.6 A maintenance facility is to be located between the Interchange Station and M42 motorway. This facility is expected to include the system substation, plant room, electrical switch room, system back up operations, communications and control rooms and electrical / mechanical workshops.

- 9.5.7 Technical drawings of the APM stops, viaducts, piers and maintenance facility are available at the link provided in section 8.1, and provide detailed arrangement elevations highlighting layout, key features and dimensions.
- 9.5.8 The APM Infrastructure scope includes the detailed design and delivery of all piers, viaducts, APM stops, the APM maintenance facility as well as temporary works. This includes the management and incorporation of design requirements and comments from the APM Systems Contractor as well as nominated HS2 Contractors, such as the contractors for lifts and escalators. All information on these contractors will be provided as part of the APM Infrastructure procurement.
- 9.5.9 The APM Infrastructure Contractor will be the Principal Contractor for the works and will be responsible for managing the APM Systems Contractor as well as nominated HS2 Contractors, such as the contractors for lifts and escalators during these works. All information on these contractors will be provided as part of the APM Infrastructure procurement. The APM Infrastructure Contractor is responsible for managing all the interfaces and access for the works.

10 External Stakeholders and Third Parties

- 10.1 As previously stated, the APM route passes through the grounds of several national and regional assets, and significant local businesses which will remain operational throughout the construction process.
- 10.2 Birmingham Airport, the National Exhibition Centre and Birmingham International Station, run by Avanti West Coast, each have an APM stop, as well as parts of the viaduct and supporting piers within their curtilage. Alongside these significant national venues, are a number of supporting businesses such as Resorts World, numerous hotels, train operating companies and leisure businesses.
- 10.3 The National Exhibition Centre is the UK's largest events venue, with 18 halls and 32 conference suites. The National Exhibition Centre is open year-round, and holds events hosting thousands of people, which can begin and end throughout the day and into the evening. The National Exhibition Centre campus consists of numerous restaurants, hotels, bars, a cinema, spa and casino. To support the venue, the National Exhibition Centre also owns and operates a number of large car parks, with those closest to the arenas representing a significant income stream. The road network within the National Exhibition Centre campus is privately owned. HS2 Ltd has obtained access rights and provisions to use these roads, however the APM

Infrastructure Contractor is responsible for undertaking dialogue with the National Exhibition Centre at the pre-construction phase to confirm access and logistics.

- 10.4 Pendigo Lake, which the APM will traverse through, is a part of the National Exhibition Centre campus, and is currently used for leisure purposes by an angling group, some of the National Exhibition Centre's exhibitors and local wildlife. A number of hotels also face onto the lake.
- 10.5 Birmingham Airport is one the UK's largest airports outside of London, with around 12 million passengers per year. The Airport is open 24 hours a day, with flights leaving in the morning from around 5am, and check in times in the early hours of the morning. The road network at Birmingham Airport operates a one-way system with the majority of the access roads and car parks owned by Birmingham Airport. The airport is currently undertaking the delivery of a development plan that will extend into 2030. The elevated air rail link and associated infrastructure connecting Birmingham Airport to Birmingham International is owned and operated by Birmingham Airport.
- 10.6 The existing and operational air-rail link provides a transit connection between Birmingham International and Birmingham Airport. The air-link system, the associated infrastructure such as bridges and part of the multi - modal building connecting into Birmingham International Station is owned by Birmingham Airport.
- 10.7 The National Exhibition Centre and Birmingham Airport are connected to the national rail network by Birmingham International Station, which is currently run by Avanti West Coast. The APM route crosses the West Coast Main Line (WCML) that serves Birmingham International Station and Network Rail. The Station which is open 24 hours a day and is owned by Network Rail, will therefore be another key stakeholder. Birmingham International is serviced by a significant number of car parks, which are consistently busy.
- 10.8 HS2 Ltd has entered into formal agreements (an Undertaking or an Assurance), with Birmingham Airport, the National Exhibition Centre, Resorts World and two of the hotels on the Airport site, through the Hybrid Bill process that gave HS2 Ltd the powers to build the railway. HS2 Ltd Contractors must deliver these agreements and work closely with each of the stakeholders to ensure that they are satisfied no element of the agreement has been breached.
- 10.9 More widely HS2 Ltd Contractors have a responsibility to respect businesses, residents and communities in proximity to our construction works to ensure that disruption is minimised, works are discussed and agreed upon ahead of them

taking place, and clear channels of communication to the businesses wider customers are established.

- 10.10 Other significant stakeholders who will need to be closely managed by the APM Infrastructure Contractor are National Highways, as the route of the APM crosses the M42, which is one of the busiest motorways in the UK and is central to bringing customers to the Airport and the National Exhibition Centre. In addition, the APM Infrastructure Contractor will need to work with National Highways and other road asset owners to seek transport and logistics approvals.
- 10.11 The original landowners at Interchange Station have formed a development company named Arden Cross Ltd (ACL). This development company have proposals for development of land surrounding Interchange Station including the APM maintenance facility.
- 10.12 As part of the proposed development, ACL has appointed a specialist development company, Muse, who has produced a masterplan for their work around Interchange Station. Close liaison with both ACL and Muse is managed via HS2 Ltd.
- 10.13 HS2 Ltd has established an APM working group to discuss issues with stakeholders and inform them of our proposals, alongside one to one meetings with key stakeholders to discuss detailed proposals. The APM Infrastructure Contractor will be expected to lead on this engagement once appointed, in terms of project delivery and performance, design coordination, access to the site, CDM coordination as well as land hand back.

11 HS2 Packaging and Procurement-and Contracting Strategy

- 11.1 To reflect the technical differences, variances in the respective supply chain markets and to maximise competition, HS2 Ltd has taken the decision to procure and award contracts for the APM in two separate works packages; the first package for the APM Systems and the second for the APM Infrastructure.
- 11.2 Subject to the government's programme and implementation, HS2 Ltd is intending to use the Competitive Flexible procedure under the updated Procurement Act 2023 to procure the APM Infrastructure. In the event the new Procurement Act 2023 is not in place, HS2 Ltd will continue to use a two-step process (pre-qualification and invitation to tender) under the Utilities Contracts Regulations 2016 (UCR 2016), using the negotiated procedure.

- 11.3 HS2 Ltd is currently reviewing different contracting models and contract forms to ensure that a best for project approach is utilised.
- 11.4 At present the preferred approach for the APM is a single stage Design and Build contract model using a single stage contract model utilising an NEC3 ECC Option A Fixed Price contract. As such HS2 Ltd is seeking feedback on this proposal.
- 11.5 In order to support Tenderers, it is proposed that the following information will be provided as part of the ITT:
- I. Full suite of procurement documentation including (but not limited to) ITT;
 - II. Works Information (WI);
 - III. Scheme design drawings (RIBA Stage 3);
 - IV. Contract Requirements Technical (CRT) for the works;
 - V. Site information that includes but is not limited to:
 - a. Topographical surveys
 - b. Bathymetric surveys
 - c. Utility surveys; and
 - d. Geotechnical surveys
 - VI. Information and reporting which will be developed by the APM Systems Contractor which covers the following:
 - a. The proposed APM System design and interfaces;
 - b. The proposed schedule for delivery, storage, site working and installation of the of the System;
 - c. The testing and commissioning process of the APM System
 - d. Operational planning report which will describe how the APM Systems Contractor plans to work with APM Infrastructure contractor, HS2 Infrastructure Manager (IM), APM asset owners and others;
 - e. A register of all the policy documents, management system documents, plans and procedural documents that are required to be developed to operate and manage the APM Service;
 - f. A report which sets out how the APM Systems Contractor will deliver the services including resources, meetings, and communication methods;
 - g. Inspection Test Plan (ITP) for the build and installation period which will outline the activities the APM Systems Contractor needs to undertake during the build and installation phase;
 - h. An operational structure and plan detailing the activities, resources and roles which are to be present for Test Witnessing; and
 - i. A number of reports and plans indicating how the APM Systems Contractor plans to deliver areas such as operational preparation, asset and contract handover and acceptance, integrated trials and service performance.
 - VII. Stakeholder as-built, events and operational information from:
 - a. National Exhibition Centre;

- b. Birmingham Airport;
- c. Network Rail;
- d. National Highways; and
- e. HS2 namely Interchange station.

11.6 An indicative procurement timeline can be found in Table 3.

Table 3 – Indicative Procurement Timeline

Activity	Estimated Period
Industry Day	Quarter 4 2024
PQQ Release	Quarter 1 2026
PQQ Response Period	Approximately 6 weeks
PQQ Shortlist Notification	Quarter 3 2026
<i>** APM Systems Contractor award estimated October 2025</i>	
ITT Release	Quarter 4 2026
ITT Response Period	Approximately 3 months
Contract Award	January 2028

11.7 An indicative project timeline can be found in Table 4.

Table 4 – Indicative Project Programme

Activity	Estimated Period
Design Period	2028 (Q1 – Q4)
Mobilisation to site	2028 (Q2 - Q3)
Infrastructure Build, Fabrication and Installation	2028 – 2030

System Installation	2029 (Q3)
APM System Testing and bring into use	2029 (Q3) – 2030

12 Who are we looking for?

- 12.1 HS2 Ltd is looking to procure industry leading contractors with suitable capability and capacity to deliver the works and services on time and within budget.
- 12.2 HS2 Ltd wants to maximise competition to deliver value for money and is interested in working with single entities or contractors who want to work with others in consortia or joint ventures (JV) to deliver the requirements of the APM Infrastructure.
- 12.3 The key attributes that will be sought are in the following areas:
- I. **Manufacturing leaders** – with a track record of creating solutions that maximises process, plant, equipment and design to drive efficiency;
 - II. **Infrastructure leaders** – with a track record of delivering infrastructure and civils projects through maximising productivity, innovative thinking, project controls and embedding efficiencies;
 - III. **Business Innovators** – with an ability to harness new technology and methods to transform how the APM Infrastructure project is delivered, exploiting digital design and off-site construction to standardise product delivery;
 - IV. **Safety leaders** – capable of leading the necessary behavioural, policy and industry change required to deliver zero harm to all staff and contractors;
 - V. **Collaborative leaders** – willing to breakdown traditional design and to create an integrated, collaborative environment that is ideas not resource led;
 - VI. **Stakeholder and community** - demonstrate best in practice collaboration and partnership methods to work with the complex stakeholder and community we interface with; and
 - VII. **Mission focused** - a partner to work with HS2 Ltd to support the wider mission of managing and delivering the APM, acknowledging that they play a key role in the wider programme to deliver the APM.

13 Conflicts of Interest

- 13.1 HS2 Ltd is mindful to avoid Conflicts of Interest (COI) and any undue influence or other prejudice to competition or the performance of the contract which may arise as a result of such COI. Accordingly, HS2 Ltd intends to take appropriate measures to effectively prevent, identify and remedy COI's arising in the conduct of the APM procurement so as to avoid any distortion of competition and to ensure equal treatment of all Tenderers.
- 13.2 For the purpose of this market engagement exercise, Conflict of Interest means:
- I. Any situation where there is an actual, potential or perceived conflict, either commercial or professional, between the interests or duties of HS2 Ltd and any person or organisation engaged (or in the process of being engaged) by HS2 Ltd. Engagement may be either direct (e.g. contractor or consultant) or indirect (e.g. Subcontractor or contractor within the same group of companies);
 - II. Any situation in which a COI may be reasonably perceived to exist by either HS2 Ltd, stakeholders of HS2 Ltd or a member of the general public; and
 - III. Any situation where relevant staff members have, directly or indirectly, a financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in the context of the procurement procedure. Relevant staff members means staff members of HS2 Ltd, or of a procurement service provider acting on behalf of HS2 Ltd, who are involved in the conduct of the procurement procedure or may influence the outcome of the procedure. For the purposes of this sub-paragraph, procurement service provider means a public or private body which offers ancillary purchasing activities on the market.
- 13.3 To ensure effective competition and a level playing field, HS2 Ltd wants to ensure that information barriers and other relevant measures are in place to manage any potential COI that may prejudice the procurement or delivery of the APM Infrastructure.
- 13.4 The successful APM Infrastructure Contractor must take a proactive approach in ensuring against any potential Col. As part of the contractual requirement, it is therefore the APM Infrastructure Contractor's responsibility to manage and mitigate against any possible Col of the proposed resource or existing resources currently placed within the HS2 Project work streams.
- 13.5 Please refer to Appendix 1 HS2 Ltd Conflict of Interest Policy for more detail.