



JOINTLY OWNED BY



SUMMARY PRESENTATION

West Yorkshire Combined Authority

West Yorkshire Mass Transit

The contents of this presentation are a summary of the full Gate 0 Review - Report findings



Local Partnerships

Who we are, what we do,

Local Partnerships is a joint venture between Her Majesty's Treasury, the Local Government Association and the Welsh Government.

We work with Government, Local Authorities, local public bodies including blue light services and the community focused third sector to support them deliver investment in local infrastructure and local services.

Through our ownership, and joint activities with other parts of the Local Government Group, we form part of the local government family.

We work only for the public or third sectors, and solely for public benefit. This ensures we operate without the limitations of commercial conflict, and can (and do) share our intellectual capital freely across the public sector.

Our offering is additional, and we are not seeking to displace commercial or specialist advisers, instead our focus is on making the public sector client side's commercial and delivery capability stronger.

Our charging model is based on cost recovery (not maximising profit).

For further information contact 020 7296 6777 or visit www.localpartnerships.org.uk



NATIONAL ASSURANCE PROGRAMME

Experience & Credibility with Stakeholders

- Government Assurance accreditation
- Quality assured process by government – only one in local public sector
- Regularly recommended by Government departments
- 95% Satisfaction rating for reviews

Independence

- Access to Local Partnership's reviewer community
- Over 300 active reviewers – public and private sector
- Covers a wide range of skills and experience

Experienced Review team

- review team selected for relevant experience

Flexibility – reviews tailored to clients needs

- Range of fully tested Assurance products
- Every review tailored to needs of client and process.



TERMS OF REFERENCE FOR REVIEW

The primary purposes of this Local Partnerships Gateway Review 0 was to review the outcomes and objectives for the programme.

In particular, this review assessed the overall outcomes and objectives for the Mass Transit programme, the way the elements fit together. To this end we:

- evaluated the level of support from key stakeholders.
- evaluated the current progress and plans of the Mass Transit programme to ensure:
 - they are realistic
 - are properly resourced with individuals of appropriate experience
 - they have the potential to succeed in the wider context of the WYCA Transport Strategy 2040
- Reviewed governance and programme management arrangements for monitoring leading, managing, monitoring the programme
- Reviewed the arrangements for identifying and managing the main programme risks
- Assessed the early considerations of programme delivery options

WEST YORKSHIRE COMBINED AUTHORITY

Local Partnerships Gate 0 Strategic Assessment review

Format

- Interviewed between 13 and 15 September 2021 to analyse and discuss the Mass Transit programme.
- 33 people were interviewed during the review
- 4 person review team

Review team

- Review team leader - Paul Monaghan, LP Assurance Programme Director
- Review team members – Graham Hughes, Linda Raynor, Tony Lawson,
- All the members of team have extensive experience of overseeing and delivering major programmes and projects.

NAME	ROLE
Ben Still	Managing Director, WYCA
Tom Gifford	Head of Mass Transit, WYCA
Sir Roger Marsh, OBE	Chair, Leeds City Region LEP Board, Deputy Chair Investment Committee
Julian Jackson	Assistant Director, Planning, Bradford Council
Sir Roger Marsh, OBE	Chair, Leeds City Region LEP Board, Deputy Chair Investment Committee
Cllr Kim Groves	Chair, WYCA Transport Committee
Nicola Small	Senior Rail Programme Manager (Very Light Rail Programme Manager), Coventry Council
Liz Hunter	Head of Transport Policy, WYCA
Ginny Leonard	Account Director, Balfour Beatty
Steven Lee	Assistant Director Strategic Infrastructure, Calderdale Council
Neville Ford	Service Manager Planning and Transportation, Wakefield Council
Neil Chadwick	Director, Steer Group, Leeds Office
Leighton Cardwell	Cities Director- Leeds & Northern Powerhouse lead, Jacobs
Cllr Susan Hinchcliffe	Chair, Combined Authority
Dave Haskins	Head of Transport Implementation, WYCA
Alison Gillespie	Policy Manager - Spatial Planning, WYCA
Alex Hornby	Chief Executive Officer, Transdev Blazefield
James Hammett	Managing Director, UKTram
Martin Farrington	Director, City Development, Leeds City Council
Simon Coulthard	Head of Light Rail Knowledge & Development, Network Rail
Paul Matthews	Managing Director, First Bus
Richard Perry	Head of Northern Engagement, North and Devolution Division, Department for Transport
Martin Hamilton	Director, Leeds Civic Trust
Gwen Thomas	Leeds Civic Trust
James Riley	Leeds Civic Trust
Howard Dews	Leeds Civic Trust
Steve Hemingway	Turner Townsend
Kevin Trickett	President, Wakefield Civic Society
Nigel Foster	Chair of the Leeds Expert Panel / Director at Fore Consulting
Chris Dunderdale	WYCA – Mass Transit Policy Officer
Daniel Vaughan	Head of Metrolink – TFGM
Alastair Gordon	Arup & Leeds Chamber of Commerce transport board
Jake Morris	Policy & Representation Executive, West and North Yorkshire Chamber of Commerce
Anthony Whiteing	Senior Lecturer at the Institute for Transport Studies, the University of Leeds



REVIEW SUMMARY

The Review Team finds that excellent preparatory work has been done researching the technologies and Mass Transit systems being used both within the UK and beyond.

The lessons learnt data and wider information from this work has been effectively used to establish a strong foundation for the programme and obtain support for the Mass Transit programme across the West Yorkshire area.

Work is progressing well developing the SOBC and the WYCA programme team is confident it will be submitted to DfT on time prior to the end of 2022.

Currently there is only a small in-house programme team and we understand plans are well advanced to urgently supplement this staff resource.



AMBER DCA

We have given the programme an Amber DCA rating which reflects the significant issues and risks such as funding, programme team resources, communication and ongoing support. If the current SOBC is successful and adequate funding is approved to progress the programme, we would expect this to improve to Amber Green.

DELIVERY CONFIDENCE RATING (DCA)

Amber definition - Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun



REVIEW SUMMARY

The next stage of the programme, developing a first phase, and defining the detailed routes and proposed technology will be critical to its success and in maintaining stakeholder support.

Based on previous mass transit systems in other areas, it may take ten years before the first phase of a Mass Transit system is fully operational. Central to retaining support will be strong leadership, excellent communications and ensuring plans are in place to continue to upgrade the current transport network by improving bus and heavy rail systems.

We have recommended WYCA enhance their governance systems to help ensure this continued support.

RECOMMENDATIONS

Priority level

Twelve recommendations in this report – four are critical and eight are essential.

Critical (Do Now) – To increase the likelihood of a successful outcome it is of the greatest importance that the programme should take action immediately.

Essential (Do By) – To increase the likelihood of a successful outcome of the programme should take action in the near future.

RECOMMENDATION 1

1: Policy and organisational context: preconditions for success

1. Strengthen governance of the Mass Transit programme to prepare for the next stages of delivery by:
 - establishing a Mass Transit political steering group
 - reviewing the membership of the TPB
 - formalise the expert advisory panel.

(Essential)

RECOMMENDATIONS 2,3 & 4

1: Business case and stakeholders

2. WYCA to commission the necessary resources to enable smooth transition from SOBC to OBC through to FBC stage to enable immediate start in January 2022. *(Essential)*
3. Expedite the next phases of work to determine routes and modes of transport to avoid delays. This should be accompanied by a factual summary of statistical data and evidence to support decision making and in a visual format that is engaging and can be understood by a range of audiences and can also feed into communications plans. Once defined, an outline benefits realisation strategy should be prepared so that elected Members, residents and stakeholders can be convinced that the benefits will not be left to chance, but carefully controlled and monitored. *(Essential)*
4. Revisit the current mechanism and timeframes for engaging partner stakeholders as the OBC evolves. Design and implement a refreshed and tailored engagement strategy enabling informed information dissemination and joint decision making to ensure deliverability. *(Essential)*

RECOMMENDATIONS 5,6 & 7

3: Review of Current phase

5. Stakeholder relationships should be maintained and enhanced to continue the wide level of support for the Mass Transit programme and also to provide a firm base for cooperative discussions should changes be needed to the current scheme outline.
(Essential)
6. Introduce a mechanism which brings WYCA together with bus operators and NPR and other relevant partners at key stages to inform sustainable and integrated transport solutions and to inform the OBC and acceleration towards FBC.
(Essential)
7. Early consideration as part of the SOBC should be given to the regulatory regime for buses that will underpin the Mass Transit scheme to ensure that the maximum benefit can be gained for the proposals across the West Yorkshire area.
(Critical)

RECOMMENDATIONS 8, 9 & 10

4: Management of intended outcomes

8. Continue to develop a wider set of transport network improvements alongside the Mass Transit programme Phase 1 to deliver improvement across the wider West Yorkshire area to other transport modes, especially buses and enhanced connectivity.
(Critical)
9. Enhance communications plan to ensure that there is a common understanding of the programme, what it aims to achieve and how it will be delivered amongst all stakeholders and ensure that as this evolves, all stakeholders understand the changes.
(Essential)
10. WYCA should develop a clear procurement strategy.
(Critical)

RECOMMENDATION 11

5: Risk Management

11. There should be continuing early engagement with the contracting community to help shape the development of the scheme and to prepare a procurement strategy that will deliver value and reliability to WYCA.
(Essential)

RECOMMENDATION 12

5: Readiness for next phase

12. Ensure that adequate resources are in place as the Mass Transit programme develops to create a strong inhouse client team able to effectively manage the programme and act as an “intelligent client” supported by additional capacity and specialist skills from private sector consultant partners.

(Essential)

THANK YOU



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