

**Appendix 4: 4ps Gateway Review Recommendations and Actions taken - October 2009.**

Ref. No.	Recommendation	Original Status (Red/Amber /Green)	Promoter Action	Current Status (Estimate)
1.	To develop clear service objectives and to base the choice of technology on the achievement of these objectives	<b>Red</b>	Strategic fit work completed August 08 – NGT objectives clearly defined as part of this process Summary strategic fit document produced and disseminated to stakeholders Selection of Preferred Option, Next Best Alternative and Low Cost Alternative based on ability to deliver service objectives (technical note available) – NGT Project Board approved both the service objectives and the procurement objectives	<b>Green</b>
2.	To demonstrate how the BRT contributes to the City Region Transport Vision	<b>Amber</b>	Strategic fit work completed August 08 – demonstrates the wider strategic context for the NGT proposals Summary strategic fit document produced and disseminated to stakeholders	<b>Green</b>
3.	To ensure that technological solutions are outputs from rather than inputs to the OBC process.	<b>Red</b>	Strategic fit work completed August 08 – recommended the level of intervention required on each radial route but didn't pre-determine detailed technological solution Mott MacDonald undertook full review of technology/mode options and their ability to meet both the service objectives and the procurement objectives Selection of Preferred Option, Next Best Alternative and Low Cost Alternative based on ability to deliver service	<b>Green</b>

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			objectives (technical note available).	
4.	To examine and reaffirm the proposed BRT corridors and routes and develop a phasing plan.	Amber	<p>Strategic fit work completed August 08 – evidence based approach to consider all radial routes in Leeds to determine appropriate level of transport intervention on each corridor</p> <p>Stakeholder / consultation exercise undertaken on preferred routes (and option variants) – strong support for corridors proposed</p> <p>Phasing plan developed around both timescales and costs for funding/delivery and stakeholder expectations.</p>	Green
5.	To draw up an initial Funding Strategy for the project.	Red	<p>Financial advisors (KPMG) identified funding sources for the NGT scheme and fallback strategies in the NGT funding strategy which forms part of the commercial case.</p> <p>A co-developed Joint Venture Agreement captures the Promoters commitments to meeting initial funding up to Programme Entry Approval. The JVA provides an agreed path for development of a funding strategy between both parties beyond this stage up to Full Approval.</p>	Green
6.	To produce a Communications Plan.	Red	<p>An NGT communications plan has been developed.</p> <p>An initial period of public engagement on the emerging</p>	Green

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			<p>NGT proposals took place in November 2008. This was then followed by a second 12 week consultation period in summer 2009. This consultation period presented more detailed proposals on NGT to gain public feedback on them. Stakeholders were also consulted during this period.</p> <p>A Consultation Action Plan is also in place.</p>	
7.	To strengthen the Project Team.	Amber	<p>Several internal and external resources have been brought into team:</p> <p>Eg; Risk Manager, Cost Manager, Project Management Support, Admin support.</p> <p>A further review of NGT resource requirements underway, subject to Programme Entry Approval being obtained. Levels of support during the promotion and delivery of a Transport &amp; Works Act Order are being developed (subject to PEA being obtained)</p>	Green
8.	To review the membership of the Project Board and the possible Stakeholder Board.	Amber	<p>Membership issue raised with the Project Board at meeting on 20/12/07. Agreement in principle from Project Board to widen membership. Project Board membership now includes wider Leeds City Council Membership and a representative from Government Office for the Yorkshire and Humber.</p>	Amber

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			Stakeholder Board requirement reported to the Project Board on 20/12/07. Existing group (Leeds Integrated Transport Partnership) identified that could act as NGT Stakeholder Board but no formal arrangement in place at present.	
9.	To appoint a senior member of the Project Board as Metro/DfT engagement orchestrator.	<b>Red</b>	Dave Haskins appointed as DfT orchestrator at Project Board meeting of 20/12/08. Dave co-ordinates all liaison with the DfT and advises project board of future liaison requirements.	<b>Green</b>
10.	To maintain and develop risk management arrangements on the project.	<b>Amber</b>	<p>Risk Management Strategies have been approved by the NGT Project Board</p> <p>Full Project Team &amp; External stakeholder Risk Management workshops have been held in November 2007, July 2008 and June 2009.</p> <p>Risk Management Plan in place and subject to ongoing/ monthly reviews (Risk Owners and Risk Managers clearly identified, fully developed mitigation plans in place)</p> <p>Both Project and Strategic Risk Registers are in place and subject to ongoing review. The NGT Board retain</p>	<b>Green</b>

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			ownership of Strategic Project Risks. Project Board are informed at meetings on risk developments / movements	
11.	To undertake a market engagement exercise	Amber	<p>Initial market soundings undertaken through workshops held with incumbent bus operators.</p> <p>Bus Operator Forum held in June 2009 (further Forums proposed)</p> <p>KPMG developing proposals for further market engagement activities to be undertaken post Programme Entry Approval. Informal market engagement has been undertaken with a number of potential suppliers.</p>	Amber
12.	To undertake an operating framework appraisal	Amber	<p>KPMG held Procurement Options Workshop in October 2008.</p> <p>KPMG developed and presented Vision A (TWA0) and Vision B (QPS) to Project Board to in May 2009. The Project Board endorsed the Vision A approach for NGT procurement. This will determine the operating framework.</p> <p>Appraisal of procurement options is set out in KPMG's Assessment of Procurement Options.</p> <p>Meetings held with DfT at high level to discuss proposed operating framework proposals.</p>	Green

