

Appendix D Gateway Review Recommendations and Actions

Recommendation	Critical/Essential Recommended/	Actions
Roles, responsibilities and reporting lines in the Project Team should be clarified.	Critical	Roles and Responsibilities updated and documented in the Project Initiation Document which was under continual review.
Project Champions should be identified.	Essential (within 3 months)	<p>Significant briefings took place with LCC and WYITA members. Councillor J Lewis and R Lewis proactively championed the scheme from a political perspective.</p> <p>A Marketing/Business engagement seminar took place on 16th April. At the Seminar it was agreed that the Council's Marketing Manager from Economic Development Services would work with the NGT Project Team to develop a proactive strategy for business facing communication and engagement.</p> <p>A series of business engagement meetings were held in 2014 with key business leaders in the city. This resulted in a number of statements of support for the TWAO application being submitted to the Secretary of State</p>
Market engagement should be undertaken as soon as possible, with a particular reference to operational issues.	Essential (within 3 months)	Soft Market Testing (Market Intelligence) was carried out in early 2014 to help shape the Procurement Strategy and to confirm market interest.
The Joint Venture Agreement (JVA) should be completed.	Essential (within 3 months)	In March 2013 LCC Executive Board delegated authority for the Director of City Development to progress the JVA and take such actions as are required to progress the Order. A further update was presented to Project Board in June and the JVA was completed in September 2013.

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The benefits of the scheme should be clearly defined and promoted.	Essential (within 3 months)	<p>A brochure outlining the details of the scheme and highlighting the key benefits was published in late 2013</p> <p>A draft Benefits Realisation Strategy was also developed. This evolved into the Benefits Realisation Plan.</p>
The development of the procurement strategy should consider a wide range of factors with a focus on the capital costs.	Essential (within 6 months)	<p>A draft Procurement Strategy was developed and several workshops with Project Board members were held to ensure appropriate issues were covered by the strategy. The Council's PPP Unit were utilised to assist with the Procurement process.</p> <p>Consideration was given to establishing a procurement peer review group involving other scheme promoters and a representative from Infrastructure UK.</p> <p>This was dependant on a successful TWAO decision.</p>
The procurement function should be reviewed to ensure appropriate resources are in place to prepare for the procurement stages.	Essential (within 6-9 months)	Leeds PPPU undertook an initial review of the procurement work undertaken to date and recommended a strategy for resourcing the procurement workstream going forward. The procurement strategy was discussed in detail by Project Board in March 2013 and regular updates were subsequently presented to the Board.
Engagement with a specialist PR/Marketing organisation should be considered.	Recommended	<p>A strategy was developed for undertaking specialist marketing /PR tasks.</p> <p>Aberfield were subsequently appointed to undertake specialist marketing /PR tasks.</p>
The composition, terms of reference and meeting frequency of the Project Board should be reviewed.	Recommended	<p>Project Board issues, scope and membership was reviewed prior to the commencement of the procurement stage.</p> <p>The Project Board membership was reviewed and updated as included in the TWAO submission.</p>

Notwithstanding the above actions the key messages from the report were;

- There is a great deal of confidence in the Project Team and the Review Team has been impressed by the commitment and enthusiasm of the team and most of the stakeholders interviewed
- This project is being well managed from a standing start where the team has had to be re-formed at short notice.
- The project team would appear to be building positively on the previous work that has been undertaken and have learnt lessons from previous schemes and will build these into the current processes.

The review also stated that Leeds' planned New Generation Transport trolleybus system is 'an innovative project and as the first of its type in the UK in recent years, is at the cutting edge of transport provision'.