

## Appendix A: Leeds Transport Expert Advisory Panel

### Membership

Who	Role and Organisation
Nigel Foster (chair)	Director of Strategy, Transport for the North
Ben Still	Managing Director of the West Yorkshire Transport Authority
Prof Greg Marsden	Professor of Transport Governance - Institute for Transport Studies at University of Leeds
Prof David Begg	Various roles
Stephen Joseph	Campaign for Better Transport
David Brown	Chief Executive, Transport for the North
Rob McIntosh	Network Rail, Route Managing Director
Alex Hynes	Managing director of Arriva Rail North Ltd
Geoff Inskip	Centro Chief Executive
Chris Longley	Area Policy Representative, Yorkshire Federation of Small Businesses (FSB)
John Dales	Chair of the Transport Planning Society
Alexandra Jones (Sending Paul Swinney)	Chief Exec Centre for Cities
Xavier Brice	Chief Exec Sustrans
Rashik Parmar	IBM, on the LEP Board
Jagdeep Passan	Chair of the Access and Useability Group, LCC, Chief Executive of Leeds Involving People
Mary Naylor	Access Committee for Leeds, Member of Access & Usability Group and equalities hub. Chair of local National Federation of the Blind, Chair of Leeds Involving People, and member of the LTHT working groups.
Stephanie Burras	Chief Executive of Leeds Ahead - a social enterprise that connects businesses and communities to create social and economic change.
Bridget Roswell (Sending Ellie Evans)	Volterra – an economic consultancy who apply cutting edge economic, behavioural and scientific analysis to forge a new perspective on business and public issues.

Steve Yanni

Chief Executive, Transport Systems Catapult

## **Appendix B**

Experience of Mott MacDonald in relation to NGT. The following advice note was produced by Mott MacDonald to demonstrate their relevant experience.

To Andrew Wheeler/ Dave Haskins

From  
Callum Gibson

Our reference

312694

Revision

A

Date

6<sup>th</sup> September 2015

**Subject**

Mott MacDonald experience

**Introduction**

The purpose of Advice Note is to summarise Mott MacDonald’s experience of specific relevance to our role on scheme development and TWA submission for Leeds NGT. In particular this includes the experience of our key staff on this commission.

**Corporate Experience**

Mott MacDonald is one of the largest firms of consulting engineers in the UK with a track record extending over 100 years. We are wholly employee owned, with over 6000 staff in the UK and over 16000 staff globally. Our biggest single operating sector is transportation, with over 3000 professional staff from a broad range of related disciplines – economists, environmentalists, transport planners, procurement experts, engineers, project and programme managers, safety specialists, cost consultants, and more.

We have a longstanding proven track record of undertaking similar commissions to Leeds NGT, drawing from experience as the UK’s leading consultant in the feasibility and development of light rapid transit (LRT) schemes from concept through TWA application process and beyond. Uniquely, we operate a specific Rapid Transit practice with strong links among teams across core offices, drawing on appropriate expertise and experience as required for individual commissions and areas of specialist advice. Our expertise in LRT has been recognised across the industry through success at the UK’s LRT Awards for 6 years in a row for Consultant/Supplier of the Year.

We have particular strength in the upfront scheme development and Transport and Works Act (TWA) application stages, with leading roles across most of the UK’s LRT systems including Manchester Metrolink, Nottingham NET, Blackpool Tramway, Midland Metro and London Tramlink as well as on bus based systems including Leigh (Manchester) and Luton Dunstable.

The table below summarises some of our most relevant UK experience where we had the leading technical role:

Scheme	Experience					Comments
	Development	Parliamentary Approval	Planning Approval	TWA Achieved	Design	
Midland Metro – Phase 1 Extension (BCCE)	√			√	√	
Midland Metro – Phase 1 Extension (BCCE); material operation.	√		√		√	√
Midland Metro – Centenary Square (CSQ)	√		√	√	√	
Midland Metro – Eastside Extension	√		√			TWA application in preparation
Midland Metro – Depot Enhancement	√		√		√	
Midland Metro – Black Country Access	√					
Midland Metro – Phase 2 (Varsity North route)	√					
Midland Metro – Phase 2 (Airport route)	√					
Midland Metro – Phase 1 Extension (WBHE); material operations.	√		√		√	√

Scheme	Experience					Comments	
	Development	Parliamentary Approval	Planning Approval	TWA Achieved	Design	Construction	
Nottingham Express Transit (NET) Phase 2; Line 2 (Chilwell)	√			√	√	√	
Nottingham Express Transit (NET) Phase 2; Line 3 (Clifton)	√		√	√	√	√	
Nottingham Express Transit (NET) Line 1 termination							Asset condition
Manchester Metrolink - Phase 3 Airport	√			√			
Manchester Metrolink - Phase 3 Oldham Town Centre	√			√			
Manchester Metrolink - Phase 3 - Oldham Mumps	√			√			Under construction
Manchester Metrolink - Phase 3 - Rochdale	√			√			
Manchester Metrolink - Phase 3 –Queens Road depot expansion	√		√		√		
Manchester Metrolink - Phase 3 -2nd Depot	√			√			
Manchester Metrolink - Phase 3 -2nd city crossing	√			√			
Manchester Metrolink – Trafford Park Extension	√			√			TWA decision awaited
Blackpool tram depot	√		√		√	√	
Blackpool North Extension	√						TWA application submitted
Docklands Light Railway: Station upgrades to accommodate 3 car vehicles	√				√	√	Operational
London Tramlink design framework	√		√		√		Various commissions
Wirral Tramway expansion and integration with Wirral Waters development	√						
Leigh Salford Manchester Bus Rapid Transit	√		√	√			
Luton Dunstable Busway	√		√	√			

## Experience of individuals

We summarise below the relevant experience of 3 of our key staff

### **Callum Gibson – Mott MacDonald Project Director**

Callum has extensive expertise in leading engineering and environmental teams for the development of major infrastructure projects, in particular for rapid transit projects. He has considerable experience of stakeholder and public consultation as well as knowledge of infrastructure planning processes including Transport and Works Act (TWA) and Development Consent Orders, including acting as Expert Witness. He is our UK Deputy Practice Leader for LRT, helping coordinate resourcing, training and skills development, and business development across our LRT practice

Particularly relevant project examples include:

- Nottingham NET tramway. Project Manager for development, submission of TWA application and Public Inquiries for 17km extension to Nottingham NET tram system. Complex scheme with significant on-street running, major new structures (including over Nottingham Station) and interface with major stakeholders. Acted as Engineering Expert Witness at Public Inquiry. Provided strategic input to procurement process for design, build maintain and operate concession, and preparation of reference design for concession tendering process. Subsequently Project Director for several commissions considering potential further NET extensions totalling over 50km including to serve HS2 East Midlands Hub. Commissions covered all engineering, traffic and environmental issues.

- Manchester Metrolink extensions. Many roles over 20 years on development and TWA processes for several significant extensions. Most recently, this was as Project Director for our lead engineer commissions for the development, TWA application and Public Inquiry processes for Second City Crossing (new Metrolink route across the heart of Manchester city centre) and Trafford Park Line, and for the lead engineer and environmental adviser roles considering the feasibility of several tram train routes.
- HS2 Phase 2B. Deliver Manager (North) for lead technical adviser role for the initial development of HS2 routes to Leeds. Role included significant option development and appraisal, public and stakeholder consultation, and close liaison with environmental adviser
- Luton Dunstable Busway. Project Manager for the initial feasibility, design development, TWA application and subsequent Public Inquiry for bus rapid transit . Engineering Expert Witness at Public Inquiry
- Extensive experience as consents and approvals expert adviser and peer reviewer across a wide range of major infrastructure projects including LRT, heavy rail and Development Consent Orders including for underground gas storage caverns

### ***Jason Smith – Mott MacDonald Project Manager***

Jason has detailed and extensive experience on a range of major infrastructure projects focused on the LRT and transportation sector for over 20 years. This covers all aspects of scheme development and procurement from initial concept to implementation. Typically this has included management of large multi-disciplinary teams including engineering and environmental aspects, as well as managing working relations with the client and other consultants. He has detailed understanding of the planning process including TCPA, DCO and TWAO schemes. Jason is our LRT Practice Leader representative covering Leeds, Sheffield and Newcastle offices. He is particularly strong in the management of our teams, evidenced by winning our Project Manager of the Year award for the Mott MacDonald Group in 2013.

Particularly relevant projects include:

- Leeds Station Southern Entrance (LSSE). Project Manager for the design finalisation, TWA and Public Inquiry stage for the new LSSE. Responsible for managing all our engineering, environmental traffic, and land referencing inputs, and for helping the client to ensure that the scheme was well defined, affordable, deliverable and could be robustly defended at public inquiry. Expert Witness at public inquiry
- Nottingham NET tramway. Assistant Project Manager coordinating our team for the initial development, option selection and development to TWA application for 17km extension to the NET system with significant on-street running, stakeholder interfaces, and major civil engineering works
- East Coast Main Line (ECML) Level Crossing Closure Programme – Project manager for work to close 41 level crossings on the ECML including options selection, single option development and TWA Order material stages. Led the development of the technical design in consultation with multiple local authorities, along with managing the liaison with over 300 directly affected parties as well as around 50 stakeholder groups.
- Manchester Metrolink. Various projects and roles including as team leader providing engineering assistance for extensions to the Metrolink LRT (tram) System. Work included design development and refinement, safeguarding of alignment with respect to adjacent developments, and preparation of material for TWA submissions

### ***Kevin Leather – Mott MacDonald Environmental Lead***

Kevin is a chartered environmentalist and highly experienced environmental consultant with over 27 years' consultancy experience in environmental impact assessment (EIA), management and auditing for the design and construction of transport, energy, and infrastructure projects. He is a full member of the Institute of Environmental Management and Assessment (IEMA), a chartered environmentalist with the Society for the Environment, and a registered Environmental Auditor under the IEMA scheme. Particular projects include:

- High Speed 2. Delivery manager for the delivery of the Supplementary Environmental Statement (SES) and the Additional Provisions for the London Metropolitan/Country South portions of the HS2 route. The role involves risk managing the delivery process focussing on programme, technical guidance, resources and co-ordination of authors and topic teams.

- London (Croydon) Tramlink. Responsible for environmental detailed design elements and obtaining the environmental consents for Croydon Tramlink including one of the first construction Environmental Management Plans (EMP)
- North Doncaster Chord. Led our environmental team considering all sustainability and environmental aspects of a proposed rail flyover north of Doncaster on the East Coast Main Line. This included preparation of the environmental statement and supporting documents for the DCO application.
- Nottingham NET Phase 2. Client environmental advisor for the construction period, advising the promoter Nottingham City Council on the detailed design and construction work

## **Appendix C**

Experience of Steer Davies Gleave (SDG) in relation to NGT. The following advice note was produced by SDG to demonstrate their relevant experience.



## Steer Davies Gleave: Selected Rail/Rapid Transit Business Case & Inquiry Experience

Project	Date	Client	Role	Status
Bank Station Upgrade	2014-15	Transport for London	Expert witness on traffic and transportation issues. Objector management advice	TWAO Order granted
Barking Riverside Extension	2015-ongoing	Transport for London	Business case support and planning advice for extension of London Overground. Preparation for TWAO Inquiry	TWAO Order application in preparation
Birmingham Gateway	2005-2010	Network Rail	Economic appraisal and business case support for the redevelopment of Birmingham New Street station	Funding awarded and scheme completed in 2016
Blackpool & Fleetwood Tramway Upgrade	2006-10	Blackpool Council	Business case support for the upgrade of Blackpool Tramway, including new tram fleet and depot plus system wide renewal works	Completed and new fleet introduced in 2011
Blackpool Tramway Extension to Blackpool North	2011-ongoing	Blackpool Council	Option identification, business case and support for TWAO Order application for extension of Blackpool Tramway from North Pier to Blackpool North railway station	TWAO Order application has been made
Cambridgeshire Guided Busway	2001-05	Cambridgeshire County Council	Project managers of the Cambridgeshire Guided Busway) scheme from feasibility to obtaining a TWAO and funding approval from DfT	Scheme opened in 2011
Croxley Rail Link	2006-15	Hertfordshire County Council	Business case support and planning advice for extension of LUL Metropolitan Line in Watford. Expert witness at TWAO Inquiry. Post-inquiry funding advice	TWAO granted in 2013. Funding package agreed in 2015
Ebbw Valley Railway	1999-2003	Capita/Gwent Consultancy	Demand forecasting, economic appraisal and business case development which secured Welsh Assembly Government funding for the reopening of the railway and introduction of a service to Cardiff	Scheme opened in 2008
Edinburgh Tram	2005 - ongoing	City of Edinburgh Council	Demand forecasting, economic and appraisal of Edinburgh Tram and proposed extensions. Assistance to CEC when re-specifying the project to address cost overruns. On-going work on future extensions	First phase scheme opened May 2014
Leeds NGT	2007-2016	WYPTE/WYCA	Demand forecasting (to 2010), economic appraisal and business case advice. Expert witness at TWAO Inquiry	Scheme cancelled in 2016 following rejection of TWAO application
Leeds Station Southern Entrance	2011-2013	WYPTE	Economic appraisal and business case advice. Prepared evidence for TWAO Inquiry. Post-inquiry funding advice	Scheme opened in 2016

Project	Date	Client	Role	Status
Leeds Supertram Line 1	1990-96	WYPTE	Option identification, demand forecasting, economic appraisal and business case advice. Expert witness at Private Bill Committee. Post Bill funding case support	Private Bill enacted in 1993
Leeds Supertram Lines 2 & 3	1994-97	WYPTE	Option identification, demand forecasting, economic appraisal and business case advice. Expert witness at TWAO Inquiry. Post inquiry funding case support	TWAO granted in 2001
Leeds Supertram Business Case	1997-2005	WYPTE	Business case support for implementation of three-line Leeds Supertram project	Scheme cancelled in 2005 following withdrawal of Government funding support
Leigh Salford Manchester Quality Bus Corridor	1998-2012	GMPTE	Option identification, demand forecasting, economic appraisal and business case advice. Expert witness at TWAO Inquiry. Post inquiry business case advice and funding case support	Scheme opened May 2016
Luton Dunstable Guided Busway	1999-2007	Luton Borough Council	Option identification, demand forecasting, economic appraisal and business case advice. Expert witness at TWAO Inquiry. Post inquiry business case advice and funding case support	Scheme opened September 2013
Manchester Metrolink Airport Extension	1994-2011	GMPTE	Option identification, demand forecasting, economic appraisal and business case advice. Expert witness at TWAO Inquiry. Post inquiry business case advice and funding case support	Scheme opened November 2014
Manchester Metrolink Ashton-under-Lyne Extension	1994-2011	GMPTE	Option identification, demand forecasting, economic appraisal and business case advice. Expert witness at TWAO Inquiry. Post inquiry business case advice and funding case support	Scheme fully opened October 2013
Manchester Metrolink East Didsbury Extension	2008-2011	GMPTE	Demand forecasting, economic appraisal and business case advice	Scheme fully opened May 2013
Manchester Metrolink Oldham-Rochdale Extension	1995-2010	GMPTE	Demand forecasting, economic appraisal and business case advice	Scheme fully opened in 2013
Manchester Metrolink Second City Crossing	2010 - 2013	TfGM	Economic appraisal and business case advice. Prepared evidence for TWAO Inquiry. Post inquiry business case and funding case support	TWAO Order granted. Scheme under construction
Manchester Metrolink Trafford Park Line	2013 - ongoing	TfGM	Economic appraisal and business case advice. Expert witness at TWAO Inquiry. Post inquiry business case and funding support	TWAO Inquiry held 2015. Outcome awaited

Project	Date	Client	Role	Status
Merseyside Rapid Transit	1997-1999	Merseytravel	Option identification, preliminary design, demand forecasting, economic appraisal and business case advice. Expert witness at TWAO Inquiry	TWAO Inquiry held 1998. Order not granted
Merseytram	1995-2005	Merseytravel	Option identification, preliminary design, demand forecasting, economic appraisal and business case advice. Expert witness at TWAO Inquiry. Post inquiry business case support.	TWAO Order granted for Line. Scheme cancelled following withdrawal of Government funding support
Midland Metro Extension to New Street & New Tram Fleet	2008 - 2012	WMPTE (Centro)	Business case for extension to New Street using pre-existing TWAO powers and for new fleet	New fleet entered service in Jan 2014. Extension opened in June 2016.
Midland Metro Centenary Square Extension	2013-2015	WMPTE (Centro)	Business case and expert witness at TWAO inquiry	Order granted in May 2016. Construction expected to start in 2017
Midland Metro Eastside Extension	2012 - ongoing	WMPTE (Centro)	Business case development, preparation for TWAO inquiry anticipated for 2017	Work ongoing
Midland Metro Edgbaston Extension	2014 - ongoing	WMPTE (Centro)	Business case for extension using pre-existing TWAO powers	Funding decision awaited
Midland Metro Wolverhampton City Centre Extension	2013-2015	WMPTE (Centro)	Business case and expert witness at TWAO inquiry	Order granted in June 2016
Northern Line Extension	2008-ongoing	TfL/Battersea Power Station	Concept development, preliminary feasibility study, business case development, lead transport advisor, expert witness at TWAO inquiry staff secondment to TfL to manage the transport case and TWAO processes	TWAO granted in 2014 and scheme now under construction
Shortlands Junction	1998-1999	Railtrack	Transport case for TWAO application	TWAO granted and scheme opened in 2003
South Hampshire Rapid Transit	1994-2005	Hampshire County Council	Option identification, preliminary design, demand forecasting, economic appraisal and business case advice. Expert witness at TWAO Inquiry. Post inquiry business case support	TWAO Order granted for Line. Scheme cancelled in 2005 following withdrawal of Government funding support

Project	Date	Client	Role	Status
Thameslink	1998-2008	Railtrack/DfT	Business case and economic appraisal. Expert witness at TWAO inquiry. Post inquiry business case support	TWAOs granted and scheme is under phased construction
Tyne & Wear Metro Project Orpheus	2002-2010	TWPTE (Nexus)	Business case and economic appraisal for upgrade and refurbishment of Tyne & Wear Metro	Funding awarded and upgrade close to completion
Tyne & Wear Metro Sunderland Extension	1992-1998	TWPTE (Nexus)	Business case and economic appraisal. Expert witness at TWAO inquiry. Post inquiry business case and funding support	TWAO granted and scheme opened in 2002
West of England Rapid Transit	2006-2016	Bristol City Council	Option identification and feasibility studies, option assessment, leading planning application process (TWAO, DCO, TCPA), advise on funding and delivery issues, procurement advice	Phased implementation is underway

## **Appendix D**

Experience of Bircham Dyson Bell (BDB) in relation to NGT. The following advice note was produced by BDB to demonstrate their relevant experience.

## BDB EXPERIENCE OF SIMILAR PROJECTS

1 We were instructed to act on NGT in 2008, following a competitive tender between all of the UK law firms with experience of promoting urban transit infrastructure. As requested, we provided as part of that tender details of three major UK projects, relevant to NGT. The projects we chose were:

### 1.1 Cambridgeshire Guided Busway

The Cambridgeshire Guided Busway (CGB), as the prime example of a guided busway system successfully taken through the TWA Order system and which was then in the process of being built. It gave rise to a great many issues, experience of which helped to inform the proposed NGT promotion.

### 1.2 Nottingham Express Transit (NET) Phase Two

NET Phase Two was a live example of the kind of issues the Promoters were likely to face on NGT. Elements that we would particularly highlight are that it is or has involved, over 1,000 objectors, a joint TWA Order promotion, numerous planning, heritage, environmental, open space, rights of way and property issues, including exchange land certificate and listed building/conservation area consent applications, accesses new Park & Ride sites; and complicated TWA Order drafting.

### 1.3 Merseytram

Whilst Merseytram Line 1 was not then being built, the promotion of the TWA Order in a record time and the issues it raised were still relatively recent. It involved 286 TWA Order objections, major objections raised by Liverpool City Council, on-street running; and numerous planning, heritage, environmental, rights of way and property issues, including listed building and conservation area consent applications.

## 2 Our team

The team we proposed at the time comprised the most experienced lawyers working in the field of TWA Order promotions. Their experience at the time was as follows:

### Lead Partner

#### **Paul Thompson (Partner and Roll 'A' Parliamentary Agent)**

Originally qualifying as a barrister in 1977, Paul became a Roll A parliamentary agent in 1982 and a solicitor in 1990. He is recommended as one of the leading Parliamentary Agents by *The Legal 500* and the *Chambers UK Guide to the Legal Profession*. Paul is particularly experienced in the authorisation of major projects and the planning, environmental and other policies relating to them. He acted for Cambridgeshire County Council on its successful application for a Transport and Works Act (TWA) order for the proposed Cambridgeshire guided busway. He also acted for the Greater Manchester Passenger Transport Executive in relation to the authorisation of its Metrolink system, including promoting five Private Acts and 14 TWA orders for that purpose as well as the Leigh Guided Busway Order 2005. On behalf

of Hampshire County Council and Portsmouth City Council, he promoted the TWA Order (2001) for the South Hampshire Rapid Transit System and has also assisted with the firm's DLR extension promotions.

### **Core Team**

#### **Nicholas Evans (Partner)**

Nick was part of our team working on the TWA Order application by Nottingham City Council and Nottinghamshire County Council for the proposed two extensions to the Nottingham Express Transit System. He has also advised Nottingham City Council in relation to its proposed work-place parking levy. Nick has advised Merseytravel in relation to the proposed Merseytram scheme, and Docklands Light Railway Limited on the DLR extensions to Silvertown and London City Airport (recently opened), Woolwich Arsenal and Stratford International. Nick acted for numerous clients affected by the Crossrail Bill, including BAA, for whom he negotiated an agreement regulating Crossrail's interface with the Heathrow Express, and the Association of Train Operating Companies.

#### **Mothiur Rahman (Senior Associate)**

Mothiur's experience included advising Transport for London (TfL) in relation to the prospective promotion of a Transport and Works Act Order for the West London Tram scheme; advising in relation to objections to Transport and Works Act Orders including TfL's Victoria Station Upgrade (VSU) scheme; and advising a number of objectors to the Crossrail Bill, including drafting the petitions and attending hearings before the House of Commons Select Committee. Mothiur also advises on a number of planning matters, including advising in relation to planning issues, listed building consents and conservation area consents for Transport and Works Act Orders; and advising in relation to s.106 agreements.

#### **Rahul Bijlani (Associate)**

Rahul had extensive experience advising on planning and local government law, compulsory purchase, highways, and consents required for the development of major projects. His experience includes advising: Transport for London on its TWA Order application for the VSU scheme and on the prospective Transport and Works Act Order application for the West London Tram scheme; Docklands Light Railway Limited on its successful planning application for the proposed Stratford Regional Station redevelopment; Transport for London on a variation to the existing congestion charging scheme and on a new scheme for a London-wide Low Emissions Zone; tie (Transport Initiatives Edinburgh) on the two Bills promoted in the Scottish Parliament, enacted in 2006, authorising Edinburgh's proposed two-line tram system; clients petitioning against the Crossrail Bill; and Dartford Borough Council on a compulsory purchase order for the Bridge Project, a major mixed-use development in the Thames Gateway.

### **Support Team**

#### **Robbie Owen (Partner and Roll 'A' Parliamentary Agent)**

Described by *Chambers UK Guide to the Legal Profession* as "dynamic and energetic" and "respected for his effectiveness with light railway schemes" and recommended in the *Legal*

500 for both planning work and parliamentary work, Robbie specialises in the promotion and implementation of major infrastructure projects. Robbie is a Roll 'A' Parliamentary Agent, had been a partner at Bircham Dyson Bell since 1991 and was then head of our Major Projects Group. He had been involved with many major infrastructure schemes acting for both promoters and objectors. Significant major infrastructure projects that Robbie had been involved with and which are of particular relevance here include: acting jointly for Nottingham City Council and Nottinghamshire County Council on the TWA Order application for two prospective extensions to the Nottingham Express Transit system; advising Merseytravel on its successful promotion of a TWA Order authorising the proposed Merseytram Line 1 scheme for Liverpool; acting for Docklands Light Railway Limited on the successful promotion of TWA Orders for the Docklands Light Railway extensions to London City Airport, Woolwich Arsenal and Stratford International and on the current promotion of the TWA Order for the proposed DLR extension to Dagenham Dock; acting for Knowsley Metropolitan Borough Council in the successful promotion of a TWA order for the Knowsley Rail Freight Terminal (now constructed); and promoting for the Environment Agency the Wye Navigation TWA Order 2002 and the Wye Navigation Byelaws 2003.

#### **Francis Tyrrell (Senior Associate)**

Francis had advised upon a number of major infrastructure projects. In particular he had been a key member of our team advising P&O Ports/DP World on obtaining statutory authorisation for the large London Gateway container port project and Docklands Light Railway Limited on various aspects of the Stratford International Extension, including Olympic interfaces as well as railway industry-specific matters. Francis was part of our team advising Nottingham City Council and Nottinghamshire County Council on its application for a Transport and Works Act Order to authorise two extensions of the Nottingham Express Transit system, the subject of a seven-week public inquiry in 2007. Francis assisted with the firm's public procurement work and, for example, was then working on the arrangements for the operation of the Cambridgeshire Guided Busway by way of contracts with bus operators.

#### **Alex Hallatt (Solicitor)**

Alex was advising Docklands Light Railway Limited on the implementation of its compulsory purchase powers for the City Airport and Woolwich Arsenal extensions. In particular, Alex had been working on the acquisition of land for DLRL by the General Vesting Declaration and notices to treat procedures as well as by consensual transfer. He had also been part of the team advising Transport for London in connection with the proposed Woolwich town centre redevelopment. Alex acted for objectors to the Crossrail scheme and also has experience advising on planning matters. Alex was also assisting on aspects of the then proposed TWA Order for the DLR extension to Dagenham Dock.

#### **Pam Thompson (Parliamentary Clerk)**

Pam had undertaken Parliamentary legal work for over 30 years, 18 of those with Bircham Dyson Bell. She had vast experience in the preparation of the documentation for, and the procedures relating to the promotion of and objections to, Transport and Works Act Orders, Harbour Orders, Private and Hybrid Bills, and other forms of legislation. Pam also provided a specialist monitoring service to clients on legislative developments. She is the Honorary Secretary and Treasurer to the Parliamentary Clerks' Society.



## **Appendix E**

Experience of Aecom in relation to NGT. The following advice note was produced by Aecom to demonstrate their relevant experience.

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## Introduction

This note has been prepared in response to a request by Andrew Wheeler of Leeds City Council. It first reproduced the experience in multimodal transport modelling that was provided in our submission to undertake the development of the Leeds Transport Model. The subsequent section then provides a brief summary of more recent projects and clients where we have undertaken similar work.

## Original Evidence provided for LTM Work

This section sets out our company experience that is relevant in relation to this tender. This includes work covering the following areas:

- Demand modelling;
- Strategic modelling;
- Model development;
- Modelling TIF strategies in a metropolitan area;
- Translating complex transport strategies into strategic model applications;
- Interpretation of model outputs from complex strategy tests to provide decision makers with clear, summarised results;
- Interfacing model outputs with appraisal; and
- Local knowledge.

### SWYMBUS Post TPI Modelling (Highways Agency, 2005, £1,132,415)

The Highways Agency commissioned Faber Maunsell to develop a new suite of models to test the SWYMBUS motorway widening proposals on the M1 and M62 in South and West Yorkshire. This involved building a suite of models to form a full VaDMA compliant approach. A strategic SATURN model and two VISSIM microsimulation models form the highway element of the suite with the variable demand modelling being carried out using a Demand Model developed by Faber Maunsell.

The SATURN model was built using data from over 250 RSI sites with a network of over 3000 simulation nodes. This model has been validated to an acceptable standard within the area of influence of the proposed schemes. The data from the SATURN model is fed down into the Vissim microsimulation models and up into the variable demand model. The variable demand model is fully compliant with VaDMA and had been approved by the Highways Agency. It is built using the Emme/3 software as a platform. These models have been used to assess the operational impacts of the schemes and then feed data into other assessment models such as TUBA, INCA, QUADRO and environmental assessment packages.

The Vissim models have been used in conjunction with the Vissim Interface Panel (VIP) to design Integrated Demand Management measures for the motorway network in South and West Yorkshire.

Many of the staff included in this project proposal have been involved within the SWYMBUS project. The overall study was managed by Alison Cox with Stuart Dalglish managing the task of building the SATURN model. Stuart McNaughton was heavily involved in the network building and the calibration and validation of the SATURN model. Ian Taylor was responsible for developing the highway matrices from the RSI data with Colin Capelle assisting him. Ian was also responsible for adapting the variable demand model from a previous study to make it compatible with SWYMBUS.

In many ways the SWYMBUS study is similar to the Leeds model as it involved developing a highway model from a series of RSI sites and other infill demand data. SWYMBUS also required the adoption of the Faber Maunsell's demand model to suit the local modelling situation.

Strategy / Scheme Development	Demand Modelling	Highway Modelling	Public Transport Modelling	Appraisal
✓	✓	✓		✓

## East of England Regional Model (2005-2008, Highways Agency, £577,000)

Drawing on previously developed regional model, this work involved the integration with the BAA/Stansted modelling and further refinement of the model in the M1 corridor. Current work involves the improvement of model data in the Norfolk/Suffolk area. The regional model has been the subject of considerable development work undertaken by Faber Maunsell. A fully WebTAG compliant demand model structure (utilising EMME/3 software) has been created to determine modal choice and tackle variable demand responses to a range of interventions including road user charging. This demand model is widely regarded as the most appropriately structured and well validated example of its kind in the UK at present, and its basic structure will be adopted for the model development now proposed in Leeds. This work was led by Paul Hanson. Denvil Coombe is employed as an advisor to BAA on this project.

Strategy / Scheme Development	Demand Modelling	Highway Modelling	Public Transport Modelling	Appraisal
✓	✓	✓	✓	✓

## Non-Airport Demand Model (£2005-6, BAA / Hyder, £50,000)

Used for the Programme for the Sustainable Development of Heathrow (PSDH), this study involved an adaptation of the M25 model integrating bespoke air demand models, SATURN highway models and an EMME/2 WebTAG compliant variable demand model. The model was applied to test a range of strategies to seek to reduce traffic levels in the vicinity of Heathrow to assess what measures might be taken to improve air quality in the vicinity of the airport. This work was led by Paul Hanson. Denvil Coombe was BAA's technical director on PSDH.

Strategy / Scheme Development	Demand Modelling	Highway Modelling	Public Transport Modelling	Appraisal
✓	✓	✓	✓	✓

## West Midlands TIF (2006/07 West Midlands Metropolitan Councils & West Midlands PTA, £680,000)

Faber Maunsell was appointed to lead two main phases of work, this first culminating in the publication, in September 2006, of a landmark consultative document 'Gridlock or Growth – Choices and Challenges for the Future' and the second leading to the production of technical documentation underpinning the metropolitan-wide Integrated Transport Strategy. In addition to providing the overall management of the multi-disciplinary consultancy group, Faber Maunsell was responsible for:

- The assessment of current transport problems and the development of the 'strategic case' for intervention;
- The assessment of options for Transport Infrastructure and service improvements in 20 travel corridors;
- Specifying enhancements to transport demand modelling tools to enable the impacts of complex congestion management strategies to be quantified;
- The assessment of impact of various demand management strategies on freight distribution
- The appraisal of the costs and benefits of Integrated Transport Strategy options covering both public and private sectors;
- The development of the functional design and business case for road user charging options;
- In-depth studies to assess the impact of Transport Strategy options on business competitiveness.

Paul Knight was project director for this study. The knowledge gained from this study provides us with a very good insight into the TIF process. This is knowledge that we can apply to the development of the Leeds modelling suite to ensure it is capable of modelling TIF related schemes. Denvil Coombe was responsible for auditing the modelling on behalf of the DfT. This provides us with an insight into TIF modelling practices and the acceptability of them with the DfT.

Strategy / Scheme Development	Demand Modelling	Highway Modelling	Public Transport Modelling	Appraisal
✓	✓	✓	✓	✓

### Greater Manchester TIF (2007 Greater Manchester PTE and Manchester City Council, £1M+)

The Faber Maunsell input to the TIF bid for Greater Manchester has encompassed the following projects:

- Congestion Charging Project – scheme design, appraisal and modelling support, traffic engineering, infrastructure costing.
- Regional Centre Transport Strategy – bus strategy development, complementary access strategy, parking strategy, traffic management, interchange development.
- Development of Corridor Partnerships – baseline studies and Action Plans, stakeholder consultation.
- Second City Metrolink Crossing Optioneering – rail engineering, transport planning, outline business case, traffic and junction modelling.
- Bus Transit Scheme Development (2 schemes) – scheme development including traffic engineering, transport planning, traffic and junction modelling, traffic management, traffic signals design, outline business case.
- Bus Priority Measures – design and prioritisation of 30 potential corridors, requiring traffic engineering, junction modelling and design, traffic signal design.
- Preparation of Full Business Cases for four schemes and support to the GMPTE on a number of other schemes.

The work has been undertaken in an informal partnership with GMPTE and Manchester City Council, and involved very close working with their officers, and occasional secondments into their offices. Denvil Coombe was responsible for auditing the modelling on behalf of the DfT. This provides us with an insight into TIF modelling practices and the acceptability of them with the DfT.

Strategy / Scheme Development	Demand Modelling	Highway Modelling	Public Transport Modelling	Appraisal
✓				✓

### Tyne and Wear TIF (2007/8 Newcastle City Council, £300,000)

Faber Maunsell was commissioned by the local authorities in Tyne and Wear to prepare a Transport Innovation Fund Outline Business Case. This work commenced with a thorough review of the problems and issues facing the Tyne and Wear area both now and in the future. We then developed packages of measures and strategies to deal with these problems with Road User charging cordons and zones forming an integral part of these packages. These packages were modelled using an existing strategic transport model. An appraisal methodology was developed and this was used to compare the various packages against each other and against the objectives of the project. Mike Scott was project manager for this study.

This project has also provided us with a useful insight into the modelling requirements for a TIF bid.

Strategy / Scheme Development	Demand Modelling	Highway Modelling	Public Transport Modelling	Appraisal
✓				✓

**Stansted G2 (2004-, BAA, £4m)**

In responding to the 2004 Air Transport White Paper, BAA undertook studies to understand the context of regional growth within which Stansted operates, and to develop proposals, working with the Highways Agency, DfT and Network Rail to support the surface access needs of travel to the airport in this context. Part of this work involved the development of regional multimodal forecasting models, consistent with best current practice, and their application to forecast the performance of the transport network in the broad vicinity of Stansted and to identify a range of measures to facilitate airport and regional growth, in particular along the M11 corridor and the West Anglia Main Line rail corridor. The integrated model suite included a WebTAG compliant demand model, using Emme/2, regional and local SATURN traffic models, use of PLANET (the emme/2 based DfT rail models) and airport specific mode share models. This work was led by Paul Hanson. Denvil Coombe is employed as an advisor to BAA on this project.

Strategy / Scheme Development	Demand Modelling	Highway Modelling	Public Transport Modelling	Appraisal
✓	✓	✓	✓	✓

**M25 North of Thames Demand Model (2005-7, Highways Agency / Hyder, £200,000)**

To support the M25 rapid widening proposals this commission involved the development of a multimodal variable demand model, compliant with WebTAG guidance, to forecast the demand responses to options to improve the M25. The model was developed using Emme/2 and integrates with a SATURN highway assignment model. A number of option tests were undertaken. This project was led by Paul Hanson. Denvil Coombe is employed as an advisor to Hyder Consulting on this project.

Strategy / Scheme Development	Demand Modelling	Highway Modelling	Public Transport Modelling	Appraisal
	✓	✓	✓	✓

**Thames Gateway Regional Demand Model (2006/7, Essex / Mouchel Parkman, £70,000)**

In supporting the development of a transport strategy for the Southend/Basildon, Thames Gateway area, this commission involves the development of a multi-modal transport model. This model integrating Omnitrans highway and bus models and an EMME/3 WebTAG compliant variable demand model. This work was led by Paul Hanson.

Strategy / Scheme Development	Demand Modelling	Highway Modelling	Public Transport Modelling	Appraisal
✓	✓			

**Tees Valley Development Study (2007, Tees Valley JSU, £72,400)**

The Tees Valley Development Study seeks to develop an Area Action Plan through which the strategic development aspirations in the Tees Valley can be accommodated. This has involved using a TRIPS multimodal model developed by another consultant in order to assess the impacts and develop schemes to mitigate these. A spreadsheet growth model was built in order to correctly assess the trip generation of the proposed development sites. A total of 4 future years and two growth scenarios were tested. The TRIPS model has been interfaced with a VISSIM model of the strategic roads in the area to assist in the identification of impacts and potential mitigation measures. During this project Faber Maunsell developed a MapInfo tool to take TRIPS outputs and convert them into a map based format. This project is currently on hold due to Faber Maunsell identifying an issue with the distribution model supplied by the client. Mike Scott was project director for this work and Stuart Dalgleish project manager with Mark Roth providing the mapping expertise.

Strategy / Scheme Development	Demand Modelling	Highway Modelling	Public Transport Modelling	Appraisal
✓	✓	✓	✓	✓

### South Yorkshire Strategic Transport Model (South Yorkshire Authorities, 2007/8, £200,000 + Surveys)

Faber Maunsell has recently been appointed by all four South Yorkshire Local Authorities to undertake roadside interviews in order to update the SWYMBUS SATURN model to make it suitable for testing the cross boundary impacts of transport proposals across South Yorkshire. This commission has a strong multi-modal element by virtue of the development and inclusion of a public transport model and making adjustments to the SWYMBUS demand model to improve the mode choice elements. Mike Scott is project director for this study and Stuart Dalgleish is project manager.

Strategy / Scheme Development	Demand Modelling	Highway Modelling	Public Transport Modelling	Appraisal
	✓	✓	✓	

### York Central Transport Masterplan Study (2003, City of York Council – £125,000)

The York Central site is in the Centre of York adjacent to the rail station. It is derelict rail land that is a potential development site for employment uses, creating up to 10,000 jobs. In addition 3000 houses could be located on the site but access to the site is restricted due to live rail lines along each perimeter. This study made use of the York SATURN highway and Park & Ride model to assess the impact of the development along with identifying the effects of potential access points. An EMM/2 public transport model was constructed in order to assess options for improving public transport accessibility to the site, including BRT and LRT options. The commission included a feasibility study of each access point. Mike Scott was project manager for this study.

Strategy / Scheme Development	Demand Modelling	Highway Modelling	Public Transport Modelling	Appraisal
✓	✓	✓	✓	✓

### Edinburgh Tram (2003, Transport Initiatives Edinburgh, £900,000)

Faber Maunsell was commissioned by Transport Initiatives Edinburgh to carry out all necessary work to complete the Scottish Transport Appraisal Guidance (STAG) Parts One and Two Assessments for the proposed second line of the Edinburgh Tram system (West Edinburgh). Faber Maunsell undertook all technical, operational and environmental work to take Line Two of the Edinburgh Tram network through a public exhibition, and to enable the Council to promote the passage of a Private Bill through the Scottish Parliament. Of particular relevance is the use of a city-wide multi-modal TRIPS model to assess the scheme.

Strategy / Scheme Development	Demand Modelling	Highway Modelling	Public Transport Modelling	Appraisal
✓	✓	✓	✓	✓

### Nexus VISUM PT Model (2008 Nexus, £527,000)

Faber Maunsell has a framework agreement with Nexus. As part of the framework we are developing a Public Transport Model using the Visum software. This model is being used to assess current and future accessibility levels as well as the demand implications of changes to public transport services and the introduction of bus priority measures. This work is being carried out as part of a wider project to develop an ideal bus network for the Tyne and Wear area.

Strategy / Scheme Development	Demand Modelling	Highway Modelling	Public Transport Modelling	Appraisal
✓			✓	✓

## Multi-Modal Studies e.g. London to South Midlands (1988 to 2002)

Faber Maunsell recently led a number of major multimodal studies. These studies were instrumental in developing many of the variable demand modelling techniques that are now contained in DfT guidance. In the London to South Midlands corridor, for example, Faber Maunsell led a team of transportation planners, engineers, economists and environmentalists to investigate multi-modal solutions to a range of congestion and accessibility problems in the South Midlands. The study area, bounded by the M25, M1, A14 and M11 was subject to particularly strong development pressures both in the M11 corridor and in a major planning growth area focused on Milton Keynes. The study area also included several areas of deprivation for which improved accessibility, particularly to major economic centres, was a key objective. The area included three major north-south highway corridors (M1, A1(M), M11) and the corresponding rail lines (WCML, MML, ECML, WAGN), as well as a number of lower quality east-west highways and a potential east-west rail route. It contained two major airports at Luton and Stansted, and a regional airport at Cambridge.

Strategy / Scheme Development	Demand Modelling	Highway Modelling	Public Transport Modelling	Appraisal
✓	✓	✓	✓	✓

Allied to this extensive modelling experience, Faber Maunsell can also offer significant local experience. Our Leeds City Centre office is one of our key national centres of excellence for transport modelling and we have deployed this experience, along with our full range of other skills, for our clients in West Yorkshire over many years. Examples of our recent experience include:

- Development of Major Scheme Business Cases for investment at Wakefield Westgate Station, the A65 Kirkstall Road Bus Corridor and the region’s successful “MyBus” programme for school travel investment.
- Undertaking a high profile rail study for the Caldervale Line in conjunction with a full range of public and private sector stakeholders.
- Appraisal of public transport options in the A660 Otley Road Corridor, the Aire Valley corridor in East Leeds and, at a smaller scale, for the semi-rural community at Scholes.
- Developing new arrangements for ticketing in West Yorkshire including working with partners to develop proposals for extending the Metrocard scheme into neighbouring authorities beyond the West Yorkshire boundary.



## Illustration of Contemporary Experience

Selection of commissions undertaken since commencement of the work on the Leeds Transport Model. These are selected to be multi-modal and including some aspects of local urban public transport planning. There are many wider examples of relevant modelling work, which focus more strongly on highway rail and active modes, together with a range of research and advisory activity.

Client	Date	Nature of Work
TfL	2008-	Extensive range of individual commissions supporting TfL develop, maintain and apply their multi-model London modelling suite. This has included expert advice in developing their tools, developments to demand modelling, highway and public transport assignment tools and their application to appraise a wide range of highway and public transport interventions.
SYPT	2008-	Development and maintenance of multimodal transport modelling capability for Sheffield City Region. Tasks undertaken include integrating transport and land use models, and appraisal of a range of transport schemes.
Leicestershire	2008-	Responsibility for update and maintenance of the county multimodal model, together with its use to consider spatial and transport strategy, assess the transport impacts of developments, secure planning consent and funding for transport interventions, road, bus and active modes.
Kirklees	2013-	Development of multi-model transport model designed initially to develop local transport strategy.
Hertfordshire	2009 -	Transport planning framework providing support developing local spatial and transport strategies, supporting associated development and use of transport models, together with development of a new county wide transport model.
Central Bedfordshire	2009-	Framework supporting maintenance and use of multi-modal county model. Applications to support DCO procedures securing approval for transport interventions
Brighton	2013-	Framework to maintain and apply multi-modal transport model
Transport Scotland	2012-	Auditor for TS modelling suite, technically overseeing national, regional and local model development, with formal audits of 8 model developments. Business case development and supporting model use for national scale programmes (rail and road)
TfGM	2012-	Preparation of business cases for a range of potential metro and tram-train developments to the Manchester public transport network.
RATP	2013-	Update to their short term transport policy model, IMPACT, with responsibility for all supply model development, rail, bus, metro and highway.
STEAM	2008-	Maintenance and support of the Abu Dhabi multi-modal transport model, both supporting use and undertaking business case assessments of a diverse range of transport interventions.

## **Appendix F**

Experience of KPMG in relation to NGT. The following advice note was produced by KPMG to demonstrate their relevant experience.

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**4 August 2016**

Dear Andrew

In response to your recent email request, please find below our summary of corporate experience relevant to NGT and relevant CVs of our senior team members, Richard Threlfall and Jonathan Turton.

Our role in relation to NGT was to advise on the appropriate approach to and structuring of procurement. We assisted in the translating of objectives for the scheme to establish proposed contract risk allocation parameters. We produced the project financial model which assisted the Council/WYCA to understand the overall project cost and revenue in the form of a projected 30 year cashflow and we contributed to the development of the proposed approach to performance.

Our team was not involved in any aspect of the Public Inquiry process nor were we asked to contribute.

Yours sincerely,



Jonathan Turton,  
Director, Deal Advisory, Infrastructure

## 1 KPMG experience relevant to NGT

Set out below is a list of recent and relevant UK experience selected from a much wider range of projects. If you require further information or examples we are happy to provide them. We have also included a table of our recent awards in the infrastructure and transport sectors to demonstrate our recognition by the market.

Project	KPMG Role
Nottingham Express Transit Phase 2 Procurement	Financial and commercial adviser to Tralink Consortium (bidder)
Manchester Metrolink	Financial and commercial adviser to National Express (bidder)
Mersey Gateway	Financial and commercial adviser to Halton Borough Council (authority)
DfT Franchise process (including Essex Thameside, Thameslink, ScotRail, Inter City East Coast and Crossrail franchises)	Leading advisor to UK train operators (various). We also advised DfT on the review of its commercial model via the 2010 Franchise Review.
Operator of Last Resort (East Coast services)	Advised DfT on the successful separation and transfer of the franchise to Directly Operated Railways (DOR)
HS2 Strategic and Financial cases	Ongoing advice to DfT on the Strategic and Financial Cases
Crossrail 2	Financial and Commercial Advisor to TfL
Thameslink (£1.6bn ) and IEP (Great Western and East Coast, £4.6bn) rolling stock procurement	Financial advisor to DfT
Transport Fund and Metrolink Programme	Lead strategic, financial and economic advisor to Transport for Greater Manchester

## 2 KPMG financial and transport advisor awards

— Financial Adviser of the Year Partnership Awards 2016
— Financial Adviser of the Year IJ Global 2015
— Financial Advisor of the Year –Transport Infrastructure Awards (2013, 2012, 2008, 2007, 2006)
— InfraDealGlobal League Table ranked 1st 2015
— European Roads Deal of the Year Infrastructure IJGlobal2014 (Mersey Gateway)
— European Roads Deal of the Year Infrastructure IJGlobal2015 (M11 Ireland)
— Europe Infra Deal of the Year (Thames Tideway) PFI Awards 2015
— Infra Deal of the Year (Europe) Mersey Gateway PFI Awards 2014

### 3 CVs

We have provided below CVs for the partner and director directly responsible for our advice in relation to NGT, Richard Threlfall and Jonathan Turton.

#### Richard Threlfall

MA (University of Oxford), MBA (Cranfield), Fellow of the Institution of Civil Engineers



##### Position

- Partner, Global Head of Public Transport
- UK Head, Infrastructure, Building and Construction
- Chair, Infrastructure Forum Advisory Council

##### Experience

Richard has over 20 years' experience advising private and public sector clients on the structuring, procurement and financing of major infrastructure projects

Between 2000 and 2003 Richard was Vice President at Citigroup in the Infrastructure Advisory Group. Richard joined a highly respected financial advisory team and led a number of high profile advisory mandates including Air Traffic Control privatisation and Manchester Metrolink.

Between 1993 and 2000 Richard held a variety of senior positions in the UK Department for Transport, including Private Secretary to Sir George Young, the Secretary of State for Transport and Private Secretary to John Prescott, the Deputy Prime Minister. In 1998 he led the team responsible for the financial aspects of the Channel Tunnel Rail Link restructuring and refinancing, before taking oversight of Railtrack and the Office of Rail Regulation.

A selection of Richard's relevant sector experience with KPMG includes:

- Advisor to Transport for London on Crossrail 2
- Advisor to the UK Department for Transport on the governance and funding of HS2
- Advisor to Network Rail on a potential major divestment
- Advised Thames Water on the Thames Tideway Tunnel project
- Advised Halton Borough Council on the Mersey Gateway Bridge PPP project
- Advised Alstom, Keolis, Vinci and Trent Barton on Nottingham Express Transit Phase 2
- Advised the Railway Procurement Agency on the Dublin Metro project
- Advised Colas on the Sheffield and Isle of Wight road maintenance projects
- Advised the Stockholm Transport Authority on the Stockholm Tram project
- Advised the Welsh Assembly Government on the proposed M4 Toll Road
- Advised the Austrian road agency, ASFINAG, on the "Ostregion" DBFO roads
- Advised Strukton and NedRailways on the Stockholm Tram project
- Advised the Northern Ireland Roads Service on their two packages of DBFO roads
- Advised BAA on road and rail enhancements to support the expansion of Stansted Airport
- Advised the UK Government on the 2004 Rail Review.

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## Jonathan Turton

BSc Hons Accounting and Finance (1998); Associate of Institute of Chartered Accountants in England and Wales (2001)



### Position

Director - Deal Advisory Infrastructure, Head of Infrastructure in the North

### Experience

Jon has 18 years' experience at KPMG and qualified as a Chartered Accountant in 2001. Since 2003 he has led a wide range of high profile engagements and has closed over a dozen projects. Selected project experience (excluding NGT) includes:

- National Express: Jon was lead commercial adviser to National Express for its 2016 bid to operate the Manchester Metrolink, with a focus on performance and passenger experience.
- Jon is currently leading the team advising TfL on the proposed Silvertown Tunnel PPP. In particular Jon is focussed on the procurement approach, the performance regime and the financial structuring.
- Mersey Gateway: Jon led the team that advised Halton Borough Council all the way from Programme Entry to a successful financial close for the Mersey Gateway project.
- West Yorkshire: Jon was a key member of the team advising West Yorkshire on its Transport Infrastructure fund. In particular Jon led the work on the financial parameters of the Fund including the development of a fund specific financial model and external funding;
- South Yorkshire: Jon was a key member of the team advising South Yorkshire on its cross sector Infrastructure fund. Jon leads the work around funding sources and how to pull those together coherently as well as the economic prioritisation of potential projects;
- New M4 project: Jon was responsible for the day to day management of the team advising Transport Wales on the proposed New M4 Project up to 2009. Jon led the development of the commercial aspects, business case and financial structure of the project;
- Glasgow City Council: Jon was a key member of the team advising Glasgow on the establishment of a transport focussed Infrastructure fund and city deal.
- CNDR: Jon was part of the team advising Cumbria County Council on the Carlisle Northern Development Route, a PFI road scheme which achieved financial close in summer 2009;
- Hull City Council Building Schools for the Future project: Jon led KPMG's support to the Authority throughout the process, from the completion of strategic and outline business cases, through to financial close of each of the three phases;
- Eric Wright Group: Jon has advised Eric Wright Group through a successful financial close in January 2009 for tranche 4 of the Wigan and Leigh LIFT project. This role included the identification and selection of a new senior lender in very difficult market conditions. This project represents the eighth PFI project that KPMG have advised EWG on through to a successful financial close, and Jon's fourth.

In addition Jon writes frequently for the trade press, including being recently quoted in the FT in relation to the Northern Powerhouse. He speaks regularly at conferences and was chair of the Welsh Infrastructure Conference in 2014, sits on the Infrastructure Forums "Innovative Finance" working group and "Regions" working group and drafted the Forums response to the Autumn Statement in 2015 as well as KPMG's formal response to the HMT consultation on PF2.