

# Developing a Transport Knowledge Hub

Consultation

October 2016



# Introduction

Greener Journeys is working with the LEP Network and Local Partnerships to establish a Transport Knowledge Hub to support local decision-makers develop and deliver transport policy and investment initiatives to support economic growth.

The idea for the Hub came from the LEP Transport Workshop in January 2016. Since then, a Working Group of LEPs, the Department for Transport and Network Rail have developed an initial structure for the Hub.

It is proposed that the web-based Hub will provide:

- Guidance on the prioritisation and delivery of investments which are likely to deliver strong returns in terms of economic growth, productivity and jobs.
- Guidance on aspects of delivery such as procurement, risk management and managing contingencies.
- Case study material providing examples of projects and programmes that work in practice.
- A forum to share best practice and build a professional community.

The Transport Knowledge Hub will initially be funded by Greener Journeys and will be hosted by Local Partnerships.

As part of the development of the Hub, Greener Journeys has asked KPMG LLP to engage with decision-makers to consult on the structure and content of the Hub.

This document forms the basis of the consultation. It provides an overview of what the Hub might look like and seeks views on its structure and content.

There are 7 consultation questions on the following 3 pages. Please draft your responses on pages 5, 6 and 7. Alternatively you can simply submit your responses in an email to [Gerard.Whelan@kpmg.co.uk](mailto:Gerard.Whelan@kpmg.co.uk). Thank you.

# The Transport Knowledge Hub in a nutshell

## What is the Transport Knowledge Hub?

The Transport Knowledge Hub will be the “go to” community for information and advice on transport policy and investment initiatives to support local economic growth.

Potential objectives for the Hub include:

- Building an active community of people and organisations working to deliver sustainable economic growth.
- Establishing new ways of working, building a culture of continuous learning and development to improve performance and efficiency of transport policy and investment initiatives to support economic growth.
- Running seminars and knowledge sharing events as well as supporting performance partnering and peer review.
- Assembling online resources to help foster creativity and innovation, improve decision-making and promote best practice in the delivery of transport policy and investment initiatives.
- Monitoring progress at a national level, providing details of transport schemes completed and in the pipeline.

## Consultation questions:

1. Do you agree with the broad objectives for the Transport Knowledge Hub?
2. How could the objectives be improved?

## Why is the Transport Knowledge Hub needed?

The devolution and localism agendas have changed and expanded the role of local decision-makers in developing economic plans and delivering economic growth. This has shifted the focus to access to jobs, agglomeration and regeneration.

Whilst different local areas face unique challenges and opportunities, many local decision-makers have similar ambitions, share a common sense of purpose and are exposed to the same headwinds.

To be successful, local decision-makers will need to develop and implement plans that reflect local strengths and align with national industrial strategy. For some, this will simply be a continuation of what they do now but for others it will mean developing new capabilities.

The aim of the Hub is to create a community in which local decision-makers can learn from each other by sharing knowledge and experiences and working together to develop creative and innovative solutions in a devolved environment.

# How will the Hub operate?

## How will the Transport Knowledge Hub operate?

The operating model for the Hub will be determined as part of the consultation process. Our current working assumptions are that:

- The Hub will be hosted and administered by Local Partnerships.
- Initial funding will be provided by Greener Journeys who will help to develop the initial content of the Hub.
- We are currently in discussion with a range of government and private sector organisations with regard to on-going funding for the hub.

## Who will participate in the Transport Knowledge Hub?

The Transport Knowledge Hub will be open to those who want to be part of it. Those groups specifically targeted to contribute may include:

- Local decision-makers including: LEPs, LAs and CAs.
- Regional transport bodies including: TfL, TfN and Midlands Connect.
- Central government transport bodies: DfT, TS, WAG, TNI.
- Other government departments: HMT, DCLG and BEIS.
- Infrastructure providers: Network Rail, Highways England, Airports.
- Transport operators: Rail, Bus, Taxi.
- Passenger groups: Transport Focus, Bus Users UK.
- Trade associations and campaigns: CPT, RDG, UTG and CBT.
- Universities and consultants.

## Consultation questions:

3. Do you have views on the proposed operating model for the Transport Knowledge Hub?
4. What factors do you think will contribute to its success?

# Transport Knowledge Hub contents and activities

## Hub content

The Transport Knowledge Hub will assemble and disseminate resources via a website hosted by Local Partnerships. The site will include information, case studies and links to additional resources on:

- a) Transport and the economy.
- b) Strategic Economic Plans.
- c) Transport policy and planning.
- d) Transport business case.
- e) Assurance and governance processes.
- f) Programme and project delivery.
- g) Funding and finance.
- h) Evaluation and monitoring.

The aim is to bring together and summarise “best practice” guidance supported by case study illustrations. Brief details of each area are presented in the annex.

## Consultation questions:

- 5. How can the Hub add value to existing advice and guidance documents?**
- 6. What activities should the Transport Knowledge Hub engage in?**
- 7. Finally, do you have case study evidence that could be used to strengthen the content of the Hub? Importantly, we are looking for examples of best practice and lessons learnt.**

## Hub activities

The Hub community may also undertake the following activities:

- Maintenance and upkeep of Hub resources to reflect the a changing environment.
- Establishment of Task Groups to pursue specific issues.
- Seminars and knowledge sharing events.
- Updates to central policy initiatives.
- Blogs/ news.

# Consultation questionnaire

**1. Do you agree with the broad objectives for the Transport Knowledge Hub? (Please type directly in the space below)**

**2. How could the objectives be improved?**

**3. Do you have views on the proposed operating model for the Transport Knowledge Hub?**

## Consultation questionnaire (continued)

4. What factors do you think will contribute to the success of the Hub?

5. How can the Hub add value to existing advice and guidance documents?

6. What activities should the Transport Knowledge Hub engage in?

## Consultation questionnaire (continued)

7. Finally, do you have case study evidence that could be used to strengthen the content of the Hub? Importantly, we are looking for examples of best practice and lessons learnt.



## Next steps

Thank you for participating in this consultation and for providing feedback on the development of the Transport Knowledge Hub. Please save and return your answers to this questionnaire to [Gerard.Whelan@kpmg.co.uk](mailto:Gerard.Whelan@kpmg.co.uk).

The consultation will close on **31<sup>st</sup> October** 2016. Greener Journeys will then work with the Transport Knowledge Hub Working Group to develop the content and structure of the Hub with a view to launch the Hub early in 2017. The Working Group currently representatives from the Department for Transport, LEP Network, Local Partnerships, Network Rail, LEPs and Local Authorities.



**Annex**  
**Contents of the HUB**

# Transport Knowledge Hub Contents

## **(a) Transport and the economy**

Description of the relationship between the change in transport connectivity and the change in economic performance, identifying:

- Transport user benefits.
- Productivity effects.
- Investment and employment impacts.
- Regeneration.

## **(b) Transport and Strategic Economic Plans**

Role of transport and transport-related initiatives as part of Strategic Economic Plans, including:

- Economic challenges and opportunities.
- Specialisation, diversification and clusters.
- Competition and complementarities.

## **(c) Transport policy and planning**

Identifying the right transport and transport-related solutions, including:

- Visioning and objective setting.
- Transport challenges and opportunities.
- Optioneering and innovation – the full transport toolkit.
- Solution development.
- Programme development.

## **(d) Transport business case**

Developing strong a Business Case supporting alternative interventions:

- DfT Transport Business Case.
- HMT Five Case Model.

# Transport Knowledge Hub Contents (continued)

## **(e) Assurance and approvals**

Accountable and transparent decision making will require the development of local assurance frameworks setting out the roles and responsibilities in decision-making.

## **(f) Programme and project delivery**

Best practice expertise, knowledge and skills at managing and delivering major economic projects for the government.

## **(g) Funding and finance**

Review of current sources of funding and finance for transport and transport related schemes. This will need to be kept up-to-date with details of current funding rounds and competitions. Importantly this will need to cover private funding and finance such as value capture mechanisms.

## **(h) Monitoring and evaluation - Programmes and project**

Best practice advice on undertaking monitoring and evaluation of transport expenditure. Linked to funding and finance above, this section of the Hub could track inputs, outputs and outcomes nationally and by area.

