

# Control Period 7

Kevin Collins – Wales Rail Conference 7<sup>th</sup> April 2022



Wales and  
Western

# Control Period 7 – What is it and what are the Timescales?



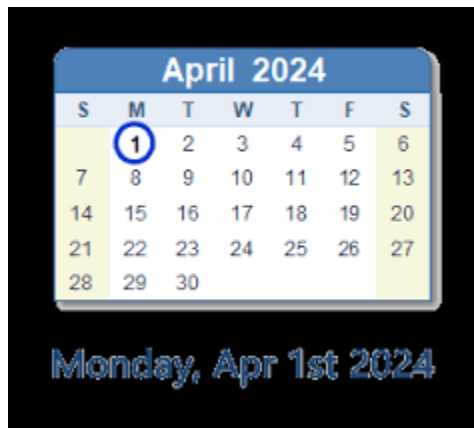
## What is a Control Period?

Control Periods – 5 year timespans

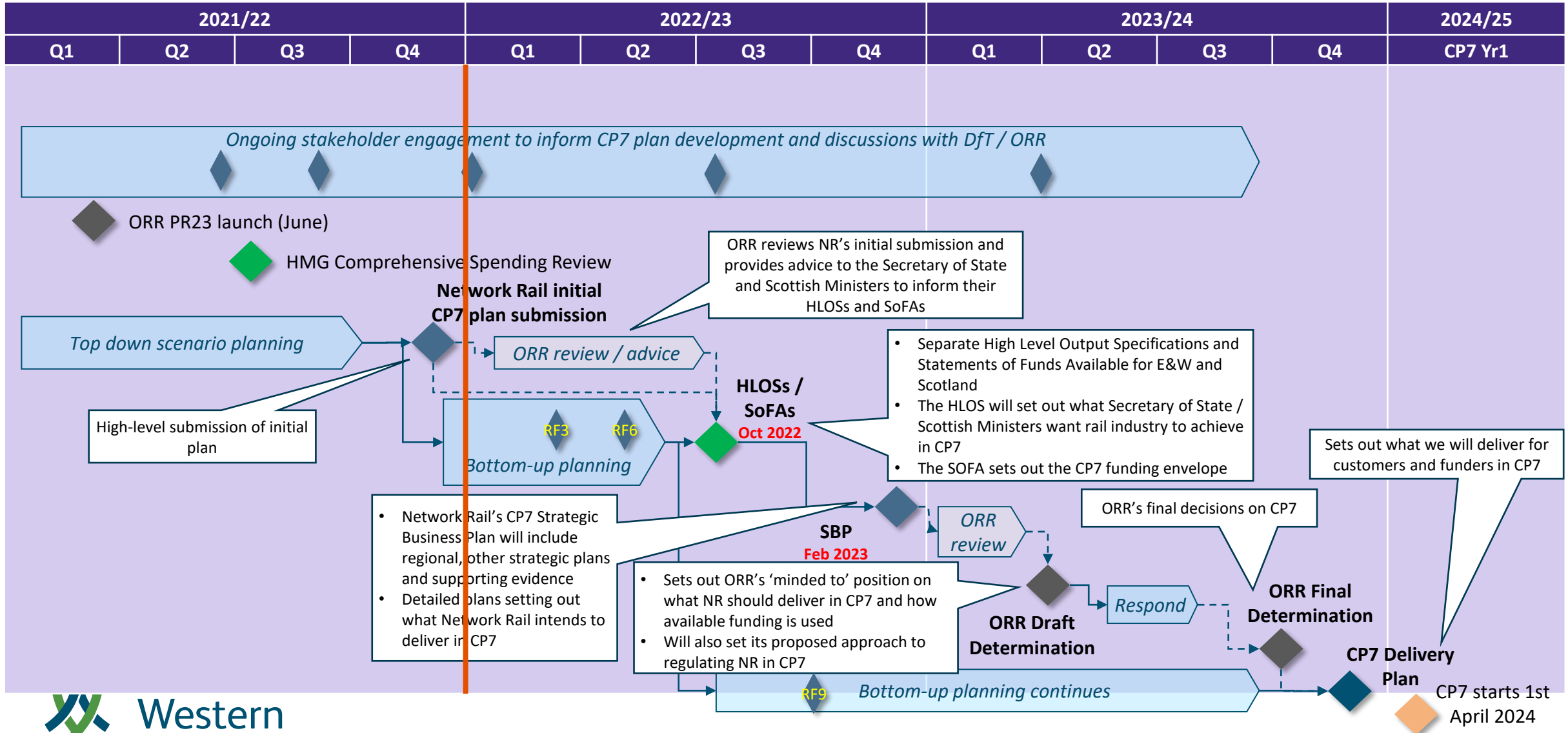
ORR sets a Final Determination which is described as:

**“We hold network rail to account for delivering what it promised – at the amount it agreed to do it for – and we require it to meet its obligation to provide a safe, high-performing, and efficient railway.”**

We do this by enforcing compliance with its licences and by conducting five-yearly reviews that set its funding and what it must achieve within the relevant control period.”



# Overview of Control Period 7 planning process and timescales



# New ways of working.....



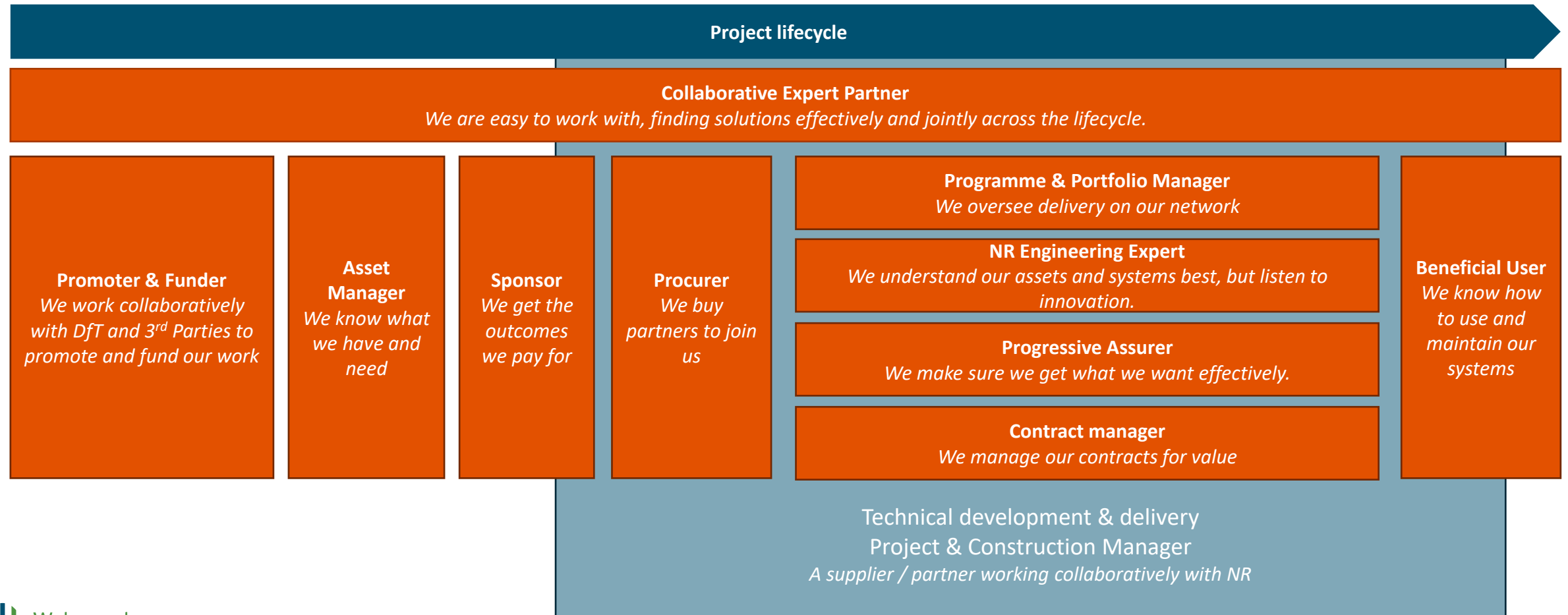
## Strategic Objective

Our objective for the future Control Period is to:

- Create strong relationships with asset-specific supplier partners
- Have partners who are incentivised to design and deliver work bank packages and will embrace Project **SPEED** (Swift, Pragmatic and Efficient Enhancement Delivery) principles, meet industry benchmarks and achieve the required business score card results
- Start the journey to becoming an **intelligent client**, where we will be working collaboratively with high quality, trusted supply chain partners to design, develop and deliver the **minimum viable products** (MVP) needed to achieve great outcomes for passengers, freight, and funders
- As an intelligent client we will be less prescriptive in our specifications, reduce duplication, manage risk appropriately throughout the process, and strengthen our assurance

# Intelligent Client

**Our Challenge** We want to be an **intelligent client** using our **unique knowledge and skills** to drive **value** and **support Wales and Western Routes**. We will do this by working **collaboratively** with trusted partners across the **whole lifecycle**. **We must know what we want, secure it from our partners and make sure that it is delivered**. We do this by **focusing on our core role and capabilities**, and being confident to **trust in expert delivery partners**.



# Project SPEED (Swift, Pragmatic and Efficient Enhancement Delivery)

What is Project SPEED setting out to do?

*'To halve the time and slash the cost it takes to do things'*

By developing a set of proposals to halve the time it takes to deliver enhancement programmes, and changing the existing culture, processes and risk appetite

**SPEED is...**  
**Swift**  
**Pragmatic**  
**Efficient**  
**Enhancement**  
**Delivery**





## Minimum Viable Product

### *Vision Statement:*

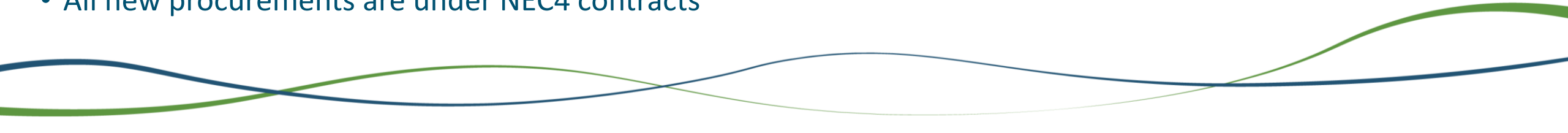
*'The most pared down proposition that can be delivered to meet the agreed outcomes specified by the client'*

- MVP starts at the initiation phase when defining project outcomes and requirements.
- MVP focuses on the projects outcomes to deliver the most efficient solution.
- MVP is the most basic version of a product or service that can meet the needs of users.
- MVP must be viable to deliver and provide the benefits sought.
- MVP must be workable: it is not always the lowest cost solution.
- MVP enables specifiers to consider ranges of options and put forward trade-offs to funders.
- MVP is refined from continual challenge with particular focus and benefits in the early stages.
- MVP applies Validation & Verification (V&V) techniques to support meeting outcomes.
- MVP will only be achieved if we question and challenge process, culture and engineering judgment.
- MVP approach is part of SPEED and is an essential tool to achieve better value rail solutions.

# Procurement



## What are we buying?

- We have evolved the contracting strategies for the region by asset – due to the nature of the portfolios – and the needs of the regional customers
  - For Track – the current alliance continues
  - For Signalling – we are joining the national framework CP7 procurement
  - For B&C – we are learning lessons from the current frameworks to a more simplified approach. Looking to better align to the construction playbook – and embed collaborative working and ECI
  - For E&P – we are putting in place a dedicated framework for the differing solutions required in this portfolio. We have not had a region wide dedicated framework in place for E&P before
  - All new procurements are under NEC4 contracts
- 
- Decorative wavy lines in blue and green at the bottom of the slide.

## What are we buying?

- These are the contracting approaches that we are taking per discipline (as a result of the development work):

### Buildings & Civils: New procurement

4-6 Integrated partnerships



An integrated partnership with up to six packages by sub-discipline / geography

- For B&C and E&P – we have:
  - Rolling commitments
  - Buying a new relationship/ways of working
  - Development contract, followed by implementation contract/s

### Major Enhancements: Case by case

PACE 1 – Development Partner



- Development (PACE1) outsourced to partner via procurement
- High complexity enhancements: integrated partnership<sup>(4)</sup>
- Medium complexity enhancements: principal contractor

### E&P: New procurement

1 Supplier for the region

PACE 1-4 covering all of the E&P portfolio

One contractor that delivers the whole portfolio across the region

## Procurement Timeline

- We have developed a challenging timeline – to drive the contract award well ahead of CP7
- **Internal Governance (Strategy Approval) Complete – 29th March 2022**
- **Prior Information Notice and Expression Of Interest – Issued – 31st March 2022**
- Pre-Qualification Submissions – 18th May 2022
- Invitation To Tender – Start – 13th June 2022
- Invitation To Tender – Submissions – 26th August 2022
- Internal Governance (Approval to Award) Complete – 25th October 2022
- **Contracts Executed – 8th December 2022**

Thank you.....

