

WEST YORKSHIRE AND YORK INVESTMENT COMMITTEE

**MEETING TO BE HELD AT 11.00 AM ON WEDNESDAY, 12 JULY 2017
IN COMMITTEE ROOM A, WELLINGTON HOUSE, 40-50 WELLINGTON HOUSE,
LEEDS**

A G E N D A

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING OF THE WEST YORKSHIRE AND YORK
INVESTMENT COMMITTEE HELD ON 16 JUNE 2017**
(Pages 1 - 12)
- 5. APPOINTMENT OF INVESTMENT PANEL**
(Pages 13 - 20)
- 6. LEEDS CITY REGION GROWTH DEAL DELIVERY**
(Pages 21 - 28)
- 7. CAPITAL SPENDING & PROJECT APPROVALS**
(Pages 29 - 68)
- 8. SKILLS SHORTAGE IN LEEDS CITY REGION**
(Pages 69 - 72)

Signed:



WYCA Managing Director

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**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE AND YORK INVESTMENT COMMITTEE
HELD ON FRIDAY, 16 JUNE 2017 AT COMMITTEE ROOM A, WELLINGTON
HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Roger Marsh OBE	Leeds City Region Enterprise Partnership
Councillor Barry Collins	Calderdale Council
Councillor Richard Lewis	Leeds City Council
Councillor Peter McBride	Kirklees Council
Councillor Alex Ross-Shaw	Bradford Council

In attendance:

Councillor Eric Firth	WYCA Transport Committee
Melanie Corcoran	WYCA
Angela Taylor	WYCA
Colin Blackburn	WYCA
Sally Hinton	WYCA
Rachel Jones	WYCA
Rebecca Cheung	WYCA
Tom Gifford	WYCA
Jess McNeill	WYCA
David Shepherd	WYCA
Henry Rigg	WYCA
Heather Waddington	WYCA
Ruth Chaplin	WYCA

38. Apologies for Absence

Apologies for absence were received from Councillors Ian Gillies and Denise Jeffery.

39. Declarations of Disclosable Pecuniary Interests

In respect of agenda item 6, Capital Spending & Project Approvals (Leeds University High Speed Rail College), Roger Marsh OBE declared an interest as a member of the University of Leeds Council.

40. Exempt Information - Possible Exclusion of the Press and Public

Resolved: That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendix A to Agenda Item 7 and Appendices A and B to Agenda Item 8 on the grounds that they are likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

41. Minutes of the Meeting of the West Yorkshire and York Investment Committee held on 8 March 2017

Further to minute 36, Capital Spending and Project Approvals (Enterprise Zone Phase 2), it was reported that feasibility work was being undertaken and a report would be prepared for a future meeting of the Committee.

Further to minute 36, Capital Spending and Project Approvals (Leeds District Heat Network), it was reported that further work was being done on the business case and this would be considered at a future meeting of the Committee.

Resolved: That the minutes of the West Yorkshire and York Investment Committee held on 8 March 2017 be approved and signed by the Chair.

42. Leeds City Region Growth Deal Delivery

The Committee considered a report which provided an update on:

- the terms and conditions for receipt of the Growth Deal award 2017/18 including Key Performance Indicators;
- progress made in implementing and achieving Growth Deal target expenditure 2016/17;
- the Growth Deal 2019/20 Review progress;
- profiled expenditure for the 2017/18 financial year; and also to seek agreement to endorse the revised estimate of profiled expenditure on the Programme up to 2020/21; and
- to agree the source of budget for the Finance Yorkshire Extension Fund.

Members noted the payment arrangements for the Growth Deal for 2017/18. This included the revised payment schedule for the remainder of the programme and the progress towards achievement of the seven proposed KPIs which were detailed in Appendix A. In noting the revised spending profile which included the additional Growth Deal 3 allocation, it was highlighted that the profile did not match the Dashboard attached at Appendix B. This was because the profile is based on currently approved projects and the Dashboard includes estimates of pipeline spend

which cannot be verified until the Full Business Case and Finalised Costs are approved.

It was reported that, subject to confirmation in the WYCA statutory financial accounts, the final outturn spend on the Growth Deal 2016/17 was £84.77m which represented 98% achievement of profiled spend.

The progress and overall programme risk with projects in the West Yorkshire plus Transport Fund Pipeline, detailed in Appendix C, was noted. Members endorsed the proposal for additional criteria to be taken into consideration when considering the Red, Amber, Green (RAG) rating of pipeline projects which were outlined in the submitted report.

The Committee noted the table in paragraph 3.9 of the report which detailed the forecast timetable for achieving the two main output targets for the Growth Deal – the creation of 10,000 jobs and building 2,000 new homes. It was recognised that some projects would only achieve the outputs indirectly and, in order to be able to claim these outputs, all LEPS had to identify Growth Deal impact sites to be mutually agreed with the Government. This opportunity will be used to engage in further discussions with the Government to consider a wider acknowledgement of the outputs achieved by the Programme.

It was reported that a Gateway Review of the West Yorkshire plus Transport Fund was to be undertaken and SQW Consultants had been appointed at a national level to undertake the Growth Deal progress reviews. The principles of a National Framework had been developed by SQW and a summary was attached at Appendix D to the submitted report. Following agreement of the National Framework, SQW will work with the Leeds City Region to develop a 'Locality Framework' and this will be brought to a future meeting of the Investment Committee for consideration.

Members discussed the Finance Yorkshire Extension Fund and supported the proposal to specifically allocate the £511,500 already approved from the Access to Capital Grants programme. They recommended that as the loans were repaid the income to WYCA should be recycled into the Access to Capital Grants programme.

Resolved:

- (i) That the proposed KPIs for 2017/18 as detailed in Appendix A of the submitted report be endorsed.
- (ii) That the revised spending profile for 2017/18 as detailed in paragraph 2.6 of the submitted report be endorsed.
- (iii) That the final outturn estimate for Growth Deal of £84.77m for 2016/17 be noted.
- (iv) That the inclusion of an additional criteria - "achievement of target dates for submission of Outline and Final Business Cases", be taken into consideration

when considering the RAG (red, amber, green) rating of pipeline projects be endorsed.

- (v) That the methodology for defining impact areas and therefore establishing the outputs for the Programme be noted.
- (vi) That the progress relating to the 2019/20 review be noted.
- (vii) That the proposal to specifically allocate the Finance Yorkshire Extension Fund £511,500 (already approved) from within the Access to Capital Grants Programme be supported and that as loans are repaid the income to WYCA is recycled in the Access to Capital Grants Programme.

43. Capital Spending and Project Approvals

The Committee considered a report on proposals for the progression of, and funding for, a number of West Yorkshire plus Transport Fund and Growth Deal projects at Stages 1, 2 and 3 of the Assurance Process.

The summary business cases for the following 19 schemes, which were attached as appendices to the submitted report were considered:

Leeds Public Transport Investment Programme (LPTIP)	Decision Point 2
Leeds Bradford Airport Station	Decision Point 2
ULEV Taxi Scheme	Decision Point 2
Knottingley Rail Station P&R	Decision Point 2
Rail Park & Ride Phase 2	Decision Point 2
Elland Station (Calder Valley Line)	Decision Point 2
LCR Flood Alleviation for Growth Programme	Decision Point 2
Corridor Improvement	Decision Point 2
Strategic Inward Investment Fund	Decision Point 2
Digital Sector Soft Landing Scheme	Decision Point 2
Business Growth Programme	Decision Point 2
Bradford Darley Street	Decision Point 1
Leeds University High Speed Rail College	Decision Point 1
Bradford Forster Square Station Gateway	Decision Point 3
LEP Loan – Gateway 45	Decision Point 4
LEP Loan – Fresh Pastures	Decision Point 4
Tackling Fuel Poverty Phase 4	Decision Point 5
Better Homes	Activity 6 – Change Request
Wakefield Civic Quarter	Activity 6 – Change Request

The Committee discussed the ULEV Taxi Scheme and it was noted that discussions would continue with the local authorities over the next few months. The development costs required to progress the scheme would be funded from the OLEV

grant.

Members discussed the Activity 6 Exception Report for Wakefield Civic Quarter and noted that a condition of the approved £1.1m grant was that it was repaid to a maximum of £1.1m from a 50:50 share of any disposal proceeds. The Investment Committee recommended that if the disposal involved a complex funding package and a lesser share was proposed, a further exception report would be brought to the Investment Committee for consideration.

It was noted that all schemes entering into the Assurance Process are considered for the eligibility for WYCA funding through an assessment of an Expression of Interest. There were currently two schemes under consideration which have been submitted with no current funding source available, Bradford Darley Street and Leeds University High Speed Rail College and these could be submitted to a future meeting of the Investment Committee for consideration should funding become available.

The Committee was provided with details of approvals made through delegation to WYCA's Managing Director for the following schemes:

- Project Primrose – Global Shared Services Centre Decision Point 4 (Full Business Case)
- West Yorkshire Cycling & Walking to Work Fund Decision Point 5 (Full Business Case with Finalised Costs)
- West Yorkshire & York Broadband Programme (Change Request)

It was also reported that the following five schemes had progressed from the Programme Appraisal Team (PAT) directly to WYCA on 6 April 2017:

- West Yorkshire Cycling & Walking to Work Fund Case Paper (Activity 2)
- National Productivity Investment Fund (NPIF) Case Paper (Activity 2)
- Global Shared Services Centre Case Paper (Activity 2)
- Leeds City Region HS2 Growth Strategy Phase 2
- Steeton and Silsden Active Travel Access

Members were advised that the above schemes had not been considered by the Investment Committee due to the time constraints of the funding streams or the need for an urgent decision.

Resolved:

(i) In respect of the **Leeds Public Transport Investment Programme (LPTIP) (Decision Point 2)**, the Investment Committee recommends to WYCA that:

- the LPTIP proceeds through Decision Point 2 and the work commences on Activity 3: Outline Business Case on each of the project's identified workstreams within the programme.
- that an indicative approval to the total programme value of

£183.266m is given, with ultimate approval to spend being granted once the individual schemes have progressed through the Assurance Process to Decision Point 5.

- that approval is given to WYCA's contribution of £0.966m. This will be funded from the remainder of the WYCA funding, which had previously been approved for use on the NGT Project.
- that development costs of £15.310m from the DfT's £173.5m contribution for the development of the programme is approved, and that WYCA enter into a Funding Agreement with Leeds City Council for expenditure of up to £11.535m.
- that individual schemes within the programme are brought forward through the Assurance Process along their own Assurance Pathway, Approval Route and Approval Tolerance for the programme be approved.

(ii) In respect of the **Leeds Bradford Airport Station (part of the LPTIP) Scheme (Decision Point 2)**, the Investment Committee recommends to WYCA that:

- the Leeds Bradford Airport Rail Station scheme proceeds through Decision Point 2 and commences work on Activity 3 (Outline Business Case);
- that an indicative approval to the total programme value of £25.0m is given, with ultimate approval to spend being granted only once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that development costs of £0.50m from the Leeds Public Transport Investment Programme for the development of the scheme be approved.
- that the future approvals at Decision Point 3 & Decision Point 4 (Full Business Case) are made through a delegation to WYCA's Managing Director, with the scheme returning to the Investment Committee and WYCA at Decision Point 5.

(iii) In respect of the **ULEV Taxis Scheme (Decision Point 2)**, the Investment Committee recommends to WYCA that:

- the ULEV Taxi Scheme proceeds through Decision Point 2 and the work commences on Activity 5: (Full Business Case with Finalised Costs);
- that an indicative approval to the total project value of £3.180m is given, with ultimate approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that the development costs of £25,000 are approved in order to progress the scheme to Decision Point 5 (Full Business Case with Finalised Costs) from the OLEV grant.
- That the future approvals at Decision Point 5 are made through a delegation to WYCA's Managing Director. This approval route will be

subject to the scheme remaining within the tolerances outlined above.

- (iv) In respect of **Knottingley Station Park & Ride (Decision Point 2)**, the Investment Committee recommends to WYCA that:
- the Knottingley Rail Station Park & Ride project proceeds through Decision Point 2 and the work commences on Activity 4 (Full Business Case);
 - that an indicative approval to the total project value of £1.78m is given, with ultimate approval to spend being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
 - that development costs of £474,259 to be funded from the West Yorkshire plus Transport Fund be approved in order to progress the scheme to Decision Point 4;
 - that the future approvals at Decision Point 4 are made through a delegation to WYCA's Managing Director following consideration and recommendation by the Investment Committee. Approval at Decision Point 5 will be made through the delegation to WYCA's Managing Director. This approval route will be subject to the scheme remaining within the tolerances outlined above.
- (v) In respect of the **Rail Park & Ride Phase 2 (Decision Point 2)**, the Investment Committee recommends to WYCA that:
- the Rail Park & Ride Phase 2 programme proceeds through Decision Point 2 and the work commences by the individual schemes on Activity 4 (Full Business Case);
 - that an indicative approval to the total programme value of £12.5m is given, with ultimate approval to spend being granted once the individual schemes have progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs). This will be funded through West Yorkshire plus Transport Fund funds re-profiled from Phase 1 of Rail Park & Ride;
 - that the development costs of £477,100 are approved in order to progress the schemes to Decision Point 4;
 - that the individual schemes return to Investment Committee and WYCA for approval at Decision Point 4 (Full Business Case) where the proposed approval route for Decision Point 5 through a delegation to WYCA's Managing Director will be confirmed. This Approval Route will be subject to the schemes remaining within the tolerances outlined above.
- (vi) In respect of **Elland Station (Calder Valley Line) (Decision Point 2)**, the Investment Committee recommends to WYCA that:
- the Elland Station Package scheme should replace the Calder Valley Line Enhancement scheme within the West Yorkshire plus Transport

Fund;

- that the Elland Station project proceeds through Decision Point 2 and the work commences on Activity 3 (Outline Business Case);
- that an indicative approval to the total project value of £22.036m be given, with ultimate approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that development costs of £884,748 be approved in order to progress the scheme to Decision Point 3, and that WYCA enter into a Funding Agreement with Calderdale Council for expenditure of up to £834,748 to be funded from the West Yorkshire plus Transport Fund. The remaining £50,000 will be funded directly by Calderdale Council;
- that the future approvals at Decision Point 3 and Decision Point 5 are made through a delegation to WYCA's Managing Director. This approval route will be subject to the scheme remaining within the tolerances outlined above. The scheme will return to the Investment Committee and WYCA at Decision Point 4 (Full Business Case).

(vii) In respect of the **LCR Flood Alleviation for Growth Programme (Decision Point 2)**, the Investment Committee recommends to WYCA that:

- the Leeds City Region Flood Alleviation for Growth Programme proceeds through Decision Point 2 and the work by the individual schemes commences on Activity 3 (Outline Business Case);
- that an indicative approval to WYCA's remaining £12.2m contribution to the total programme value of £77m is given, with ultimate approval to spend being granted once the schemes have progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that the individual schemes will return to the Investment Committee for consideration and WYCA for approval at Decision Point 3 (Outline Business Case) or Decision Point 4 (Full Business Case), based on the level of detail produced by the Environment Agency business case process. At this stage individual Assurance Pathways and Approval Routes will be set for each scheme.

(viii) In respect of the **Corridor Improvement Programme (Decision Point 2)**, the Investment Committee recommends to WYCA that:

- the Corridor Improvement Programme, Phase 1 proceeds through Decision Point 2 and the work commences on the 13 individual schemes on Activity 3 (Outline Business Case);
- that an indicative approval to the Phase 1 programme value of £67.8m be given, with ultimate approval to spend being granted once the individual schemes have progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that development costs of £4,482,500 are approved in order to

progress the 13 individual schemes in Phase 1 to Decision Point 3 (Outline Business Case) to be funded from the WY+TF. This will include £0.408m of WYCA Programme Management costs. That WYCA enter into a Funding Agreement:

- with Bradford for expenditure of up to £1.245m;
 - with Calderdale for expenditure of up to £0.430m;
 - with Kirklees for expenditure of up to £0.800m;
 - with Leeds for expenditure of up to £1.525m; and
 - with Wakefield for expenditure of up to £0.075m;
- that the individual schemes will return to Investment Committee (for recommendation) and WYCA (for approval) at Decision Point 3 (Outline Business Case). As part of this approval, individual Assurance Pathways and Approval Routes will be set for each scheme.
- (ix) In respect of the **Strategic Inward Investment Fund (Decision Point 2)**, the Investment Committee recommends to WYCA that:
- the Leeds City Region Strategic Inward Investment Fund proceeds through Decision Point 2 and the work commences on Activity 5 (Full Business Case with Finalised Costs);
 - that an indicative approval to the total scheme value of £12.45m Strategic Inward Investment Fund be given, with ultimate approval to spend being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
 - that the future approvals at Decision Point 5 are made through a delegation to WYCA's Managing Director. This approval route will be subject to the scheme remaining within the tolerances outlined above.
- (x) In respect of the **Digital Sector Soft Landing Scheme (Decision Point 2)**, the Investment Committee recommends to WYCA that:
- the Digital Sector Soft Landing Scheme proceeds through Decision Point 2 and the work commences on Activity 5 (Full Business Case with Finalised Costs);
 - that an indicative approval to the total scheme value of £1m is given, with ultimate approval to spend being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
 - that the future approval at Decision Point 5 is made through a delegation to WYCA's Managing Director. This approval route will be subject to the scheme remaining within the tolerances outlined above.
- (xi) In respect of the **Business Growth Programme (Decision Point 2)**, the Investment Committee recommends that:
- the Business Growth Programme proceeds through Decision Point 2

and the work commences on Activity 5 (Full Business Case with Finalised Costs);

- that an indicative approval to the total scheme value of £9m is given, with ultimate approval to spend being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that the future approval at Decision Point 5 is made through a delegation to WYCA's Managing Director. This approval route will be subject to the scheme remaining within the tolerances outlined above.

(xii) In respect of **Bradford Forster Square Station Gateway (Decision Point 3)**, the Investment Committee recommends to WYCA that:

- the Bradford Forster Square Station Gateway project proceeds through Decision Point 3 and the work commences on Activity 4 (Full Business Case);
- that an indicative approval to the total project value of £17.311m is given (which includes a £17.061m contribution for WY+TF), with ultimate approval to spend being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that development costs of £3,671,314 to be funded from the WY+TF are approved in order to progress the scheme to Decision Point 4 (Full Business Case). That WYCA issues an addendum to the existing Funding Agreement with Bradford Council for expenditure of up to £3,671,314;
- that the scheme will return to Investment Committee (for recommendation) and WYCA (for approval) at Decision Point 4, with the intention that approval at Decision Point 5 (Full Business Case with Finalised costs) will be made through the delegation to WYCA's Managing Director, subject to the scheme remaining within the tolerances confirmed at Decision Point 4.

(xiii) In respect of the **Gateway 45 Loan (Decision Point 4)**, the Investment Committee recommends to WYCA that:

- the Gateway 45 loan proceeds through Decision Point 4 and the work commences on Activity 5 (Full Business Case with Finalised costs);
- that an indicative approval to the total loan value of £3.3m is given, with ultimate approval to the loan being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that Leeds City Council are instructed that the current charge held as security for the earlier £3m LEP loan is released and imposed solely on part of the site;
- that the approval of the loan agreement at Decision 5 is made through the delegation to WYCA's Managing Director, subject to the scheme remaining within the tolerances set out above.

- (xiv) In respect of the **Fresh Pastures Loan (Decision Point 4)**, the Investment Committee recommends that:
- the Fresh Pastures loan proceeds through Decision Point 4 and the work commences on Activity 5 (Full Business Case with Finalised costs);
 - that an indicative approval to the total loan value of £0.8m is given, with ultimate approval to the loan being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
 - that the approval of the loan agreement at Decision 5 is made through the delegation to WYCA's Managing Director, subject to the scheme remaining within the tolerances set out above.
- (xv) In respect of **Tackling Fuel Poverty Phase 4 (Decision Point 5)**, the Investment Committee recommends to WYCA:
- the approval of the reduction of LGF investment of Phase 1 of the Tackling Fuel Poverty Programme from £2,857,177 to £2,709,000, due to the withdrawal of the Calderdale Almshouse scheme;
 - the approval of Phase 4 of the Tackling Fuel Poverty Programme for delivery in targeted areas of Calderdale and Kirklees to progress from Activity 5 (FBC with Finalised Costs) to Activity 6 (Delivery). The reduction of Phase 1, together with the inclusion of Phase 4 projects, brings the total LGF investment in the Tackling Fuel Poverty Programme to £6m. This is in line with the indicative budget noted in the report to November 2016 Investment Committee;
 - the approval of WYCA funding of £1,007,800 and that WYCA enters into a Funding Agreement with Kirklees for expenditure of up to £500,000 and with Calderdale for expenditure of up to £507,800, authorise delegation to the MD to finalise the agreements.
- (xvi) In respect of **Better Homes – Activity 6 - Change Request**, the Investment Committee recommends to WYCA the approval of the exception that Year 1-3 baseline targets in respect of the following KPIs for the Better Homes programme:
- Target number of homes improved revised from 12,000 to 3,580.
 - Suspension of marketing and assessment targets.
 - Revise target apprenticeships created, to apprenticeships supported.
 - That the Better Homes Yorkshire KPIs are updated in accordance with Schedule 11 of the Framework Agreement.
- (xvii) In respect of **Wakefield Civic Quarter – Activity 6 Exception Report**, the Investment Committee recommends to WYCA the approval of the following

exception:

- That a condition of the approved £1.1m grant for the Wakefield Civic Quarter project is that it is repaid (to a maximum amount of £1.1m) from a 50:50 share of any disposal proceeds. If the disposal involves a complex funding package and a lesser share is proposed, a further exception report will be prepared for the Investment Committee.

44. LEP Loan 102

The Committee considered a report which provided an update on the situation relating to a project that received a LEP loan in 2013.

It was noted that their meeting on 4 January 2017, the Committee had recommended the approval of £200k grant funding, on an exceptional basis, to a project already in receipt of a LEP loan. Members were provided with an update on the progress of the project which currently continues to operate and deliver benefits and outputs. It was reported that the risks related to the situation are being carefully monitored.

Resolved:

- (i) That it be noted the project is considered to be a high risk.
- (ii) That the next steps, as detailed in the exempt appendix, be supported.
- (iii) That it be recommended to WYCA that any future decisions with financial implications be progressed through delegation to the Managing Director in consultation with the Chairs of the Investment Committee and Investment Panel.

45. ESIF Sustainable Urban Development

The Committee considered a report on the draft SUD Call.

Members considered the full Call which had been produced in draft form and covering note which were attached as exempt appendices to the submitted report. It was recommended that the draft Call be recommended for approval by WYCA at its meeting to be held on 29 June 2017 prior to formal publication by the DCLG.

Resolved: That the Investment Committee recommends to WYCA the approval of the draft SUD Call.

Director: Angela Taylor, Director of Resources
Author: Caroline Allen



Report to: West Yorkshire and York Investment Committee

Date: 12 July 2017

Subject: Appointment of Investment Panel

1 Purpose

- 1.1 To appoint an advisory sub-committee of the West Yorkshire and York Investment Committee, the Investment Panel.
- 1.2 To appoint members to the Investment Panel.
- 1.3 To appoint the Chair of the Investment Panel.

2 Information

- 2.1 At its meeting on 7 April, WYCA considered a proposal to integrate LEP Panels into WYCA's decision making structure, in the context of the on-going review of Leeds City Region governance arrangements. WYCA noted the principal advantages of streamlining decision making, having direct private sector involvement in WYCA decision making and increased accountability and transparency. WYCA agreed that the Panels be appointed as WYCA advisory committees or sub committees at the annual meeting, subject to the outcome of further consultation including with the LEP Board and LEP Panel Chairs. The proposal was discussed in detail at the LEP Board meeting on 17 May, and LEP Board unanimously agreed a revised model which integrates LEP Panels into WYCA's decision making structure.
- 2.2 Further to the outcome of the consultation, at its annual meeting on 29 June 2017 WYCA appointed the Business Innovation and Growth Panel, the Employment and Skills Panel, the Green Economy Panel and the Land and Assets Panel as advisory committees to WYCA, to be of effect from 1 September 2017.
- 2.3 In accordance with the proposals considered by WYCA and the subsequent LEP Board, it is now proposed that the LEP's Investment Panel is appointed as an advisory sub-committee by this committee, with effect from 1 September. To enable as smooth a transition as possible, and consistent with the approach adopted in relation to the other Panels, it is proposed that the terms of reference, membership, voting and chairing arrangements for the Panel are not changed at this point in time, although they may be subject to review in due course. It is proposed that the quorum for the Panel would be 4 voting members, including 1 WYCA Member or local authority co-optee, and 1 private sector representative.

- 2.4 The Panel would therefore continue to carry out its current role, in particular carrying out due diligence feeding in directly to this committee; it is proposed that a standing item from the Investment Panel is included on the Investment Committee agenda which will formalise and strengthen links between the Panel and this committee. The terms of reference of the Panel are attached as **Appendix 1** to this report.
- 2.5 The membership of the Panel is set out in **Appendix 2** to this report. Members will note that there are currently two vacancies in respect of the private sector representatives and therefore a recruitment exercise will need to be carried out. It is anticipated that a wider recruitment exercise will be needed for vacancies across the new advisory Panels and the Head of Legal and Governance Services has delegated authority from WYCA to put a process in place to facilitate this. It is proposed that this process includes any recruitment necessary for this Panel, in due course. Any further appointments would be made by this committee.
- 2.6 As a sub-committee of the Investment Committee, the Panel will comply with the usual Access to Information provisions, and voting members will need to comply with the Members' Code of Conduct.

3 Financial Implications

- 3.1 No financial implications arising from the appointment of this committee.

4 Legal Implications

- 4.1 An advisory committee may appoint a sub-committee under S102(4)(b) Local Government Act 1972. Political balance requirements under S15 Local Government and Housing Act 1989 apply to the appointment of WYCA Members to a sub-committee, unless waived by S17 of the 1989 Act.

5 Staffing Implications

- 5.1 No staffing implications arise from the appointment of the Panel.

6 External Consultees

- 6.1 The LEP Board and Panel Chairs considered and endorsed the proposals to integrate LEP Panels into WYCA's decision-making structure. The current Investment Panel were invited to discuss the new arrangements at their meeting on 20 June 2017.

7 Recommendations

- 7.1 To appoint the Investment Panel on the terms of reference set out in Appendix 1 to this report with effect from 1 September 2017, and with a quorum of 4 voting members, to include 1 WYCA Member or local authority co-optee, and 1 private sector representative.

- 7.2 To resolve in accordance with S17 Local Government and Housing Act 1989 to appoint WYCA Members to the Investment Panel, as set out in Appendix 2 to this report, and to appoint other voting members to the Panel as set out in that Appendix.
- 7.3 To appoint Councillor Blake as Chair of the Investment Panel, with effect from 1 September 2017.
- 7.4 To delegate authority to the Head of Legal and Governance Services to facilitate a recruitment exercise in respect of any private sector vacancies arising on the Panel, with any appointments to be made by this committee in due course.
- 7.5 That the Panel meets on the dates set out in the calendar considered by WYCA at the annual meeting.

8 Background Documents

- 8.1 None

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Terms of Reference

Investment Panel¹

The Investment Panel is authorised to advise the West Yorkshire and York Investment Committee² and the Leeds City Region Enterprise Partnership in relation to economic development loans and grants within the Leeds City Region.

¹ This is a sub-committee of the West Yorkshire and York Investment Committee, appointed under S102(4)(b) Local Government Act 1972

² Or the Managing Director on behalf of the West Yorkshire and York Investment Committee

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Membership of the Investment Panel

West Yorkshire Combined Authority Members (voting)	Local Authority Co-optees (voting)	Private Sector Representatives (voting)
Judith Blake (L) Tim Swift (L) Roger Marsh	Graham Swift (Harrogate) Shabir Pandor (Kirklees)	Simon Pringle Simon Wright TBC TBC

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Director: Melanie Corcoran, Director,
Delivery
Author: Lynn Cooper



Report **West Yorkshire and York Investment Committee**

Date **12 July 2017**

Subject **Leeds City Region Growth Deal Delivery**

1. Purpose

1.1. To update the Committee of progress made towards the achievement of Key Performance Indicators and on the implementation of the Growth Deal programme.

2. Key Performance Indicators

2.1. At the last meeting the Investment Committee considered Key Performance Indicators proposed in order to monitor the progress of the Growth Deal 2017/18. There are seven KPI's, which aim to drive achievement within the first 6 months of 2017/18 and trigger payment of the remaining funding after the end of October 2017. Two of the KPI's have a target date at the end of June and one at the end of July. The progress towards achievement of these outputs is as follows:

Key Performance Indicator	Progress Towards Achievement
<p>WYCA is undergoing a One Organisational design process. Business cases for Delivery and Policy and Strategy have been approved in March / April 2017. These include 8 programme management posts, 11 project definition / development posts and 22 project management posts.</p> <p>KPI 1 - 75% of these posts will be filled by end June. Remaining posts will either be recruited internally or externally appointed by end September.</p>	<p>The new Delivery Directorate structure populated with internal appointments will be fully in place by the 30 June 2017.</p>
<p>WYCA and project sponsors (LAs) have identified a need for between 20 and 25 FTE posts to accelerate project development and address specific skills gaps. This resource requirement will be met via direct recruitment and where gaps remain through recruitment of a strategic partner.</p> <p>KPI 2 - At least 10 appointments will be made,</p>	<p>Appointments have been made by a number of individual authorities. A recruitment consultant has been appointed following receipt of tenders. The first interviews are planned to take place in early to mid-July.</p>

and a decision taken on how to cover remaining gaps (including possible appointment of a strategic partner to provide consultancy support), by end of July. Strategic partner (or equivalent) will be appointed by end of September.	
<p>WYCA and LAs have identified a need to boost capacity to drive housing and regeneration projects in to full development (ie. beyond initial feasibility/demolition/enabling works).</p> <p>KPI 3 - WYCA and LAs, with the HCA where appropriate, will identify by end June the additional capacity required to accelerate the delivery of housing and regeneration projects (and associated housing and employment outputs). Arrangements to address the identified capacity gap will be in place by end of September.</p>	Capacity requirements have been identified.

- 2.2. The Investment Committee considered progress of all outputs at the June meeting including the remaining four where the deadline for achievement is at the end of September. There is no further progress to report on these outputs at this time however they are on track to achieve in accordance with target.

3. Growth Deal Expenditure and Delivery

- 3.1. Monthly monitoring of expenditure against profile has now commenced for the 2017/18 financial year. The table below details target expenditure for the year and the first quarter, actual spend and percentage against target.

	Target spend 2017/18	Target Spend Quarter 1	Spend to end May 2017	% of 2017/18 target
Priority 1 - Business	£13.52m	£0.59m	£1.85m	14%
Priority 2 - Skills Capital	£29.33m	£3.03m	£0.51m	1.5%
Priority 3 - Environmental Infrastructure	£8.07m	£0.46m	£0.08m	0.1%
Priority 4a - Housing & Regeneration	£3.87m	£0.15m	£0	
Priority 4b - West Yorkshire + Transport Fund	£37.46m	£0.80m	£0	
Priority 4c - Flood Resilience	£2.00m	£0	£0	
Priority 4d - Enterprise Zones	£4.00m	£0	£0	

WYCA Programme Management	£1.90m	£0	£0	
Total	£100.15m	£4.22m	£2.44m	2.4%

- 3.2. In reviewing the table it should be noted that whilst spend on the WYCA internally delivered projects (included in Priorities 1, 3 and 4b), as well as Skills Capital and Housing projects, is monitored each month, the partner led WY+TF projects submit quarterly claim forms so spend on these projects can only be updated at the end of each quarter.
- 3.3. The attached Growth Deal Dashboard at **Appendix 1** and Growth Deal Pipeline at **Appendix 2** detail the latest forecast expenditure and provide a RAG rating of each project. Although it is too early in the year to determine how the Growth Deal is performing against its annual target of £100.15m the forecast spend is currently £95.34m, this reduction is due to changes made to forecast expenditure following direct consultation with partner organisations on the spend targets for each project. This shortfall against target will be addressed through changes in project spend during the year and the development of projects in pipeline.
- 3.4. A number of projects are currently assessed as Red rated, the reasons for these are detailed below:
- **Huddersfield Incubation and Innovation Unit**
Huddersfield University has reported that a change request will be submitted on this project which is likely to come forward for consideration by the Investment Committee at its next meeting in September. Expenditure on the project cannot be achieved until the change request is considered.
 - **Energy Accelerator**
A revised application was submitted in May 2017 to the European Investment Bank for the match funding for this project. Following negotiation the funding requested has been reduced from €5.5m to €3.5m (this reduction will not impact on Growth Deal spend). Clarification was requested by the EIB on a number of points, this has now been provided. A decision on the application is expected by the end of July 2017.
 - **Leeds District Heat Network**
The Combined Authority agreed conditional approval to additional funding for this project up to £10m subject to receipt of further information and confirmation of business rates. A revised proposal is due to come forward for consideration through the Assurance Process in the autumn. Leeds City Council has confirmed that there will be no expenditure on the project in 2017/18, expenditure will commence in 2018/19.
 - **WY+TF Pipeline**

Projects to the values of £21.6m in this financial year are currently included in the WY+TF pipeline, this represents 66% of the total programme pipeline. The majority of this spend relates to three projects: East Leeds Orbital Road £8.5m, A629 Phase 1a £4.5m and Rail Station Car Parks £5.8m.

4. Financial Implications

4.1. As set out in the report.

5. Legal Implications

5.1. There are none arising directly from this report.

6. Staffing Implications

6.1. There are none arising directly from this report.

7. Recommendations

7.1. It is recommended that the Investment Committee notes the progress towards achievement of the KPI's and the implementation of the Growth Deal.

8. Background Documents

8.1. None.

Growth Deal dashboard

Figures accurate up to: End of May 2017

2017/18	£100,154,776	Total Outturn Forecast	£95,925,616
Target		Actual	£2,447,620

Expenditure relates to GD1 & 2 except where specifically noted

Project name	Project responsibility	Previous years spend		In-year spend and RAG rating (2017/18)				Future forecast spend			TOTAL spend (actual + forecast)
	Senior Responsible Officer	2015/16	2016/17	Agreed annual allocation	Actual spend to date (May 2017)	Total of actual and forecast	RAG rating	2018/19	2019/20	2020/21	
Business Growth Programme	Sue Cooke	£6,660,742	£8,337,742	£3,001,516	£866,407	£3,001,516	GREEN	£0	£0	£0	£18,000,000
Access to Capital Grants Programme	Sue Cooke	£0	£1,513,095	£1,671,020	£400,000	£1,778,265	GREEN	£4,882,399	£4,252,397	£3,273,844	£15,700,000
Huddersfield Incubation & Innovation Programme	Liz Townes-Andrews	£0	£0	£2,983,986	£0	£2,922,000	RED	£0	£0	£0	£2,922,000
Leeds University Innovation Centre	Ceri Williams	£0	£2,416,585	£613,415	£583,415	£583,415	GREEN	£0	£0	£0	£3,000,000
Priority 1 pipeline	Henry Rigg/David Shepherd			£5,250,000	£0	£3,221,044		£5,907,008	£6,437,480	£6,692,952	£22,258,484
Priority 1: Growing Business		£6,660,742	£12,267,422	£13,519,937	£1,849,822	£11,506,240		£10,789,407	£10,689,877	£9,966,796	£61,880,484
Round 1 - Shipley College Mill	Nav Chohan	£119,000	£0	£0	£0	£0	N/A	£0	£0	£0	£119,000
Round 1 - Leeds City College Printworks	Jane Pither	£933,800	£7,794,608	£270,167	£0	£269,950	GREEN	£0	£0	£0	£8,998,358
Round 1 - Calderdale College	Denise Cheng Carter	£2,000,000	£2,977,000	£0	£0	£0	N/A	£0	£0	£0	£4,977,000
Round 1 - Kirklees College	Ian Webster	£3,000,996	£100,001	£0	£0	£0	N/A	£0	£0	£0	£3,100,997
Round 2a - Wakefield College	John Foster	£0	£3,327,133	£0	£0	£0	N/A	£0	£0	£0	£3,327,133
Round 2a - Selby College	Liz Ridley	£0	£693,748	£0	£0	£0	N/A	£0	£0	£0	£693,748
Round 2a - Shipley College Salt Building	Nav Chohan	£0	£300,000	£0	£0	£0	N/A	£0	£0	£0	£300,000
Round 2a - Bradford College	Andy Welsh	£0	£250,000	£0	£0	£0	N/A	£0	£0	£0	£250,000
Round 2b - Leeds College of Building	Ian Billyard	£0	£1,263,639	£7,886,362	£14,469	£4,930,675	AMBER	£5,555,686	£150,000	£0	£11,900,000
Round 2b - Leeds City College Quarry Hill	Jane Pither	£0	£10,045,152	£14,774,848	£0	£15,466,166	GREEN	£5,884,682	£2,004,000	£0	£33,400,000
Round 2b - Kirklees College Learning Village	Ian Webster	£0	£3,367,457	£6,396,761	£499,242	£7,086,485	GREEN	£634,273	£0	£0	£11,088,215
Priority 2: Skilled People, Better Jobs		£6,053,796	£30,118,737	£29,328,138	£513,710	£27,753,277		£12,074,641	£2,154,000	£0	£78,154,451
Resource Efficiency Fund	Sue Cooke	£0	£0	£323,721	£0	£323,721	GREEN	£251,163	£145,116	£0	£720,000
Energy Accelerator	Colin Blackburn	£0	£0	£490,986	£0	£476,789	RED	£123,211	£0	£0	£600,000
Leeds District Heat Network	David Outram	£0	£8,345	£4,867,923	£0	£0	RED	£6,991,655	£0	£0	£7,000,000
Tackling Fuel Poverty (Phases 1,2,&3)	Colin Blackburn	£0	£781,414	£2,092,200	£84,089	£2,176,289	GREEN	£2,034,497	£0	£0	£4,992,200
Priority 3 pipeline	Colin Blackburn	£0	£0	£300,000	£0	£300,000	N/A	£707,800	£0	£0	£1,007,800
Priority 3: Clean Energy and Economic Resilience		£0	£789,759	£8,074,830	£84,089	£3,276,799		£10,108,326	£145,116	£0	£14,320,000
East Leeds Housing Growth - Red Hall	Martin Farrington	£2,000,000	£2,000,000	£0	£0	£0	N/A	£0	£0	£0	£4,000,000
East Leeds Housing Growth - Brownfield Sites	Martin Farrington	£0	£1,100,000	£0	£0	£0	N/A	£0	£0	£0	£1,100,000
Halifax Town Centre (Northgate House)	Mark Thompson	£300,000	£0	£0	£0	£0	N/A	£1,000,000	£0	£0	£1,300,000
One, City Park, Bradford	Steve Hartley	£400,000	£0	£0	£0	£0	N/A	£1,600,000	£2,200,000	£1,000,000	£5,200,000
Barnsley Town Centre	David Shepherd	£1,757,000	£0	£0	£0	£0	N/A	£0	£0	£0	£1,757,000
Kirklees Housing sites	Naz Parker	£200,000	£205,000	£104,000	£0	£104,000	GREEN	£191,000	£300,000	£0	£1,000,000
Bath Road, Leeds	Martin Farrington	£580,000	£0	£0	£0	£0	N/A	£0	£0	£0	£580,000
Bradford Odeon	Steve Hartley	£0	£0	£0	£0	£0	N/A	£325,000	£0	£0	£325,000
Forge Lane, Kirklees	Paul Kemp	£0	£0	£0	£0	£0	N/A	£4,620,000	£0	£0	£4,620,000
York Central	Neill Ferris	£0	£1,421,500	£1,128,500	£0	£1,128,500	GREEN	£0	£0	£0	£2,550,000
Wakefield Civic Quarter	Andy Wallhead	£0	£0	£1,085,000	£0	£1,085,000	GREEN	£15,000	£0	£0	£1,100,000
York Guildhall	Neill Ferris	£0	£791,500	£1,556,000	£0	£1,556,000	GREEN	£0	£0	£0	£2,347,500
Priority 4 H&R pipeline	See pipeline sheet	£0	£0	£0	£0	£195,000	N/A	£6,105,435	£2,011,437	£5,000,000	£13,311,872
Priority 4a: Housing and Regeneration		£5,237,000	£5,518,000	£3,873,500	£0	£4,068,500		£13,856,435	£4,511,437	£6,000,000	£39,191,372
Wakefield Eastern Relief Road	Neil Rodgers	£15,284,765	£14,435,236	£0	£0	£0	N/A	£0	£0	£0	£32,019,001
		£0									£0
Aire Valley Park and Ride	Gary Bartlett	£0	£5,950,649	£3,123,453	£0	£3,099,679	GREEN	£0	£0	£0	£9,050,328
		£0									£0

Wakefield City Centre - Phase 1 Kirkgate	Neil Rodgers	£0	£76,972	£0	£0	£4,450,000	GREEN	£0	£0	£0	£4,526,972
		£0									£0
South Elmsall Rail Car Parking Extension	Kate Thompson	£0	£120,000	£0	£0	£0	GREEN	£0	£0	£0	£120,000
		£0									£0
Priority 4 WYTF pipeline	Development	£2,739,455	£5,583,889	£34,334,918	£0	£14,863,645	RED	£3,609,500	£2,112,000	£1,315,000	£30,223,489
	Delivery	£0	£0			£18,349,032		£104,452,959	£185,270,752	£156,107,532	£464,180,275
Priority 4b (WYTF) WYCA Delivery Costs	Kate Thompson	£1,570,197	£1,354,748	£0	£0	£1,382,847	N/A	£1,377,675	£1,530,717	£1,900,000	£9,116,184
Priority 4b: Transport		£19,594,417	£27,521,495	£37,458,371	£0	£42,145,203		£86,338,885	£62,840,750	£42,459,250	£280,900,000
Mytholmroyd Flood Alleviation (GD3)	Adrian Gill	£0	£2,500,000	£0		£0	N/A	£0	£0	£0	£2,500,000
Leeds Flood Alleviation (GD3)	Martin Farrington	£0	£3,786,981	£0		£0	N/A	£0	£0	£0	£3,786,981
Skipton Flood Alleviation (GD3)	Adrian Gill	£0	£1,500,000	£0		£0	N/A	£0	£0	£0	£1,500,000
Priority 4c: Pipeline	Adrian Gill			£2,000,000	£0	£2,000,000	AMBER	£3,500,000	£4,500,000	£2,200,000	£12,200,000
Priority 4c: Flood Resilience		£0	£7,786,981	£2,000,000		£2,000,000		£3,500,000	£4,500,000	£2,200,000	£19,986,981
Priority 4d: Pipeline	Colin Blackburn			£4,000,000		£4,000,000	AMBER	£5,000,000	£5,000,000	£6,000,000	£20,000,000
Priority 4d: Enterprise Zone				£4,000,000		£4,000,000		£5,000,000	£5,000,000	£6,000,000	£20,000,000
WYCA Delivery costs - non Transport		£475,122	£765,373	£1,900,000	£0	£1,175,598	N/A	£0	£0	£0	£2,416,093
Total Growth Deal expenditure		£38,021,077	£84,767,767	£100,154,776	£2,447,620	£95,925,616		£141,667,694	£89,841,180	£66,626,046	£516,849,381

West Yorkshire Transport Fund pipeline

Last updated: [] Figures accurate up to end of May 2017

Project name	Senior Responsible Officer		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL to March 2021
Transport projects at Stage 2 that will commence in 2017/18									
A629 Phase 1a: Jubilee Road to Free School Lane & monitoring	Mark Thompson	Development costs	£160,000	£1,442,043	£708,000	£0	£0	£0	£2,310,043
		Delivery costs	£0	£0	£3,868,152	£3,258,750	£0	£0	£7,126,902
Fitzwilliam Country Park and Rail Car Park	Neil Rodgers	Development costs	£0	£0	£0	£0	£0	£0	£0
		Delivery costs	£0	£0	£582,332	£0	£0	£0	£582,332
Leeds ELOR and North Leeds Outer Ring Road	Gary Bartlett	Development costs	£929,199	£1,554,106	£1,262,452	£313,000	£10,000	£0	£4,068,757
		Delivery costs	£0	£0	£7,237,548	£27,646,000	£27,000,000	£14,814,000	£76,697,548
Leeds Station Gateway - New station Street	Liz Hunter	Development costs	£0	£41,036	£106,500	£0	£0	£0	£147,536
		Delivery costs	£0	£0	£591,000	£1,000,000	£0	£0	£1,591,000
UTMC (formerly HNEP)	Richard Hadfield (Kirklees)	Development costs	£0	£29,011	£130,030	£100,000	£0	£0	£259,041
		Delivery costs	£0	£0	£250,000	£1,550,000	£2,000,000	£0	£3,800,000
Rail Parking Package - Hebden Bridge	Melanie Corcoran	Development costs	£0	£0	£0	£0	£0	£0	£0
		Delivery costs	£0	£0	£615,000	£615,000	£0	£0	£1,230,000
Rail Parking Package - Mytholmroyd	Melanie Corcoran	Development costs	£0	£0	£0	£0	£0	£0	£0
		Delivery costs	£0	£0	£1,820,000	£1,820,000	£0	£0	£3,640,000
Rail Parking Package - Shipley	Melanie Corcoran	Development costs	£0	£0	£0	£0	£0	£0	£0
		Delivery costs	£0	£0	£1,275,000	£1,275,000	£0	£0	£2,550,000
Rail Parking Package - Steeton and Silsden	Melanie Corcoran	Development costs	£0	£0	£0	£0	£0	£0	£0
		Delivery costs	£0	£0	£1,265,000	£1,265,000	£0	£0	£2,530,000
Rail Parking Package - Mirfield	Melanie Corcoran	Development costs	£0	£0	£0	£0	£0	£0	£0
		Delivery costs	£0	£0	£845,000	£845,000	£0	£0	£1,690,000
Rail Parking Package - Normanton	Melanie Corcoran	Development costs	£0	£0	£0	£0	£0	£0	£0
		Delivery costs	£0	£0	£0	£1,440,000	£0	£0	£1,440,000
Aire Valley, Leeds Integrated Transport Package - Phase 1: Aire Valley D&R	Gary Bartlett	Development costs	£277,672	£0	£0	£0	£0	£0	£277,672
		Delivery costs	£0	£0	£0	£0	£0	£0	£0
Wakefield City Centre Package Phase 1 Kirkgate	Neil Rodgers	Development costs	£72,878	£0	£0	£0	£0	£0	£72,878
		Delivery costs	£0	£0	£0	£0	£0	£0	£0
TOTALS			£1,439,749	£3,066,196	£20,556,014				
Transport projects at Stage 2 that will commence post 2017/18									
Bradford Interchange Station Gateway	Julian Jackson	Development costs	£25,000	£20,838	£12,187	£0	£0	£0	£58,025
		Delivery costs	£0	£0	£0	£0	£0	£14,305,000	£14,305,000
Bradford FS Station Gateway	Julian Jackson	Development costs	£20,000	£116,717	£1,093,915	£0	£0	£0	£1,230,632
		Delivery costs	£0	£0	£0	£1,283,700	£11,553,300	£0	£12,837,000
A650 Tong Street	Julian Jackson	Development costs	£0	£21,038	£100,023	£0	£0	£0	£121,061
		Delivery costs	£0	£0	£0	£1,000,000	£2,000,000	£3,030,000	£6,030,000
Bradford to Shipley Corridor	Julian Jackson	Development costs	£30,000	£5,011	£301,000	£0	£0	£0	£336,011
		Delivery costs	£0	£0	£0	£0	£4,311,000	£23,916,000	£28,227,000
Harrogate Road New Line	Julian Jackson	Development costs	£146,399	£15,601	£500,000	£0	£0	£0	£662,000
		Delivery costs	£0	£0	£0	£2,757,000	£1,035,000	£0	£3,792,000
A650 Hard Ings Road - Phase 1: Hard Ings Road Only	Julian Jackson	Development costs	£137,628	£301,133	£204,701	£0	£0	£0	£643,462
		Delivery costs	£0	£0	£0	£3,800,000	£2,547,000	£30,000	£6,377,000
SE Bradford Access Rd	Julian Jackson	Development costs	£0	£0	£91,000	£0	£0	£0	£91,000
		Delivery costs	£0	£0	£0	£0	£0	£0	£0
Halifax Station Gateway	Mark Thompson	Development costs	£156,738	£44,171	£0	£0	£0	£0	£200,909
		Delivery costs	£0	£0	£0	£0	£1,870,962	£7,483,848	£9,354,810
A629 Halifax to Huddersfield Corridor improvements monitoring	Mark Thompson	Development costs	£0	£0	£0	£0	£0	£0	£0
		Delivery costs	£0	£0	£0	£0	£0	£0	£0
A629 Phase 1b: Elland Wood Bottom to Jubilee Road	Mark Thompson	Development costs	£169,994	£198,719	£1,200,000	£0	£0	£0	£1,568,713
		Delivery costs	£0	£0	£0	£9,200,309	£8,275,399	£0	£17,475,708
A629 Phase 2a: Eastern Gateway & Station Access improvements	Mark Thompson	Development costs	£44,591	£280,192	£1,881,724	£0	£0	£0	£2,206,507
		Delivery costs	£0	£0	£0	£0	£5,596,000	£0	£5,596,000
A629 Phase 2b: Northern gateway and Bus Interchange/Hubs	Mark Thompson	Development costs	£4,310	£0	£0	£0	£0	£0	£4,310
		Delivery costs	£0	£0	£0	£1,407,000	£9,621,500	£9,261,500	£20,290,000
A629 Phase 2c: Southern and Western Gateways	Mark Thompson	Development costs	£5,460	£0	£0	£0	£0	£0	£5,460
		Delivery costs	£0	£0	£0	£2,000,000	£5,000,000	£2,531,000	£9,531,000
A629 Phase 4: Ainley Top	Mark Thompson	Development costs	£0	£51,736	£150,000	£0	£0	£0	£201,736
		Delivery costs	£0	£0	£0	£0	£10,000,000	£0	£10,000,000
A641 Bradford - Huddersfield Corridor	Mark Thompson	Development costs	£0	£60,829	£125,000	£0	£0	£0	£185,829
		Delivery costs	£0	£0	£0	£10,000,000	£11,000,000	£15,000,000	£36,000,000
Huddersfield Station Gateway	Richard Hadfield	Development costs	£27,615	£22,385	£0	£0	£0	£0	£50,000
		Delivery costs	£0	£0	£0	£0	£5,000,000	£0	£5,000,000
A653 Leeds to Dewsbury Corridor (M2D2L)	Richard Hadfield	Development costs	£0	£59,261	£160,000	£0	£0	£0	£219,261
		Delivery costs	£0	£0	£0	£2,000,000	£10,500,000	£0	£12,500,000
M62 Junction 24a	Richard Hadfield	Development costs	£0	£12,976	£35,000	£0	£0	£0	£47,976
		Delivery costs	£0	£0	£0	£0	£18,500,000	£0	£18,500,000
A62 and A644 Corridors incorporating Cooper bridge	Richard Hadfield	Development costs	£110,000	£15,000	£0	£0	£0	£0	£125,000
		Delivery costs	£0	£0	£0	£10,395,000	£10,395,000	£20,790,000	£41,580,000
Wakefield City Centre Package Phase 2 Ings Road	Neil Rodgers	Development costs	£0	£0	£270,000	£0	£0	£0	£270,000
		Delivery costs	£0	£0	£0	£0	£3,017,000	£15,000	£3,032,000
Glasshoughton Southern Link Road	Neil Rodgers	Development costs	£80,000	£0	£466,123	£0	£0	£0	£546,123
		Delivery costs	£0	£0	£0	£3,192,000	£2,433,000	£0	£5,625,000
Castleford Station Gateway	tbc	Development costs	£0	£20,329	£266,083	£0	£0	£0	£286,412
		Delivery costs	£0	£0	£0	£1,485,000	£1,485,000	£730,000	£3,700,000
Castleford Growth Corridor Scheme	Neil Rodgers	Development costs	£67,000	£73,917	£0	£0	£0	£0	£140,917
		Delivery costs	£0	£0	£0	£11,750,000	£10,000,000	£0	£21,750,000
Leeds Station Gateway - Yorkshire Hub	Liz Hunter	Development costs	£0	£54,468	£95,000	£115,000	£95,000	£95,000	£454,468
		Delivery costs	£0	£0	£0	£0	£0	£0	£0
A65-LBIA Link Road	Gary Bartlett	Development costs	£8,688	£266,812	£1,084,134	£0	£0	£0	£1,359,634
		Delivery costs	£0	£0	£0	£1,468,200	£1,583,616	£2,270,086	£5,321,902
Leeds City Centre Network and Interchange Package	Gary Bartlett	Development costs	£31,337	£278,000	£1,366,000	£651,500	£717,000	£0	£3,043,837
		Delivery costs	£0	£0	£0	£0	£0	£3,998,986	£3,998,986
Thorpe Park Station	Liz Hunter	Development costs	£0	£3,382	£190,000	£285,000	£0	£0	£478,382
		Delivery costs	£0	£0	£0	£0	£0	£5,000,000	£5,000,000
A6110 Leeds Outer Ring Rd	Gary Bartlett	Development costs	£0	£0	£286,000	£0	£0	£0	£286,000

	<i>Jerry Duffell</i>	Delivery costs	£0	£0	£0				£0
Rail Parking Package - Programme	<i>Melanie Corcoran</i>	Development costs	£108,336	£409,181	£335,773	£0	£0	£0	£853,290
		Delivery costs	£0	£0	£0				£0
Parking extensions at Rail Stations (PEARS)	<i>Melanie Corcoran</i>	Development costs	£0	£137,997	£0	£0	£0	£0	£137,997
		Delivery costs	£0	£0	£0				£0
York Central Access	<i>Neil Ferris</i>	Development costs	£0	£0	£930,000	£1,050,000	£120,000	£0	£2,100,000
		Delivery costs	£0	£0	£0		£10,000,000	£20,894,000	£30,894,000
York Northern Outer Ring Road	<i>Neil Ferris</i>	Development costs	£0	£0	£1,040,000	£470,000	£470,000	£420,000	£2,400,000
		Delivery costs	£0	£0	£0	£2,000,000	£8,000,000	£10,000,000	£20,000,000
A629 Phase 5 - Ainley Top into Huddersfield	<i>Richard Hadfield</i>	Development costs	£52,000	£48,000	£98,000	£0	£0	£0	£198,000
		Delivery costs		£0			£2,546,975	£2,038,112	£4,585,087
TOTALS			£1,225,096	£2,517,693	£12,281,663				
TOTAL development costs			£2,739,455	£5,583,889	£14,863,645	£3,609,500	£2,112,000	£1,315,000	£30,223,489
TOTAL delivery costs			£0	£0	£18,349,032	£104,452,959	£185,270,752	£156,107,532	£464,180,275
GRAND TOTAL			£2,739,455	£5,583,889	£33,212,677	£108,062,459	£187,382,752	£157,422,532	£494,403,764

Director: Melanie Corcoran,
Director, Delivery
Author: Catherine Pinn



Report to: West Yorkshire & York Investment Committee

Date: 12 July 2017

Subject: Capital Spending and Project Approvals

1. Purpose

- 1.1 To put forward proposals for the progression of, and funding for, a number of West Yorkshire Plus Transport Fund (WY+TF) and Growth Deal projects for consideration by the Investment Committee at Stages 1, 2 and 3 of the Assurance Process. The Committee will recall that WYCA has a three stage Assurance Process as set out below with the requirement that all projects will as a minimum need to formally pass Decision Points 2 and 5, highlighted in green below, with the requirement to meet the intervening activities deemed on a project by project basis.



- 1.2 The Programme Appraisal Team (PAT) appraises all schemes at the Decision Points. The PAT is an internal assurance group and has no formal approval making powers, they make recommendations which are then reported through the current WYCA governance arrangements for a formal decision/approval. The PAT consists of a panel of officers representing policy, legal, financial, assurance and delivery supplemented with external experts. Where conflict of interest issues arise during a meeting e.g. scheme comes forward for discussion which a member of the PAT is the Senior Responsible Officer for, the SRO will not take part in the discussion and agreeing of recommendations and in the case of the chair will leave the meeting and won't be part of any discussions and recommendations in relation to their scheme. The scheme promoters from the District Councils or Partner Delivery organisations attend the meeting to introduce the scheme and answer questions from the panel as required. The Terms of Reference for the PAT are contained within the Assurance Framework.

2. Information

- 2.1 Projects at the Pipeline Eligibility stage are seeking entry into the portfolio and should demonstrate a strategic fit in terms of project outcomes, meet funding criteria and have available funding identified with further project definition including costs and

detailed timescales to be developed as the project progresses through the pipeline. At this stage funding may be sought to enable this work to progress.

Projects at Pipeline Development Stage should demonstrate that they have tested the feasibility of a solution through their business case. This business case should then be developed in order to confirm and detail the preferred solution including finalising its cost. Once in Delivery & Evaluation the scheme is delivered and WYCA funding is drawn down. When delivery is completed a review is carried out to ensure that the scheme has met all its requirements and outputs in accordance with its Funding Agreement. Finally information about a scheme’s performance following its completion is collected, in order to evaluate the success of the scheme.

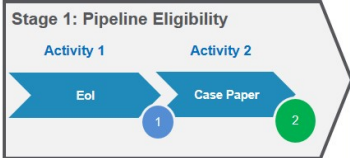
Five schemes are set out in the following report. These are summarised as:

West Yorkshire Plus Transport Fund Transformational Schemes - Wakefield South Featherstone Link Road	Activity 2 (Case Paper)
West Yorkshire Plus Transport Fund Transformational Schemes - York Outer Ring Road Dualling	Activity 2 (Case Paper)
West Yorkshire Plus Transport Fund Transformational Schemes - North Kirklees Orbital Route	Activity 2 (Case Paper)
WYCA’s Portfolio Information Management System	Decision Point 3 (Outline Business Case)
Harrogate Road New Line – Change Request	Activity 4 (Full Business Case)

Since Investment Committee’s meeting on 16 June 2017, decisions regarding the following two schemes have been exercised:

New Bolton Woods	Decision Point 4 (Full Business Case)
A629 Phase 1a	Decision Point 5 (Full Business Case with Finalised Costs)

Projects in Stage 1: Pipeline Eligibility



2.2 West Yorkshire Plus Transport Fund Transformational Schemes (Activity 2 Case Paper)

Under the WY+TF, there is a £12.5m allocation for the development and scoping of potentially transformational. Transformational change will allow for the economic

growth aspirations identified in the Strategic Economic plan to be realised and this available funding will fund early pre-feasibility development of projects to be considered from a strategic case perspective.

Following a discussion with Investment Committee members at a workshop in January 2017, project officers have been considering what projects could be brought forward and districts are keen to draw down from this available funding stream and undertake development work on future transformational projects.

To ensure the consideration of projects meets with strategic aspirations, work to further develop the approach and criteria of a 'transformational project' is being undertaken by our Transport Policy and Strategy team. In parallel, and to allow for development work of projects to commence the following three schemes are seeking funding approval to enable their Strategic Cases to be developed. These transformational schemes are not included as named schemes in the West Yorkshire Plus Transport Fund and it has been made clear to Promoters that whilst funding has been made available to fund development of their strategic cases, there is no guarantee of any future WY+TF funding to fund future delivery of the schemes.

2.3 Wakefield South Featherstone Link Road (Activity 2 Case Paper)

Background

Wakefield City Council have submitted an application for the South Featherstone Link Road to be considered for preliminary funding. The criteria the project meets are:

- funding request is for scoping and feasibility;
- delivery of the scheme would be post 2021;
- this is feasibility for a new project not already on the West Yorkshire Plus Transport Fund list;
- the scheme would unlock land for housing and employment use; and
- this would be a new road and would significantly affect driver behaviour.

The scheme itself is intended to be a by-pass around Ackworth, Featherstone and Pontefract. The funding required is to enable a technical feasibility exercise to consider a range of scenarios. This will include evaluation of transport, environmental and economic indicators. The outcome of this project is expected to be a report detailing a short list of options and high level cost estimates. The key objectives of the project are to carry out a number of technical and feasibility checks and to provide a report with a number of options, with high level costs and Programmes for delivery.

- To assess and report the transport impacts of the full range of link road options and implementation scenarios.
- To assess and report the high level environmental impacts associated with the full range of link road options.
- To investigate the impact of the road alignments on land ownerships and potential land valuations

- To quantify the housing, employment and development opportunities associated with the link road alignment.
- To produce an initial cost estimate of the highway alignments and bridge construction.
- To understand the views and issues of Network Rail and the Environment Agency.

A summary of the Scheme's Expression of Interest/Case Paper is included in **Appendix 1**.

Costs

Up to £284k for feasibility and scoping works. Total scheme costs to be confirmed following this work.

Timescales

This is anticipated to be a 24 month feasibility and scoping project to culminate in a high level options report.

Project Responsibilities

Senior Responsible Officer:	Neil Rodgers, Wakefield Council
Project Manager:	Paul Stevenson, Wakefield Council
WYCA case officer:	Lisa Childs, WYCA

Recommendations

That the Investment Committee recommends to WYCA that funding of £284k is approved for the Wakefield South Featherstone Link Road scheme to progress through Decision Point 2 and develop a Strategic Case for the Transformational Project. In addition, that Investment Committee recommends to WYCA that WYCA enter into a Funding Agreement with Wakefield Council for expenditure of up to £284K from the West Yorkshire Plus Transport Fund.

2.4 York Outer Ring Road Dualling (Activity 2 Case Paper)

Background

Improvements to the A1237 York Outer Ring Road (YORR) is one of the schemes programmed to be implemented as part of the West Yorkshire Plus Transport Fund programme before 2021. This focuses on improvements to seven of the thirteen roundabouts on a stretch from A1237/B1224 to A1237/Monks Cross/North Lane, and has Decision Point 3 (OBC) approval. It is acknowledged that whilst the scheme will deliver significant benefits, in order for more transformational change to be delivered, the route should be improved to dual carriageway standard. Funding is identified for pre-feasibility work on transformational schemes as part of the original WY+TF schedule, with a total of £12.5m available. City of York Council has submitted a request for funding approval at Decision Point 2, in order to progress further

modelling and pre-feasibility work to strengthen the strategic case for dualling of all or part of the carriageway.

The A1237 between the A64 at Askham Bar and A64 at Hopgrove forms the north west corner of the York Outer Ring Road and carries 35,000 vehicles daily. Numbers have increased significantly over the past 10 years (10% since 2012). Despite the road being subject to the 60mph national speed limit, the current average end to end journey time is over 30 minutes (for 10 miles), meaning average speeds are actually less than 20mph. Queue lengths extend across roundabouts, particularly the A19 and A59 intersections, causing significant additional delay on radial routes also.

Dualling of the YORR is considered crucial to enabling the successful implementation of York's Local Plan and future housing and employment growth aspirations of both the Leeds City Region and York. By undertaking this pre-feasibility work, City of York Council can develop a robust strategic case, which can be presented to DfT and other funding bodies to secure funding to develop the business case, and potential subsequent delivery.

Looking at the strategic case for the upgrade to dual carriageway standard now compliments the upgrade of roundabouts on the A1237 corridor through the WY+TF before 2021, and also enables that scheme to be future proofed. This pre-feasibility work also compliments the proposed RIS (Regional Investment Strategy) 2 Hopgrove A64 interchange upgrade scheme by Highways England.

The pre-feasibility work to develop the strategic case for dualling of the A1237 York Outer Ring Road has clear alignment with the LCR SEP, particularly priority 4 – Infrastructure for Growth (Transport and Services) – places will be connected by high quality transport and wider infrastructure that serves the needs of businesses and people. Movement between towns and cities will be easy and fast. Furthermore dualling of the A1237 has a clear strategic fit with the York, North Yorkshire & East Riding Economic Plan – 'A well connected economy' is a key priority identified, with objectives including fast reliable journeys between key centre; transport that underpins growth; and access to UK and international markets.

A summary of the Scheme's Expression of Interest/Case Paper is included in **Appendix 2**.

Costs

A funding approval of £295k from the WY+TF is now sought, in order to complete the required evidence base, modelling and assessment, which is necessary to develop the strategic case for upgrading the A1237 YORR to dual carriageway standard.

Timescales

This pre-feasibility work is due to be completed in mid 2018/19.

Project Responsibilities

Senior Responsible Officer: Neil Ferris, City of York Council
Project Manager: Tony Clarke, City of York Council
WYCA case officer: Rachel Jones, WYCA

Recommendations

That the Investment Committee recommends to WYCA that funding of £295k is approved for the York Outer Ring Road Dualling scheme to progress through Decision Point 2 and develop a Strategic Case for the Transformational Project. In addition, that Investment Committee recommends to WYCA that WYCA enter into a Funding Agreement with York Council for expenditure of up to £295K from the West Yorkshire Plus Transport Fund.

2.5 North Kirklees Orbital Route (Transformational Scheme) – Case Paper (Activity 2)

Background

The North Kirklees Orbital Route (NKOR) is being considered for pre-feasibility funding under the Transformational Projects Criteria where funds are sought for strategic scoping, master planning and concept design as well as assess the contribution the scheme would make to the West Yorkshire/Leeds City Region economic growth.

The NKOR is a proposed 16.5km carriageway with the alignment proposed to follow the existing orientation of the A644 and A638 respectively and incorporate a new 9km section. The scheme will open up potential housing and employment development sites to promote new investment and employment opportunities in North Kirklees, delivering growth in an identified SEP spatial priority area and support wider City Region growth. Alleviating congestion on the A644/A638 strategic corridor will reduce transport barriers to development and the new road will open up potential development sites.

The scheme has a number of other key objectives including, providing an alternative route for traffic south of Dewsbury, thus improving Dewsbury town centre circulation by mitigating the severance of the existing A638 ring road. Reduce traffic through the Air Quality Management Area on the A644 by diverting through traffic away from urban area and improving network resilience by providing alternative routing between Dewsbury, neighbouring towns and the strategic road network (via J25 of the M62 and J40 of the M1).

Kirklees Council have submitted an Expression of Interest and a Case Paper has been prepared. Both documents were presented to the PAT on 22 February 2017 recommending the pre-feasibility funding be approved.

Works under the Transformational Projects route would be to establish and understand the strategic case for a project. Promoting Authorities are clear that allocation of feasibility funding may not lead to projects being funded through the

WY+TF. We would expect the feasibility undertaken to provide sufficient detail for a submission to other sources of funding.

A summary of the Scheme’s Expression of Interest/Case Paper is included in **Appendix 3**.

Costs

A funding approval of £248k is now sought from the WY+TF to cover a forecast spend to undertake pre-feasibility design route options, review of evidence and identification of problems along the A644/A638 corridors, desk top analysis and other works streams to clarify the scale of scope of the proposed scheme. These works will be undertaken under Pipeline Eligibility only, it is not proposed the scheme progresses beyond Activity 2.

Timescales

The project will undertake work streams identified during 17/18.

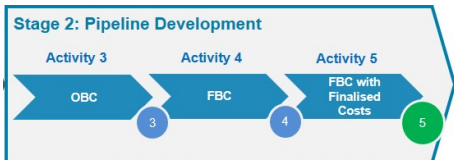
Project Responsibilities

Senior Responsible Officer:	Richard Hadfield, Kirklees Council
Project Manager:	Keith Bloomfield, Kirklees Council
WYCA Case Officer:	Jessica McNeill, WYCA

Recommendation

That the Investment Committee recommends to WYCA that funding of £248k is approved for the North Kirklees Orbital Route scheme to progress through Decision Point 2 to develop a Strategic Case for the Transformational Project. In addition, that Investment Committee recommends to WYCA that WYCA enter into a Funding Agreement with Kirklees Council for expenditure of up to £248K from the West Yorkshire Plus Transport Fund.

Projects in Stage 2: Pipeline Development



2.6 WYCA's Portfolio Information Management System (Activity 3 Outline Business Case)

Background

The project includes the implementation of a new IT Portfolio Information Management System (PIMS) using Microsoft's Project Online/SharePoint Online software. The PIMS is a key system for the Portfolio Management Office (PMO) and will support and strengthen the Leeds City Region Assurance Framework as well as underpinning the enhanced project, programme and portfolio approach.

PIMS will provide functions such as folders to store and view documentation, a central repository for project information, a centralised way to view project summaries, standardised templates and dashboard, all accessible by Districts and partners.

Microsoft Project with SharePoint Online provides an out of the box solution that can be easily set up and will provide the organisation with the required functionality, negating the need for a bespoke system with its associated development and support costs. The solution will integrate with WYCA's existing Microsoft products including SharePoint/Office 365 installations.

A summary of the Scheme's Business Case is included in **Appendix 4**.

Costs

The total capital expenditure sought for the recommended option, including contingency is £150,000. There will be an on-going annual cost for licensing charges. Based on Microsoft's current licencing arrangements, this is likely be in the region of £50,000 per annum (this cost has been based on 100 Premium licences). It is recommended that the licence costs be capitalised and funded as an overhead cost from the Portfolio Management Office costs (in turn funded from various capital funding streams and projects that WYCA are responsible for) from 18/19 onwards.

Timescales

The full Business Case (which follows tendering and receiving costs from suppliers) will be completed in September 2017 with development and implementation expected to be complete by the December 2017. Following a period of soft launch it is expected that the first Phase will be live early 2018. Further development is likely to follow the initial go live and this work will be managed separately with new approvals as required.

Tolerances

In order for the scheme to follow the Assurance Pathway and Approval Route that are proposed in this report, it should remain within the following tolerances. If these tolerances are exceeded the scheme needs to return to Investment Committee and/or WYCA for further consideration:

- That costs remain within 10% of the £150K total project value
- That the key milestones for final approval of the Business Case (in September 2017), Development and implementation (by December 2017) with a full launch (in early 2018) are delivered with a maximum of 3 months of the target dates.

Recommendations

That Investment Committee recommends to WYCA:

- That the Portfolio Information Management System (PIMS) proceeds through Decision Point 2 onto Stage 2 Activity 5 (Full Business Case with Finalised Costs).
- That an indicative approval to the total project value of £150k capital for the development of the system and £50k per annum on-going licence fee (the on-going licence fee will be required from 18/19 onwards), to be funded as an overhead cost from the overall Portfolio Management Office costs, is given. Ultimate approval to spend will be granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with finalised costs).
- That the future approvals at Decision Point 5 are made through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This approval route will be subject to the scheme remaining within the tolerances outlined above.

2.7 Harrogate Road New Line – Change Request (Activity 4 Full Business Case)

Background

The project will reconfigure the existing Harrogate Road / New Line Junction to create a P-Loop junction to reduce congestion, provide controlled pedestrian crossing points to improve safety as well as increasing safety provision for cyclists. The improvements to the junction will support delivery of a number of significant new housing developments together with longer term development opportunities.

The A658 Harrogate Road / A657 New Line junction is situated on the corridor between Bradford and Leeds Bradford International Airport (LBIA). The crossroads are a significant congestion pinch point with delays on all four legs having a detrimental impact on journeys times between Bradford and LBIA, and also between Shipley / Airedale and Leeds. It will also facilitate housing development in the immediate area, and improve safety and reduce severance for pedestrians and cyclists.

The project received Gateway 1 approval from WYCA in November 2014 (this is equivalent to Decision Point 3 (Outline Business Case) on the WYCA Assurance Process) as part of this approval £328,000 of funding was provided in order to progress the scheme to full business case (Decision Point 4). This change request is to allocate further development funding of £972,000 to the project in order for Activity 4 to be completed.

The change request is required as a result of the project taking significantly longer and costing more to develop than originally anticipated. This is due to a number of reasons as summarised below:

1. Over 36 small pieces of land and property interests must be acquired to enable the delivery of the project. Detailed negotiations with all the landowners have and are continuing to take longer and costing more than originally anticipated.
2. Extra design iterations have been required as a result of the on-going negotiations with landowners to ensure the design was optimised to reduce land take whilst still achieving the benefits.
3. Following extended negotiations with a small number of landowners, it is now apparent that a compulsory purchase order (CPO) will be required to assemble the land. This has significantly extended the project.
4. It is expected that a public inquiry will be required as part of the CPO process which will require additional funding both for legal and technical specialists to present the case for the scheme as well as funding for an appropriate public venue.
5. Difficulties in negotiations with landowners, have necessitated the use of legal powers to gain access to land and property for surveys to allow the design to be completed, this will increase both costs and time taken to complete this element of the works.
6. Negotiations with interested parties to secure agreement for the revised parking restriction TROs is taking longer than anticipated.
7. Listed Building consent is required for two properties, this required extra work has now been granted.

The overall project cost is currently not anticipated to change from the £6.8m originally estimated, however this will be confirmed at Full Business Case. A large optimism bias value was included in the initial estimate. The Project Promoters are confident that increases in design costs are likely to be met within the total scheme cost of £6,826m.

Costs

The total scheme cost is £6,826,000; WYCA's contribution to this would be £4,900,000. Additional funding sought from this change request is £972,000.

Timescales

Decision Point 4 approval planned for September 2018, once the scheme has had the CPO approved.

Decision Point 5 approval planned for January 2019
Date for completion February 2020

Tolerances

In order for the scheme to follow the Assurance Pathway and Approval Route that are proposed in this report, it should remain within the following tolerances. If these tolerances are exceeded the scheme needs to return to Investment Committee and/or WYCA for further consideration.

- The scheme should remain within +10% of the overall scheme cost set out in this report
- The scheme should be delivered within +6 months of the timescales set out in this report

Project Responsibilities

Senior Responsible Officer:	Julian Jackson, Bradford Council
Project Manager:	Richard Gelder, Kirklees Council
WYCA Case Officer:	Caroline Coy, WYCA

Recommendations

That Investment Committee recommends to WYCA's Managing Director:

- That the Harrogate Road New Line scheme's additional development costs of £972,000 are approved in order to progress the scheme to Decision Point 4 and that WYCA amend the existing Funding Agreement with Bradford Council for expenditure of up to £1,300,000 to be funded from the WY+TF.
- That the scheme will return to Investment Committee and WYCA at Decision Point 4 (Full Business Case).

Projects in Stage 3 – Programme Committed



2.8 There are no schemes in **Stage 3 – Programme Committed** that require consideration by Investment Committee at this meeting.

2.9 Decisions made through the Delegation to the Managing Director

Since Investment Committee's meeting on 16 June 2017, decisions regarding the following two schemes have been exercised. These decisions were made through the delegation to WYCA's Managing Director following a recommendation from WYCA's Programme Appraisal Team.

- **New Bolton Woods Decision Point 4 (Full Business Case)**

The New Bolton Woods project will undertake essential site remediation, preparation and infrastructure works to facilitate the delivery of a key phase of residential development within a major mixed-use regeneration scheme. New Bolton Woods sustainable urban village will provide over 1000 new homes in the Bradford Shipley Canal Road Corridor regeneration area. The rehabilitation and preparation of 5.66Ha of brownfield land for housing development purposes will deliver 145 new homes by 2021. Bradford Council have applied to WYCA for a £3.6m grant (with conditions) to support this project.

Following consideration of the project's Full Business Case, WYCA's Programme Appraisal Team recommended to WYCA's Managing Director that the project should proceed through Decision Point 4 (Full Business Case) to Activity 5 (Full Business Case with Finalised Costs). This approval was granted through the delegation to the Managing Director on 16 June 2017. The project is forecast to reach Decision Point 5 in September 2017 at which stage the project will be considered by Investment Committee and full approval will be sought from WYCA. Delivery of the scheme is forecast to commence in January 2018.

A summary of the Scheme's Business Case is included in **Appendix 5**.

- **A629 Phase 1a Decision Point 5 (Full Business Case with Finalised Costs)**

Improvements along the A629 corridor between Halifax and Huddersfield is one of the priority schemes programmed to be implemented as part of the West Yorkshire Plus Transport Fund programme. Corridor improvements under the Transport Fund will see a £120.6m transport package comprising multi-modal interventions which will improve journey time reliability, through a combination of road space reallocation and targeted junction improvements to address key congestion hot spots. Delivered in a number of phases over the next five years, it will also bring major transformations to Halifax town centre's pedestrian environment, public transport network and infrastructure. The scheme is a crucial component in realising the Halifax Town Centre Delivery Plan aspirations, and unlocking key Local Plan growth sites.

Phase 1a is the most progressed of the phases. The scheme comprises works on the following key junctions and locations:

- Jubilee Road to Dudwell Lane
- Dudwell Lane Junction
- Dryclough Lane Junction
- Dryclough Lane to Shaw Hill/Free School Lane
- Shaw Hill/Free School Lane Junction

This will deliver:

- Accessibility improved to and from Halifax, Huddersfield and key employment areas;
- Accessibility/severance between surrounding business and residential areas is improved;

- Increased cycle mode share to key attractions on the A629 for all modes;
- Reduced levels of rat-running through Siddal and Exley;
- Increased vehicle throughput;
- Decrease in public transport journey time variability;
- Decrease in end to end corridor journey times; and
- Improvement in air quality.

The scheme received Decision Point 4 (Full Business Case) approval from WYCA at the meeting on the 6 April 2017. As part of this approval WYCA also agreed that Decision Point 5 approval could be delegated to WYCA's Managing Director providing that the scheme remained within its approval tolerances. The scheme has remained within these tolerances and the Full Business Case with finalised costs set out a total project value of £8,156,655, which was within the cost tolerance of £8.5m. As a result the scheme sought Managing Director delegated approval to proceed through Decision Point 5 into Activity 6 (Delivery), and also to increase the existing funding agreement by £5,943,518 to reflect the total project value. Managing Director delegated approval was received on the 16 June 2017.

A summary of the Scheme's Business Case is included in **Appendix 6**.

3. Financial Implications

- 3.1 The report seeks endorsement to expenditure from the available WYCA funding as set out in this report.

4. Legal Implications, Access to Information

- 4.1 The payment of any funding received through the Local Growth Deal to any partner will be subject to a funding agreement being in place between the WYCA and the partner in question.

5. Staffing Implications

- 5.1 A combination of WYCA and District partner programme management resources are identified within the programme. The ability to secure external specialist resource is contained within the programme as well so that the resources are or will be in place in order to manage the delivery of any of the projects that may be recommended for funding from this paper.

6. Recommendations

6.1 West Yorkshire Plus Transport Fund Transformational Schemes - Wakefield South Featherstone Link Road

That the Investment Committee recommends to WYCA that funding of £284k is approved for the Wakefield South Featherstone Link Road scheme to progress through Decision Point 2 and develop a Strategic Case for the Transformational Project. In addition, that Investment Committee recommends to WYCA that WYCA

enter into a Funding Agreement with Wakefield Council for expenditure of up to £284K from the West Yorkshire Plus Transport Fund.

6.2 West Yorkshire Plus Transport Fund Transformational Schemes - York Outer Ring Road Dualling

That the Investment Committee recommends to WYCA that funding of £295k is approved for the York Outer Ring Road Dualling scheme to progress through Decision Point 2 and develop a Strategic Case for the Transformational Project. In addition, that Investment Committee recommends to WYCA that WYCA enter into a Funding Agreement with York Council for expenditure of up to £295K from the West Yorkshire Plus Transport Fund.

6.3 West Yorkshire Plus Transport Fund Transformational Schemes - North Kirklees Orbital Route

That the Investment Committee recommends to WYCA that funding of £248k is approved for the North Kirklees Orbital Route scheme to progress through Decision Point 2 to develop a Strategic Case for the Transformational Project. In addition, that Investment Committee recommends to WYCA that WYCA enter into a Funding Agreement with Kirklees Council for expenditure of up to £248K from the West Yorkshire Plus Transport Fund.

6.4 WYCA's Portfolio Information Management System

That Investment Committee recommends to WYCA:

- That the Portfolio Information Management System (PIMS) proceeds through Decision Point 2 onto Stage 2 Activity 5 (Full Business Case with Finalised Costs).
- That an indicative approval to the total project value of £150k capital for the development of the system and £50k per annum on-going licence fee (the on-going licence fee will be required from 18/19 onwards), to be funded as an overhead cost from the overall Portfolio Management Office costs, is given. Ultimate approval to spend will be granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with finalised costs).
- That the future approvals at Decision Point 5 are made through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This approval route will be subject to the scheme remaining within the tolerances outlined above.

6.5 Harrogate Road New Line – Change Request

That the Harrogate Road New Line scheme's additional development costs of £972,000 are approved in order to progress the scheme to Decision Point 4 and that WYCA amend the existing Funding Agreement with Bradford Council for expenditure of up to £1,300,000 to be funded from the WY+TF.

That the scheme will return to Investment Committee and WYCA at Decision Point 4 (Full Business Case).

7. Appendices

- **1 - West Yorkshire Plus Transport Fund Transformational Schemes - Wakefield South Featherstone Link Road EOI/Case Paper Summary**

- **2** - West Yorkshire Plus Transport Fund Transformational Schemes - York Outer Ring Road Dualling EOI/Case Paper Summary
- **3** - West Yorkshire Plus Transport Fund Transformational Schemes - North Kirklees Orbital Route EOI/Case Paper Summary
- **4** - WYCA's Portfolio Information Management System Business Case Summary
- **5** - New Bolton Woods Business Case Summary
- **6** - A629 Phase 1a Business Case Summary

8. Background Documents

8.1 None as part of this report

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Scheme Summary

Name of project:	South Featherstone Link Road – Feasibility Study
Location of project (including postcode):	Link Road - South East of Pontefract, South of Featherstone and North of Ackworth. All within Wakefield District.
Lead organisation:	Wakefield District Council
Type of organisation:	Local Authority
Lead Promoter contact:	Paul Stevenson, Wakefield Council
Position:	Transportation Planning Manager
WYCA Case Officer:	Lisa Childs
Business Case Owner / Project Sponsor:	Neil Rodgers
Applicable Funding Stream:	West Yorkshire + Transport Fund
If part of Growth Fund, which Priority Area is it part of?:	P4 – Infrastructure For Growth
Forecasted Full Approval Date:	N/A
Forecasted Completion Date:	N/A
Total project cost (£):	£284,000 (feasibility only – NOT full project cost)
WYCA funding request (£):	£284,000
WYCA funds as % of total project investment:	100%
Total other public sector investment (non-WYCA funding):	None confirmed at this stage of scheme development
Total other private sector investment:	None confirmed at this stage of scheme development

Project description:

Feasibility Costs for Transformational Infrastructure scheme.

The scheme itself is a by-pass around Ackworth, Featherstone and Pontefract. The funding required is to enable a technical feasibility exercise to consider a range of scenarios. This will include evaluation of transport, environmental and economic indicators. The outcome of this project is expected to be a report detailing a short list of options and high level cost estimates.

Assessment Summary

Overall assessment summary of the five cases.

Strategic Case	<p>This is a project to establish the strategic case for a potentially transformational scheme. There is a strong strategic case to support this initial feasibility funding request. The criteria as set out through the Investment Committee has been largely met by these proposals.</p> <p>Purpose of WYCA investment: Clear – the Expression of Interest is seeking funding to enable a technical feasibility exercise to be carried out for a range of link road scenarios, consisting of the evaluation of transport, environmental and economic indicators. The feasibility work, detailed below, will be carried out over an 18 month period, to provide the basis for more detailed investigations of a possible short list of options, or preferred option. This work will play an important role in determining the strategic case for a potentially transformational scheme.</p> <p>Project objectives: scheme objectives are defined and some follow the SMART framework.</p> <p>Meeting SEP priorities and headline initiatives: Further development of the strategic case is needed particularly around information and evidence on how the project will address/ contribute to SEP priorities and headline initiatives. The scheme does offer the potential to contribute to the delivery of SEP success measures, including</p> <ul style="list-style-type: none">• contributing to the delivery of 800 new homes per year in the Five Towns area and 350 new homes in the South East of the district (numbers to be provided as part of feasibility study) <p>Future employment growth – contributing to the delivery of 100 hectares anticipated in the district (to be estimated as part of feasibility study)</p>
Commercial Case	<p>The work proposed will not conclude a procurement route selection but the survey and optioneering design works will look to identify the most deliverable solution.</p> <p>The development of the strategic case to establish a project that will realise the housing and commercial growth aspirations will allow for the Council’s and WYCA economic growth objectives to be considered and options proposed which will meet that market growth demand.</p>
Economic Case	<p>The economic case is still to be finalised depending on the project option</p>

	selected
Financial Case	The financial case is still to be finalised depending on the project option selected.
Management Case	Wakefield Council as the promoting authority will undertake the pre-feasibility works as identified. All outputs will be completed within financial year 17/18.

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Scheme Summary

Name of project:	York Outer Ring Road Dualling
Location of project (including postcode):	A1237 York Northern Outer Ring Road (from A64 junction at Askham Bryan (SW of York) to A64 junction at Hopgrove (NE of York))
Lead organisation:	City of York Council
Type of organisation:	Local Authority
Lead Promoter contact:	Tony Clarke
Position:	Head of Transport
WYCA Case Officer:	Rachel Jones
Business Case Owner / Project Sponsor:	Neil Ferris
Applicable Funding Stream:	WY+TF
If part of Growth Fund, which Priority Area is it part of?:	Priority 4 – Infrastructure for Growth
Forecasted Full Approval Date:	N/A.
Forecasted Completion Date:	N/A.
Total project cost (£):	£294,000 (feasibility only – NOT full project cost)
WYCA funding request (£):	£294,000
WYCA funds as % of total project investment:	100%
Total other public sector investment (non-WYCA funding):	None confirmed at this stage of scheme development
Total other private sector investment:	None confirmed at this stage of scheme development
Project description:	

This project will undertake pre-feasibility work to complete further modelling and assessment, in order to determine the strategic case for investment into a significant transformational scheme, to improve a large section of the A1237 York Outer Ring Road to dual carriageway standard (between the two A64/A1237 intersections).

This scheme does not currently form part of the WY+TF programme, and therefore no further allocation has been made for business case development or delivery of the transformational scheme at this stage.

It is intended by completing this pre-feasibility work, the evidence base and high level strategic case will be confirmed, enabling CoYC to apply for funding from a variety of sources, to take the scheme through optioneering, business case development and delivery.

Assessment Summary

Overall assessment summary of the five cases.

<p>Strategic Case</p>	<p>The scheme that this pre-feasibility work will be used to develop appears at this very high level to have a good strategic fit. The scheme fits well within priority 4: Infrastructure for Growth – places will be connected by high quality transport and wider infrastructure that serves the needs of business and people. York is a Spatial Priority Area (SPA) in the SEP and York Outer Ring Road is also identified as a key strategic orbital ring road for improvement.</p> <p>The scheme is also critical to delivery of the Local Plan for York, increasing capacity and opening up land for further development, including York Central, where up to 1,500 dwellings and 80,000 sq.m of office space will be realised.</p> <p>There is also excellent alignment with the agreed transformational scheme criteria.</p>
<p>Commercial Case</p>	<p>There is clearly a need to undertake this pre-feasibility work to assess the strategic case and likely impact for this transformational scheme. York Outer Ring Road is a key orbital route highlighted in the SEP requiring improvements to deliver economic growth. The existing WY+TF scheme to upgrade 7 roundabouts will support this ambition, but real transformational change and impact is likely to be delivered by dualling, and this work will enhance the evidence of that.</p>
<p>Economic Case</p>	<p>A breakdown of costs has been provided to undertake the work, which is high level but does seem proportionate and representative. At this very early stage it is not possible to assess the value for money of the scheme. Once the pre-feasibility work has been completed, further information will be available to understand this, which will support the future development of a business case.</p>

Financial Case	This piece of pre-feasibility work is 91% funded by WY+TF, with a small amount of match from YoYC. It is a standalone piece of work at this stage within the WY+TF, as part of the transformational schemes allocation. Regarding the scheme itself, given its strategic nature, there is a likely assumption that funding contributions will be forthcoming should the scheme go ahead, including from the private sector. With major development sites that are set to directly benefit from investment in dualling, it is highly likely that private sector funding can be secured as match to any public funds that can be secured to deliver the scheme, should there be a strong enough strategic case.
Management Case	At this pre-feasibility stage, it is too early to assess the management of the scheme itself. However, there is some detail on how the pre-feasibility will be managed, with CoYC providing the project management and governance. It is envisaged that an engineering consultant will be procured, with sub-consultants appointed as necessary. The work is due to complete mid/late 2018, and key milestones/interdependencies have been provided.

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Scheme Summary

Name of project:	North Kirklees Orbital Route
Location of project (including postcode):	New carriageway orbital route, Dewsbury and Ravensthorpe, North Kirklees.
Lead organisation:	Kirklees Council
Type of organisation:	Local Authority
Lead Promoter contact:	Keith Bloomfield
Position:	Operational Manager, WY+TF
WYCA Case Officer:	Jessica McNeill
Business Case Owner / Project Sponsor:	Richard Hadfield
Applicable Funding Stream:	West Yorkshire plus Transport Fund
If part of Growth Fund, which Priority Area is it part of?:	Priority 4 – Infrastructure for Growth
Forecasted Full Approval Date:	N/A
Forecasted Completion Date:	N/A
Total project cost (£):	£247,500 (feasibility only – NOT full project cost)
WYCA funding request (£):	£247,500 (Pre-feasibility funding only, this does not cover project delivery).
WYCA funds as % of total project investment:	100%
Total other public sector investment (non-WYCA funding):	None confirmed at this stage of scheme development
Total other private sector investment:	None confirmed at this stage of scheme development

Project description:

The North Kirklees Orbital Route (NKOR) is a proposed road scheme that will improve access to potential housing and business development sites that will provide economic growth benefits to Dewsbury, Brighouse, Halifax, Huddersfield and Wakefield, along with alleviating congestion and improving journey time reliability on a strategic transport corridor. Furthermore, it will reduce traffic volumes along the A644 and therefore relieve congestion along the route for the neighbourhoods of Ravensthorpe and Mirfield in addition to providing an alternative route to access the M1 and M62 motorways. As a result, this will assist with the regeneration of Dewsbury by facilitating changes to its ring road in addition to assisting future developments opportunities at Cooper Bridge and Horbury Junction.

Assessment Summary

Overall assessment summary of the five cases.
project/programme's strategic fit, scope to deliver economic benefits and deliverability

Strategic Case	<p>The work proposed under this pre-feasibility funding would allow for a comprehensive Strategic Case to be produced. In light of the geography and alignment to projects that are identified within the WY+TF programme as well as economic growth targets for the North Kirklees area, there are clear benefits to be generated from a scheme in this area. The scale, scope, orientation as well as consideration of feasible options and constraints needs to be fully reviewed and developed before Kirklees Council are in a position to commit to further development and delivery of the project.</p> <p>This project is being considered under the Transformational Criteria and meets a number of these set principals.</p>
Commercial Case	<p>The work proposed will not conclude a procurement route selection but the survey and optioneering design works will look to identify the most deliverable solution.</p> <p>The development of the strategic case to establish a project that will realise the housing and commercial growth aspirations will allow for the Council's and WYCA economic growth objectives to be considered and options proposed which will meet that market growth demand.</p>
Economic Case	<p>The economic case is still to be finalised depending on the project option selected</p>
Financial Case	<p>The financial case is still to be finalised depending on the project option selected.</p>
Management Case	<p>Kirklees Council as the promoting authority will undertake the pre-feasibility works as identified. All outputs will be completed within financial year 17/18.</p>

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Scheme Summary

Name of Scheme:	Portfolio Information Management System
PMO Scheme Code:	WYCA-PIMS-001
Lead Organisation:	West Yorkshire Combined Authority
Forecasted Full Approval Date (Decision Point 5):	August 2017
Forecasted Completion Date:	November 2017
Total Scheme Cost (£):	£150,000 capital (plus £50k pa on-going licensing costs from year 2 onwards)

Current Assurance Process Activity:



Scheme Description:

Leadership Team have asked for a greater focus on project delivery and associated costs and benefits. In order to achieve this, the WYCA Board and Leadership Team are supporting the Portfolio Management Office (PMO), which will work closely with partner organisations to manage and provide assurance on the programme of delivery.

The scheme is the implementation and configuration of a new IT Portfolio Information Management System (PIMS) using Microsoft's Project Online software. As a key output of the PMO the PIMS will provide the following benefits:

Transparency

- Ensure informed decision making.
- Provide quick visibility of project and portfolio progress.
- Provide a full audit trail of project data.
- Enable linkages and dependencies to be viewed and managed more easily.
- Ensure lessons learned can be more easily understood and shared.

Consistency

- A consistent structure to view and store project documentation relevant to the Assurance Framework and aligned to the new project assurance process.
- A central online repository for project information including outputs, outcomes / benefits, risks, issues, costs and milestones that will provide a uniform approach.
- Provides a robust and automated method of scheme assurance.
- Standardised templates and reports will offer easier access to robust project controls.

Efficiency

- Help to reduce manual data input and manipulation.
- Provide partner organisations with a method to manage project documentation.
- Provide standardised templates, documents and dashboard reports enabling project teams and stakeholders to concentrate on delivery and help understand project issues earlier.
- Increase the organisation's ability to plan using future project deliverables.

Focus on Delivery

- Aggregation of project data can identify trends in advance.
- Facilitate the alignment of projects to corporate strategy.
- Recommendations and actions to be carried out in a more structured and timely way.

An Options Appraisal has been completed as part of the PMO Design Phase, which recommended the implementation of an already proven SharePoint solution that can be developed over time.

Microsoft Project Online would provide an out of the box SharePoint based solution that can be easily configured and would provide the organisation with the required functionality, negating the need for a bespoke 'front end' with its development and support costs. The solution would be provided as a Software as a Service (SaaS) and integrate with WYCA's existing SharePoint/Office 365 installation.

Business Case Summary:

Strategic Case

The Leeds City Region Assurance Framework has now been approved and agreed by the LCR, LEP and WYCA. This framework ensures compliance with the Government's requirement that all localities in receipt of a 'Local Growth Fund' as part of their devolution Growth Deal agreement can demonstrate appropriate levels of transparency. It also ensures that procedures and processes are in place to monitor projects to ensure that they achieve value for money and projected outcomes.

The Portfolio Information Management System (PIMS) is a key output of the PMO and refers to the IT system that will support and strengthen the Leeds City Region Assurance Framework as well as underpinning the enhanced project, programme and portfolio approach.

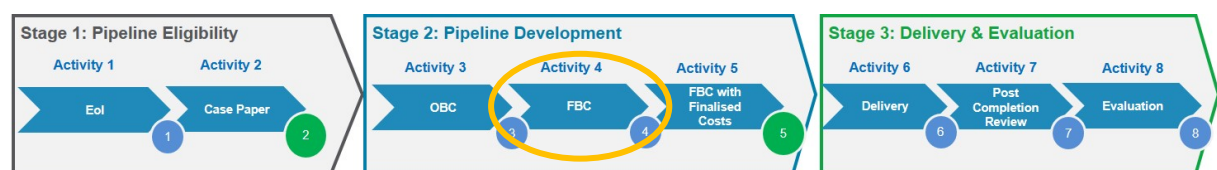
<p>Commercial Case</p>	<p>The outputs from PIMS implementation will underpin the enhanced project, programme and portfolio approach as outlined in the Strategic Case. The procurement of a Microsoft partner to implement the PIMS will be governed by WYCA's Contracts Standing Orders.</p> <p>A consultant has been commissioned to review the tender documentation prior to procurement in order to provide a check and challenge on the functionality outlined in the Output Based Specification. All commercial risks associated with this project will be captured on the PIMS RAID (Risk Action Issues Dependencies) log and managed through the PMO Risk Management Strategy.</p>
<p>Economic Case</p>	<p>To achieve the desired objectives and benefits, 4 options were evaluated during the PMO design phase:</p> <p>Do Nothing - Maintain and exploit current systems and manual processes.</p> <p>Build on Existing Systems – leverage existing systems (e.g. Covalent) wherever possible, relying on manual data capture and analysis.</p> <p>PMO SharePoint Solution – implement a functionally rich and already proven SharePoint based PMO solution.</p> <p>Best of Breed – implement an integrated PMO and Project Delivery solution that includes a suite of systems.</p> <p>A number of critical success factors were defined and assigned weightings, and the options were scored against them.</p> <p>Based on this analysis the recommended option to adopt a PMO SharePoint solution using Microsoft Project Online has been agreed.</p> <p>Microsoft Project Online will provide an out of the box SharePoint based solution that can be easily configured and will provide the organisation with the required functionality, negating the need for a bespoke 'front end' with its associated development and support costs.</p>
<p>Financial Case</p>	<p>All capital costs will be incurred in the financial year 2017-18. The total capital expenditure, including Software configuration, build and test, first year licensing, procurement/tendering support and contingency for the agreed option is £150,000.</p> <p>There will be an on-going annual cost for licensing charges. Based on Microsoft's current licencing arrangements, this is likely be in the region of £50,000 per annum (this cost has been based on 100 Premium licences) It is proposed that this cost be capitalised and funded from the various funding streams that WYCA are responsible for from 18/19 onwards.</p>
<p>Management Case</p>	<p>The delivery of the new PIMS will be managed through the existing WYCA PMO team and its associated Project Management procedures and supporting documentation.</p> <p>In order to ensure the project is governed, designed and delivered appropriately, the project will be managed in accordance with PRINCE2 and it will be assured in accordance with the Assurance Framework.</p>

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Scheme Summary

Name of Scheme:	Bradford Shipley Canal Road Corridor – New Bolton Woods (NBW) Phase 3
PMO Scheme Code:	GD-PA4-018
Lead Organisation:	City of Bradford Metropolitan District Council (CBMDC)
Senior Responsible Officer:	Steve Hartley
Lead Promoter Contact:	Simon Woodhurst
Applicable Funding Stream:	Growth Deal – Local Growth Fund.
Growth Fund Priority Area (if applicable):	Priority 4 – Infrastructure for Growth
Forecasted Full Approval Date (Decision Point 5):	September 2017
Forecasted Completion Date:	October 2021
Total Scheme Cost (£):	£25,731,000
WYCA Funding (£):	£3,600,000
Total other private sector investment (£):	£22,131,000
Is this a standalone Project?	Yes.
Is this a Programme?	No.
Is this Project part of an agreed Programme?	No.
Current Funding Allocation:	No funding has been allocated to this scheme.

Current Assurance Process Activity:



Scheme Description:

The request for funding from West Yorkshire Combined Authority (WYCA) covers rehabilitation of 5.66 hectare (Ha) of brownfield land through preparation and abnormal infrastructure works to facilitate commercial housing development by the private sector.

WYCA support will ensure private sector engagement in delivery of 145 new homes by 2021 at New Bolton Woods (NBW) Phase 3, part of a mixed-use regeneration scheme to create an urban village with over 1,000 new homes in the central segment of the Bradford Shipley Canal Road Corridor (BSCRC) regeneration area. The BSCRC aims to deliver 3,000 homes by 2025.

The NBW masterplan has at its heart, a food store, shops, school, health facility, leisure and workspace in high street style with water management infrastructure to enhance open spaces and the green environment.

The NBW regeneration scheme is being delivered through a Public Private Partnership in the form of an asset based joint venture company (JVCo), Canal Road Urban Village Ltd., (CRUVL) established by CBMDC in partnership with URBO Regeneration Ltd.

The project's objectives are to:

- Prepare 5.66Ha of brownfield land for housing development by August 2018; and,
- Deliver commencement and completion of 145 new homes by 2021.

Business Case Summary:

Strategic Case

NBW development takes into account local transport initiatives including WYCA Transport Fund supported highway improvements to the A6037 Canal Road due for completion by 2021.

BSCRC is identified as a LCR Spatial Priority Area in the Combined Authority's **Strategic Economic Plan** to 2036, and in the AAP of Bradford's emerging local plan where CBMDC's Executive endorse it as a priority initiative.

As a LEP Spatial Priority Area, BSCRC has a target to create 3,000 homes by 2025, whilst NBW within it has ability for 1,000.

The Government aims to secure economic growth, create jobs and prosperity and build on inherent strengths, whilst addressing the challenge of global competition and a low carbon future. National Planning Policy Framework 2012 states planning should achieve sustainable development via economic, social and environmental dimensions.

The economic and social offering of NBW Phase 3 will contribute to a sustainable economy and community where economic growth is stimulated in a significant area of new homes for local people able to access local services and benefit from improved wellbeing.

The Local Plan has a strategic objective to provide the shortfall of 42,000 homes by 2028, with the BSCRC seen as having potential to deliver 3,000 with 1,000 of them in the NBW regeneration scheme.

<p>Commercial Case</p>	<p>CBMDC's Core Strategy DPD publication indicates that due to the predominantly young, diverse and growing nature of its population there is a requirement for 42,000 new homes by 2028 with a significant proportion needed in the inner urban areas including the BSCRC and NBW locations.</p> <p>NBW has an emerging housing market, which linked with local demographics dictate the pricing strategy of the housing which must be affordable with phasing of delivery in step to suit the developing market.</p> <p>A 2014 market assessment report by Wilkins Hammond, (Chartered Surveyors) has been used to form pricing and delivery strategies. A development appraisal between CRUVL and development partner Keepmoat using an updated market research report produced by Countrywide Integrated Solutions in April 2017 has been produced to evidence demand.</p>
<p>Economic Case</p>	<p>The investment of public to private ratio at 1:6.42 is good value for money and will result in 145 houses built on 5.66Ha of brownfield land within 2 miles of the City centre.</p> <p>LGF investment in NBW Phase 3 to cover the majority of abnormal site development costs will result in the private sector proceeding immediately with delivery of new homes sooner than if left to future variables and uncertainty of the property market.</p> <p>Once completed NBW will accommodate 5,000 residents whose presence, activities and needs will create a major economic stimulus to the City.</p> <p>The LGF contribution would equate to a VfM of £23.8 per unit, delivered at a leverage ratio of 5.13:1 Private to Public Sector investment.</p>
<p>Financial Case</p>	<p>There is a competent delivery partnership behind the project. LGF investment would create viability of the development and lead to early delivery on a financially viable basis by the private sector.</p> <p>CBMDC's JVCo, CRUVL has appointed Keepmoat Homes Ltd., as sub-developer for NBW Phase 3.</p>
<p>Management Case</p>	<p>Project administration will be by CBMDC's Economic Development Service through its JVCo CRUVL.</p> <p>Keepmoat will be responsible for carrying out project design, planning, construction and sales.</p> <p>The programme start on site is currently January 2018 with the last of the 145 units being sold by October 2021.</p> <p>Risks will be mitigated by site investigation to appreciate development challenges, provide high-quality design of cost effective solutions to deal with development constraints and establish cost and project management processes with suitable contingencies.</p> <p>A full planning application for NBW Phase 3 will be submitted by July 2107 with permission secured by end of September 2017.</p>

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Scheme Summary

Name of project:	A629 Phase 1a
Location of project (including postcode):	The A629 corridor between Halifax and Huddersfield, Phase 1a forms part of the wider Phase 1 southern section which extends between Elland Bypass and the southern edge of Halifax town centre. Focused Phase 1a work stretches from Jubilee Road to Free School Lane/Skircoat Road.
Lead organisation:	Calderdale Council
Type of organisation:	Local Authority
Lead Promoter contact:	Chris Hoesli, Calderdale Council
Position:	Programme Manager, WY+TF
WYCA Case Officer:	Jessica McNeill, Programme Manager, WY+TF
Applicable Funding Stream:	West Yorkshire plus Transport Fund
If part of Growth Fund, which Priority Area is it part of?:	Priority 4, Infrastructure for Growth
Forecasted Full Approval Date:	Friday 16 th June 2017 – Start on site 19 th June 2017
Forecasted Completion Date:	March 2018
Total project cost (£):	£8,156,655
WYCA funding request (£):	£8,156,655
WYCA funds as % of total project investment:	100%
Total other public sector investment (non-WYCA funding):	£0
Total other private sector investment:	£0

Project description:

The A629 Halifax to Huddersfield Corridor comprises a multi-modal corridor improvements scheme prioritised for delivery within the first five years of the WY+TF, which has been allocated £120.6m to drive economic growth by addressing transport and accessibility issues. CMBC and Kirklees Council are jointly developing the range of interventions proposed along the corridor.

Phase 1a will deliver improvements on the A629 corridor, specifically targeting three key junctions within the scheme limits. The options have been developed alongside the proposals for Phase 1b, to ensure they are complementary.

Interventions will be made at:

Jubilee Road to Dudwell Lane**Dudwell Lane Junction****Dryclough Lane Junction****Dryclough Lane to Shaw Hill / Free School Lane****Shaw Hill / Free School Lane Junction****Corridor Treatment****Project objectives:**

Phase 1, as a component of the full A629 Halifax to Huddersfield corridor package, can be considered a success if it contributes to the overall vision and desired outcomes of the corridor, which is to unlock development potential and the creation of 1,740 jobs by 2026. Phase 1a seeks to contribute to the target outcomes for phase 1 as a whole by delivering congestion relief at pinch points and a reduction in journey times for all road users. Since the overall impacts will take several years to materialise as they are in a large part dependent on realisation of other Phases of the scheme, it is the outcomes that will initially be used to assess if Phase 1a is on track to enable the corridor to meet targeted benefits.

Outcomes:

- Accessibility improved to and from Halifax, Huddersfield and key employment areas;
- Accessibility/severance between surrounding business and residential areas is improved;
- Increased cycle mode share to key attractors on the A629 corridor;
- Reduced levels of delay and queuing on the A629 for all modes;
- Reduced levels of 'rat-running' through Siddal and Exley;
- Increased vehicle throughput;
- Decrease in public transport journey time variability;
- Decrease in end to end corridor journey times; and
- Improvement in air quality.

Impacts:

- Increase in jobs;
- Increase in GVA;
- Increase in household completions; and
- Positive Public Health Impact.

Key activities to be funded:

The funding required will be to deliver 100% of project costs, incorporating detailed developed and design, land acquisitions, utility diversions, site preparation and construction supervision and full construction of the works required under A629 Phase 1a.

Following the Full Business Case submission at Activity 4 in February 2017, Calderdale Council have undertaken an open tender exercise for the construction and supervision elements of the project.

This procurement has resulted in the awarded bidder tender prices being within the agreed tolerances at Activity 4 and the funding requested lower than the maximum total project cost cap agreed to ensure the project can seek and secure MD delegation sign off at this Activity 5 request.

Full Appraisal Report Summary

Overall RAG risk rating:

RED

AMBER

GREEN

Overall assessment summary of the five cases.

<p>Strategic Case</p>	<p>The strategic case for the project was comprehensively made at the outline business case and has been strengthened further within the full business case.</p> <p>This position has not changed from Activity 4 to Activity 5.</p>
<p>Commercial Case</p>	<p>Calderdale Council have undertaken a compressive open procurement exercise for the construction and supervision elements of delivery and the FBC with costs at Activity 5 reflect the outcome of this successful exercise.</p>
<p>Economic Case</p>	<p>The scheme appraisal presents a 'High' Value for Money (VfM) category with a BCR of 3.</p> <p>Following the open tender procurement exercise and the delivery and supervision costs being clarified, this appraisal represents a better performing scheme than predicated at Activity 4.</p>
<p>Financial Case</p>	<p>A full open tender process has been undertaken for delivery and supervisions costs. In addition, all land purchases have been completed with acquisition costs and associated professional now fully profiled. The financial case provides a comprehensive summary of all of these project costs.</p> <p>Full Quantified Risk Assessment has also been undertaken and forms part of the overall project cost breakdown.</p> <p>The management of cost overruns has been reflected in the Activity 5 FBC and Calderdale Council have confirmed that cost overruns will be managed through comprehensive contractor supervision measures in place via an independent NEC3 specialist supervisory team. In addition, whilst noted it is unlikely, Calderdale Council have confirmed that they fully understand that any cost overruns beyond that of the approved funding allocation is payable by Calderdale as client authority.</p>

Management Case

The management case provides a summary of the governance and management of the programme.

The preferred bidder has submitted an up to date and robust programme for delivery of Phase 1a which shows a 9 month build programme including an allowance of six weeks terminal float.

An updated and comprehensive QRA has also been revised and resubmitted at Activity 5 to reflect the position and contract negotiations with the preferred bidder along with the reduction of land risks identified at FBC at Activity 4

In response to a clarification raised at Activity 4, an updated Communication Plan has been provided in the Activity 5 submission which details the approach, media, audience and management of key messages to key stakeholders and wider public consultation engagement.

Director: Angela Taylor, Director of Resources

Author: Rachel Murphy



Report to: West Yorkshire and York Investment Committee

Date: 12 July 2017

Subject: Skills Shortage in Leeds City Region

1. Purpose

1.1 To note the plan being developed to address the Skills Shortage in Leeds City Region.

1.2 To agree the recommendations to progress the project to the next stage.

2. Information

2.1 There is a recognised Project Management (and Digital Programmer/Data analyst) skills shortage across the West Yorkshire region and a national shortage of civil engineers.

2.2 Local Government bodies have the added difficulty of competing with attractive private sector salaries. However, these are exciting times for WYCA and, having secured funding for West Yorkshire Transport fund and Growth Capital, working at the Combined Authority is fast becoming an attractive option and is strengthened by our working links with District partners in the Region.

2.3 WYCA is coming to the final stages of its Organisational Design (OD) process, involving a full review of in-house project management skills and experience to enable us to utilise current skills resource.

2.4 The process has enabled a new clearly defined career progression within the Delivery Directorate to strengthen WYCA's ability to recruit and retain talented project managers.

2.5 In the HR/OD area, an external consultant has been appointed to assess our approach and act as a 'critical friend' to the new team structures, HR operating/business model and advise on developing a long term, future-proofed People Development Strategy.

2.6 This paper sets out the strategy WYCA is adopting to address the skills shortage and recruit the right people for the right roles and the short and medium term solutions we are proposing.

2.7 Short Term solutions/proposals:

- We have appointed specialist recruitment agency 'Matchtech' to source talented candidates for our Delivery Directorate, focussing on talent outside of the Region in recognition of concerns expressed about losing skilled staff from our District Partners.
- Strong links are being forged with Leeds University, Leeds Beckett and the Institute of Transport Studies, to further explore opportunities to recruit the highest calibre undergraduates and post-graduates to the CA. Contact is also being made with Universities/Business Schools in the Region: Bradford, Huddersfield, York and Leeds.
- We are talking to our contacts at Leeds Beckett University to get an 'in' to undergraduates.
- We are joining the Yorkshire & Humber (Local Authorities) Employers' Association to enable a cross Region dialogue/working group on talent/skills.
- We are attending the Urban Transport Group (UTG) OD group on 27/06/17 and leading an item on skills shortage and attracting talent.
- We are working with the Head of Employment and Skills to understand the reasoning behind the Regional skills shortage to enable an effective approach and action plan to tackle this.

2.8 Medium Term solutions/proposals:

- WYCA are working with West Yorkshire Districts on a project with 'Timewise' around tapping into pools of potential employees who want to work flexibly - evidence shows that there are potential employees who would be attracted into our organisations and help address the skills shortage, should we improve our employee benefits and flexible working.
- Whilst the CA already embraces flexible working, we are looking at how we can be even more flexible about working base, the research shows this is a priority for the 'Millennials' we are trying to attract. We are also reviewing how we advertise and publicise that we have a flexible approach to posts early in the recruitment process.

3. Financial Implications

3.1 None as a result of this report.

4. Legal Implications

4.1 None as a result of this report.

5. Staffing Implications

5.1 WYCA HR are leading on this project, working with partners and stakeholders as required.

6 External Consultees

6.1 None

7. Recommendations

7.1 To develop this paper into a strategy with an action plan underneath it. 8.1 outlines the high level plan which is being developed further.

8. WYCA plan and strategy – PM skills shortage

8.1 Table 8.1 – WYCA plan and strategy - HR action schedule 2017

Strategy actions underway	Timeframe
Specialist recruitment Agency, Matchtech appointed by WYCA to actively source project managers (primarily outside the Leeds City Region) to deliver Capital projects and programmes	Appointed June 2017
HR Representative to meet with contacts at: <ul style="list-style-type: none"> Leeds Beckett University Institute of Transport Studies 	July 2017
HR Representative to meet with contacts at: <ul style="list-style-type: none"> Bradford University Huddersfield York 	July 2017
External consultant 'Critical Friend' review HR operating model and approach and advise HR in developing a future-proofed 5 year People Development Strategy	July/August 2017
Urban Transport Group (UTG) working with the UTG OD group to explore joint working on skills shortage and whether a cross organisation talent pool could be created.	September 2017
Planned Actions	
Working with Michelle Burton, Head of Employment and Skills to understand the reasoning behind the Regional skills shortage to enable an effective approach and action plan to tackle this.	July 2017
Review employee benefits and flexible working to attract wider range of employees	September 2017
Join Yorkshire & Humber Employers' Association to establish working group talent/skills.	October 2017

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