

## **WEST YORKSHIRE AND YORK INVESTMENT COMMITTEE**

**MEETING TO BE HELD AT 11.00 AM ON WEDNESDAY 21 MARCH 2018  
IN COMMITTEE ROOM A, WELLINGTON HOUSE, LEEDS**

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### **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 3 JANUARY 2018**  
Copy attached.  
(Pages 1 - 12)
- 5. LEEDS CITY REGION GROWTH DEAL DELIVERY**  
(Pages 13 - 24)
- 6. CAPITAL SPENDING AND PROJECT APPROVALS**  
(Pages 25 - 106)
- 7. ULTRA-LOW EMISSION VEHICLE (ULEV) TAXI SCHEME -  
PROJECT PROGRESS REPORT**  
(Pages 107 - 112)
- 8. UPDATE ON LEEDS STATION GATEWAY AND PROJECTS  
WORKING WITH NETWORK RAIL**  
(Pages 113 - 118)
- 9. BUSINESS PLANNING AND BUDGET 2018/19**  
(Pages 119 - 138)

**For Information**

**10. MINUTES OF THE BUSINESS INVESTMENT PANEL HELD ON  
11 DECEMBER 2017**

(Pages 139 - 142)

**11. MINUTES OF THE BUSINESS INVESTMENT PANEL HELD ON  
18 JANUARY 2018**

(Pages 143 - 146)

**Signed:**

A handwritten signature in black ink, consisting of the letters 'BGM' in a stylized, cursive font, followed by a horizontal line extending to the right.

**WYCA Managing Director**



**MINUTES OF THE MEETING OF THE  
WEST YORKSHIRE AND YORK INVESTMENT COMMITTEE  
HELD ON WEDNESDAY, 3 JANUARY 2018 AT COMMITTEE ROOM A,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

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**Present:**

Roger Marsh OBE (Deputy Chair)	Leeds City Region Enterprise Partnership
Councillor Barry Collins	Calderdale Council
Councillor Denise Jeffery	Wakefield Council
Councillor Peter McBride	Kirklees Council
Councillor Alex Ross-Shaw	Bradford Council

**In attendance:**

Councillor Andrew Waller	City of York Council
Melanie Corcoran	WYCA
Angela Taylor	WYCA
Kate Thompson	WYCA
Ruth Chaplin	WYCA

**31. Apologies for Absence**

Apologies for absence were received from Councillors P Box, I Gillies and R Lewis.

**32. Declarations of Disclosable Pecuniary Interests**

In respect of agenda item 9, Growth Deal: Call for Projects – Next Steps (Institute for High Speed Railways and System Integration, University of Leeds), Roger Marsh declared an interest as a member of the University of Leeds Council.

**33. 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 11 of Agenda Item 8 on the grounds that it is 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.

**34. Minutes of the Meeting of the West Yorkshire and York Investment Committee held on 9 November 2017**

**Resolved:** That the minutes of the West Yorkshire & York Investment Committee held on 9 November 2017 be approved and signed by the Chair.

**35. Governance Arrangements - Appointment of Business Investment Panel Members**

The Committee considered a report of the Director of Resources which sought approval for the appointment of private sector co-optees onto the Business Investment Panel.

In approving the proposals it was noted that membership of the Business Investment Panel would now comprise a total of 5 WYCA/local authority members and 5 private sector members. Details of the members retiring from office and the new appointments were set out in Appendix 1 of the submitted report.

**Resolved:** That the West Yorkshire & York Investment Committee co-opts members to the Business Investment Panel as set out in Appendix 1 to the submitted report.

**36. Leeds City Region Growth Deal Delivery**

The Committee considered a report of the Director of Delivery which provided:

- An update on progress made on the implementation of the Growth Deal Programme.
- The criteria to be considered in relation to the de-commitment of Growth Deal projects.
- An update on current activity relating to the forthcoming 2019/20 Growth Deal Review and to seek approval for an allocation of £400,000 to undertake the work required in preparation for the Gateway Review.

The dashboards for the Growth Deal and West Yorkshire plus Transport Fund (WY+TF) were attached at Appendices 1 and 2 of the submitted report. Members noted the projects that continued to be rated as Red, escalated to Red and de-escalated from Red which were listed in the report.

Members discussed the Growth Deal programme and WY+TF and the proposed criteria for the de-commitment of schemes which were set out in Appendix 3. In recommending their adoption to WYCA, it was considered that de-commitment should be a last resort and WYCA would work with project sponsors to support the successful delivery of their programmes and

projects. It was noted that before projects are formally recommended for de-commitment, this would be agreed with the relevant local authority. In respect of WY+TF projects, it was proposed that the fund be re-profiled with projects phased over a longer timescale rather than de-commit projects. This would allow for projects with the potential for early delivery to be included within the programme. It was noted that an Investment Committee members/officer workshop would be held in March 2018 and the local authority Leaders would be welcome to attend to discuss scheme performance and proposed re-profiling.

It was noted that there was a need to identify projects which are currently not progressing or making sufficient progress. It was suggested that projects which have not been spending allocations must be able to demonstrate progress has been made against key milestones by 28 February 2018, to allow discussion of returns at the March workshop, which will inform recommendations to be made to the Investment Committee at their meeting to be held on 5 June 2018.

The last meeting had been attended by Network Rail where concerns had been raised in respect of the delays to schemes which were important in delivery economic growth in the North and the Government's Industrial Strategy. Whilst welcoming the progress in some areas members reiterated their concerns regarding delays to schemes due to Network Rail and asked that they be invited to attend the next meeting.

The Committee was provided with an overview and update in respect of the Growth Deal Gateway Review. It was reported that four local Evaluation Plans and costed resource plans have been developed by SQW consultants, WYCA and scheme promoters and details were outlined in the submitted report. A project ceiling budget of £400,000 has been identified by Government to undertake the Gateway Review exercise in the Leeds City Region, including all lead-in activity and reporting to Central Government. Members were advised that this figure had been challenged and a breakdown of the costs had been requested. It was reported that WYCA was working with other LEP areas to reduce the figure and it was possible that some of the initial work could be undertaken in-house to reduce the expenditure.

**Resolved:**

- (i) That the progress towards the implementation of the Growth Deal be noted.
- (ii) That Growth Deal project be given until 28 February 2018 to demonstrate they are making satisfactory progress. Progress will be considered further at the meeting to be held on 5 June 2018.
- (iii) That, the Investment Committee recommends to WYCA approval of a maximum of £400,000 from the Growth Deal to fund the Growth Deal Review activity.
- (iv) That Network Rail be invited to attend the next meeting of the

### **37. WY+TF Transformational Programme Update**

The Committee considered a report of the Interim Director of Policy & Strategy which brought forward proposals and capital funding approvals for the West Yorkshire plus Transport Fund (WY+TF) and Growth Deal Transformational Fund.

Members noted the 3 schemes which had been approved by WYCA for development through the WY+TF Transformational Fund:

- South Featherstone Link Road
- York Outer Ring Road Dualling
- North Kirklees Orbital Route

It was reported that Bradford Council had submitted Bradford Interchange Redevelopment as their priority scheme for development and Calderdale, Leeds and WYCA were considering options for their priority schemes. It was noted that Calderdale had not yet been able to submit a bid due to resourcing issues and options to help them achieve this were being considered. It was expected that once schemes have been submitted by all the authorities between £2m - £2.5m of the total £12.5 m WY+TF Transformational Project Fund will be allocated.

The Committee noted the proposals to build on the schemes already in development and also to develop the broader strategic pipeline, based on the emerging conclusions of the LCR HS2 Connectivity Strategy. It was reported that WYCA had approved the next stage of work development of the 'Inclusive Growth Corridor Plans' and the corridors which needed the greatest intervention had been defined.

It was proposed that up to £7m be made available from the Transformational Fund to develop the LCR Connectivity Strategy priority pipeline subject to approvals through the WYCA Assurance Process. Proposals to allocate the remaining £3m would be considered at a future meeting of the Committee.

#### **Resolved:**

- (i) That the Investment Committee recommends to WYCA the revised approach for the WY+TF Transformational Fund as set out in the submitted report.
- (ii) That the Investment Committee recommends to WYCA that capital expenditure of £7.00m is allocated for the WY+TF to develop the LCR Connectivity Strategy Priority pipeline taking into account the recent call for projects and Inclusive Growth Corridor Plans and that Expressions of Interest (Activity 1) be invited for consideration through the WYCA Assurance Process.

### **38. Capital Spend and Project Approvals**

The Committee considered a report of the Director of Delivery on proposals for the progression of, and funding for, a number of West Yorkshire plus Transport Fund (WY+TF) and Growth Deal projects at Stages 1, 2 and 3 of WYCA's Assurance Process.

Members considered the following 6 schemes which were detailed in the submitted report:

Bradford Interchange Phase 1	Decision Point 2 (Case Paper)
Bradford Interchange Phase 2	Decision Point 2 (Case Paper)
Project Beta	Decision Point 2 (Case Paper)
Natural Flood Management Programme	Decision Point 3 (Outline Business Case)
Wyke Beck Valley Flood Alleviation	Decision Point 4 (Full Business Case)
York Outer Ring Road Junction	Decision Point 4 (Full Business Case)

Members welcomed the flood alleviation schemes which would help reduce the risk of flooding for many homes and businesses and protect land for new development.

It was noted that the York Outer Ring Road (YORR) Upgrade project included improvements to several roundabouts to improve and reduce journey times which would be delivered in a number of phases. Councillor Waller, City of York Council, attended the meeting and advised members of the benefits the York Outer Ring Road Junction proposal would bring to the economy as part of their comprehensive and long term strategy for York.

The report also provided further details and outlined recommendations for the following schemes which have had Change Request reports assessed in line with WYCA's Assurance Process. :

ULEV Taxi Scheme	Activity 3 (Outline Business Case) Change Request
A62 Cooper Bridge	Activity 3 (Outline Business Case) Change Request
Steeton and Silsden and Shipley Rail Station Car Parks	Activity 5 (Full Business Case with Finalised Costs) Change Request
Hebden Bridge Rail Park and Ride	Activity 6 (Delivery) Change Request

Members discussed the importance of the ULEV Taxi Scheme and the need to progress the project as quickly as possible. It was noted that discussions had been held with the District Council Highways Departments and further information would be circulated to members. An update would be provided at the next meeting.

With regard to the Hebden Bridge Rail Park and Ride scheme, it was noted that this requested a small total funding increase and the Investment

Committee recommended that approval be sought through delegation to WYCA's Managing Director.

It was reported that since the last meeting the following Change Requests had been assessed in line with WYCA's Assurance Process and approved through agreed delegation to WYCA's Managing Director:

Corridor Improvement Programme	Activity 3 (Outline Business Case) Change Request
LEP Loan 201 – Glasshoughton	Activity 6 (Delivery) Change Request

The Committee was also provided with details of decisions made through delegation to WYCA's Managing Director since the last meeting for the following schemes:

Cycle City Ambition Grant Phase 2 - Individual schemes	Decision Point 5 (Full Business Case with Finalised Costs)
Access Innovation Programme	Decision Point 5 (Full Business Case with Finalised Costs)
Strategic Business Growth Programme	Decision Point 5 (Full Business Case with Finalised Costs)
Rail Park and Ride Phase 1 – Mirfield (A)	Decision Point 5 (Full Business Case with Finalised Costs)
Leeds City Region Warm Homes Fund	Decision Point 5 (Full Business Case with Finalised Costs)

It was noted that the Leeds City Region Warm Homes Fund and WYCA website projects, both at Decision Point 2 (Case Paper) had proceeded directly to WYCA ahead of consideration by the Investment Committee due to the nature and/or time constraints related to their funding stream. The projects were approved at the WYCA meeting held on 14 December 2017.

Summaries of the schemes' Business Cases were attached as Appendices 1-11 of the submitted report. (Please note that Appendix 11 was exempt).

**Resolved:**

- (i) In respect of **Bradford Interchange Phase 1 (Decision Point 2)**, the Investment Committee recommends to WYCA that:
- The Bradford Interchange Phase 1 project proceeds through Decision Point 2 and work commences on Activity 3 (Outline Business Case) of the Assurance process.
  - An indicative approval to the total project value of up to £5.65m is given to be funded from the West Yorkshire plus Transport Fund, with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (FBC with Finalised Costs).



- Further development costs of up to £0.100m are approved in order to progress the scheme to Decision Point 3 (Outline Business Case) taking the total project approval to £0.180m, and that WYCA enter into an addendum to the existing funding agreement with City of Bradford Metropolitan District Council for total expenditure of up to £0.180m from the West Yorkshire plus Transport Fund.
  - Future approvals are made in accordance with the Approval Pathway and Approval Route set out in this Case Paper. This will be subject to the scheme remaining within the tolerances outlined in the submitted Case Paper.
- (ii) In respect of **Bradford Interchange Phase 2 (Decision Point 2)**, the Investment Committee recommends to WYCA that:
- Approval is given to £0.512m pre-feasibility funding from the WY+TF Transformational Projects Fund to support the selection of a preferred option for progressing Bradford Interchange Phase 2 and that WYCA enter into a Funding Agreement with City of Bradford Metropolitan District Council for expenditure of up to £0.512m from the WY+TF Transformational Projects Fund.
- (iii) In respect of **Project Beta (Decision Point 2 Case Paper)**, the Investment Committee recommends to WYCA that:
- Project Beta proceeds through Decision Point 2 and work commences on Activity 4 (Full Business Case).
  - An indicative approval to the proposed grant funding award of £3m is given, to be funded from the Strategic Inward Investment Fund, with Full Approval to expenditure being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (FBC with Finalised Costs).
  - Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (iv) In respect of **LCR Pilot Natural Flood Management Programme (Decision Point 3)**, the Investment Committee recommends to WYCA that:
- The LCR Pilot Natural Flood Management Programme proceeds through Decision Point 3 and work commences on Activity 4 (Full Business Case).
  - An indicative approval to WYCA's contribution of £1.700m (which will be funded through from the Local Growth Deal 3 fund) is given with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (FBC with Finalised Costs). The total project value is £3.801m.

- Development costs of £0.045m are approved in order to progress the scheme to Decision Point 4 and that WYCA enter into a Funding Agreement for expenditure of up to £0.045m from the Local Growth Deal Fund.
  - Future approvals are made in accordance with the Approval Pathway and Approval Route set out in this report, including at Decision Point 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outline in the submitted report.
- (v) In respect of **Wyke Beck Valley Flood Alleviation Project (Decision Point 4)**, the Investment Committee recommends to WYCA that:
- The Wyke Beck Valley Flood Alleviation Project proceeds through Decision Point 4 and work commences on Activity 5 (Full Business Case with Finalised Costs).
  - An indicative approval to WYCA's contribution of £2.600m (which will be funded through from the Local Growth Deal 3 fund) is given with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (FBC with Finalised Costs).
  - Future approvals are made in accordance with the Approval Pathway and Approval Route set out in this report, including at Decision Point 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (vi) In respect of **York Outer Ring Road Junctions Phase 1 (Decision Point 4)**, the Investment Committee recommends to WYCA that:
- The York Outer Ring Road Junctions Phase 1 project proceeds through Decision Point 4 and work commences on Activity 5 (Full Business Case with Finalised Costs)
  - An indicative approval to YORR Phase 1 total forecast costs of up to £3.600m is given (to be funded from the West Yorkshire plus Transport Fund) with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).
  - Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report including at Decision Point 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (vii) In respect of the **ULEV Taxi scheme (Activity 3 Change Request)**, the Investment Committee recommends to WYCA's Managing Director that:

- The Change Request to the ULEV Taxi scheme for additional development costs of £0.155m is approved, to be funded from the LTP match funding taking the total development cost approval to £0.180m.
  - Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report including at Decision Point 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (viii) In respect of **A62 to Cooper Bridge (Activity 3 Change Request)**, the Investment Committee recommends to WYCA's Managing Director that:
- The Change Request to the A62 to Cooper Bridge project for additional development costs of £0.250m is approved, to be funded from the West Yorkshire plus Transport Fund taking the total development cost approval to £0.750m.
  - WYCA enters into an addendum for £0.250m to the existing funding agreement with Kirklees Council for total development cost expenditure of up to £0.750m to be funded from the West Yorkshire Transport Fund.
  - Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (ix) In respect of **Steeton & Silsden Rail Park and Ride Car Park and Shipley Rail Park and Ride Car Park (Activity 5 Change Request)**, the Investment Committee recommends to WYCA's Managing Director that:
- The Change Request to Steeton & Silsden Rail Park and Ride Car Park and Shipley Rail Park and Ride Car Park for additional development costs of up to £0.166m is approved taking the total development costs approval for the Rail Park and Ride Tranche2 Programme to £0.897m to be funded from the West Yorkshire plus Transport Fund.
  - WYCA enters into a new Section 56 Agreement with Arriva Rail North to the value of £165,432 in order to carry out the works at both sites.
  - Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (x) In respect of **Hebden Bridge Rail Station Car Park Extension (Activity 6 Change Request)**, the Investment Committee recommends to WYCA's Managing Director that:

- The Change Request to Hebden Bridge Rail Station Car Park Extension for additional development costs of up to £0.066m is approved taking the total development costs approval for the project up to 0.648m to be funded from the West Yorkshire plus Transport Fund.
- WYCA enters into a new Implementation Agreement with Network Rail to the value of £152,450 in order to carry out the works.
- Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

### **39. Growth Deal: Call for Projects - Next Steps**

The Committee considered a report of the Director of Delivery which provided an overview of the submissions received relating to potential Growth Deal funding following the recent Call for Projects, including feedback and further analysis following the Investment Committee workshop held on 31 October 2017.

Members noted the summary of key messages and discussed the Priority Areas detailed in the report. In respect of Priority 4(a), Housing, Regeneration and Digital, it was noted that several projects had forecast new homes outputs and it was important that WYCA consider supporting these to ensure that the overall target of 2,000 new homes is met. With regard to Priority 4(b), Transport Infrastructure, it was noted that further discussions were being held with the District Councils to agree wider projects which could be progressed through feasibility work to strengthen the state of readiness of the forward pipeline of schemes.

It was proposed that WYCA be asked to write to the schemes listed in the submitted report, setting out the next steps and indicating the in-principle support to those schemes, subject to successful progression through the WYCA Assurance Process and the availability of funding. It was noted that these schemes would be a 'Reserve List' and, should further Calls for Projects be made, submissions would be considered alongside schemes submitted in the recent call for projects. Project sponsors would be given the opportunity to update or revise previous submissions.

#### **Resolved:**

- (i) That the Investment Committee recommends to WYCA that the following projects identified in the submitted report are brought forward for consideration for entry into the WYCA pipeline list, pending the outcome of the programme re-profiling exercise and the future availability of funding, and subject to approval through the WYCA Assurance Process:

- LCR Enterprise Zones Programme Phase 2
- Institute for High Speed Railways and System Integration
- York Central Phase 1 Kickstarter
- Halifax Living
- Wakefield City Centre South East
- Bradford City Centre Heritage Properties
- City Connect Cycle Programme Phase 1 and 2 Extension
- Rail Station Car Park Extension Programme Phase 2
- Stourton Inland Port
- Huddersfield Station Gateway
- Leeds City Centre Package

- (ii) That it be noted that further work is ongoing through discussion between WYCA and District officers to agree wider projects under Priority 4(b): Transport Infrastructure which could be progressed through feasibility work to strengthen the state of readiness of the forward pipeline of schemes. The conclusions from this exercise will be reported back to the Investment Committee.

**40. Minutes of the Business Investment Panel held on 14 November 2017**

**Resolved:** That the minutes of the meeting of the Business Investment Panel held on 14 November 2017 be noted.

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**Report to:** West Yorkshire & York Investment Committee

**Date:** 21 March 2018

**Subject:** Leeds City Region Growth Deal Delivery

**Director(s):** Melanie Corcoran, Director of Delivery

**Author(s):** Lynn Cooper

## 1 Purpose of this report

- 1.1 To update the Committee on progress made on the implementation of the Growth Deal programme and on the changes to the Leeds City Region Assurance Framework arising from its annual refresh.

## 2 Information

### Growth Deal Monitoring

- 2.1 The table below summarises Growth Deal expenditure totalling £46.22million to the end of January 2018.

	Target spend 2017/18	Spend to end January 2018	% of 2017/18 target
Priority 1 - Business	£13.52m	£7.06m	52.2%
Priority 2 - Skills Capital	£29.33m	£16.97m	57.8%
Priority 3 - Environmental Infrastructure	£8.07m	£1.24m	15.3%
Priority 4a - Housing and Regeneration	£3.87m	£2.01m	51.9%
Priority 4b - West Yorkshire plus Transport Fund	£37.46m	£18.94m	50.6%
Priority 4c - Flood Resilience	£2.00m	£0	0
Priority 4d - Enterprise Zones	£4.00m	£0	0
Combined Authority Programme Management	£1.90m	£0	0
<b>Total</b>	<b>£100.15m</b>	<b>£46.22m</b>	<b>46.2%</b>

- 2.2 The attached Growth Deal dashboard at **Appendix 1** and West Yorkshire plus Transport Fund (the Transport Fund) dashboard at **Appendix 2** detail the latest forecast expenditure and RAG rating of each project.

### **Annual Targets and Forecast Spend**

- 2.3 The Combined Authority is showing a year on year delivery improvement on Growth Deal spend. We have an ambitious target to spend £100.15 million in 2017/18. Expenditure is forecast which is close to this target; the estimated outturn spend (which includes contingencies outlined below) will be within 10% of the £100.15million target. All projects are assessed through the Leeds City Region Assurance Framework, offering good value for money and delivering outputs which bring benefit to the Leeds City region. Considerable progress has been made over the year in driving the programme and its projects forward to delivery and a total of £137million of Growth Deal funding was approved in 2017 through the assurance process, with £38.84million of this forecast to be spent in 2017/18.

- 2.4 The current forecast spend for the programme is £82.64million:

Target Spend	£100,150,000
Current Forecast	£82,640,963
Variance from Target	£17,509,037
Estimated Outturn (including contingencies detailed below)	£92,600,963

- 2.5 The following table provides details of the projects where the most significant reductions in expected spend have occurred between original forecast expenditure and estimated outturn.

Lead Organisation	Project / Programme	Original Forecast	Revised Forecast	Variance	Reason
WYCA	Strategic Inward Investment Fund / Digital Sector Soft landing Scheme	£5,250,000	£781,472	£4,468,528	Potential opportunities have a long lead in time
LCoB	Leeds College of Building	£7,886,362	£2,599,705	£5,286,657	Contract start was delayed
Kirklees College	Dewsbury Learning Quarter	£6,396,761	£6,126,962	£269,799	Delays to refurbished site. Payment capped in 2017/18
WYCA	Energy Accelerator	£490,986	£20,000	£470,986	Project delayed awaiting approval of ELENA funding (approval received December 2017)
Leeds	Leeds District Heat Network	£4,867,923	£0	£4,867,923	Project revised mid year (at start of the year the total approval was £7m with a revision of upto £10m pending) this led to delays in implementing the project. Grant payment is anticipated in 18/19
York	York Guildhall	£1,556,000	£658,500	£897,500	Delays in appointment of contractor
Environment Agency	Flood Resilience	£2,000,000	£0	£2,000,000	Natural Flood Management has proved more complex to develop than expected so there has been a delay in finalising the scope of the works. Final costs are awaited on Wykebeck.
Leeds City Council	Leeds Aire Valley EZ Power Supply	£4,400,000	£0	£4,400,000	The final cost is awaited, a request for a quotation was submitted to National Power Grid in October 2017. The quotation is expected by March but full approval required before project can progress.
	West Yorkshire + Transport Fund	£37,458,371	£35,395,596	£2,062,775	*WY+TF variances against forecast at start of year
			<b>Total</b>	<b>£24,724,168</b>	
<b>*WY+TF Variances</b>					
Calderdale	A629 Phase 1a	£1.7m Start of construction delayed in 2017			
Leeds	East Leeds Orbital Route	£4.2m Development activity delayed			
Calderdale	A629 Phase 1b	£0.63m Development activity delayed			
Bradford	Bradford Forster Square	£0.98m Resource delays			



- 2.6 The following contingencies have been identified in order to address the predicted shortfall:

Project	Possible Expenditure	Comment
ELOR	£3,960,000	Current approval for development funding upto £11.81m. Payment of £7.85m to date
York Northern Outer Ring Road Junctions	£3,000,000	Funding agreement needs to be signed
New Bolton Woods	£3,000,000	Funding agreement needs to be signed
*ELOR - Outer Junctions	£10,000,000	New funding agreement needs to be in place and contractor appointed. LCC are likely to be able to name preferred developer but unlikely to have contracted by 31 March 2018.
<b>Total</b>	<b>£19,960,000</b>	
*Unlikely to spend by end March 2018		

- 2.7 Contingencies to address a possible underspend were identified in 2017 as part of the review of the key performance indicators and these will be brought into play. However one of the contingencies was to bring forward spend for the planned East Leeds Orbital Route Outer Ring Road Junctions. This is no longer a contingency that can be brought forward in 17/18 as the preferred contractor, Carillion, has gone into liquidation. While works had not started, and funding will not be lost, this has caused delays to the delivery of the scheme. The scheme is now scheduled to start in 18/19 but this has resulted in a shortfall against target in Growth Deal expenditure for 17/18. Where reductions are out of the control of the Combined Authority and its partners these will be taken into consideration by Government when reviewing our performance. The revised value of contingencies is £9.96million.

### **Expenditure Forecasts 2018/19 to 2020/21**

- 2.8 A review has been ongoing of future year expenditure forecasts on the West Yorkshire plus Transport Fund projects. Meetings have been held with project sponsors to consider forecasts on each project. The purpose of this is to aim for a minimum level forecast which can be achieved and would give a clear indication each year where projects need to be accelerated in order to achieve targets.
- 2.9 Interim forecasts have been included within the attached dashboards, further revision will take place as timetables on submission of outline and full business cases are developed. The dashboards also include a new line highlighted in red which represents the amount the Combined Authority will need to borrow to cover the forecast expenditure on the Transport Fund up to the end of the current Growth Deal programme in 2020/21.  
Note: the £1billion Transport Fund includes £217million of expected borrowing by the Combined Authority
- 2.10 In order to maximise spend and outputs through the Growth Deal, schemes will be encouraged to accelerate spend from 2018/19 onwards where possible and further over-programming opportunities will be explored. Combined

Authority officers are currently investigating loan facility options to identify how over-programming can best be funded. Options will be brought forward for consideration to the Investment Committee and Combined Authority.

### **Project Progress and Performance**

- 2.11 The following projects have been RAG rated as red and represent a risk to the delivery of the Programme:

#### **Projects that continue to be rated at red:**

- **Leeds Station Gateway – New Station Street**  
The final design option for this project has now been identified but delays over the last year or so have meant that the timescales are outside of tolerances. The Combined Authority is currently working with Network Rail to agree a revised timetable for the implementation of the project.
- **Harrogate Road / New Line**  
This scheme may be subject to a public inquiry. The compulsory purchase order was made on 25 January 2018 those that are impacted had until 22 February to object. If a public inquiry is required this is likely to be in summer/autumn 2018.
- **Leeds College of Building**  
The forecast expenditure for 2017/18 for this project has reduced by £2million to £2.79million. Delays in letting the main contract have led to delays in spend. The majority of expenditure on the project will now take place in 2018/19.

#### **Escalated to red:**

- **York Guildhall**  
The project was awarded £2.3million towards the remodel of the historic Guildhall to create an office hub and café/restaurant. Spend has been lower than forecast to date due to contract savings and sub contract pricing delays. Consequently there has been a delay to the start on site with further forecast underspend in 2017/18.

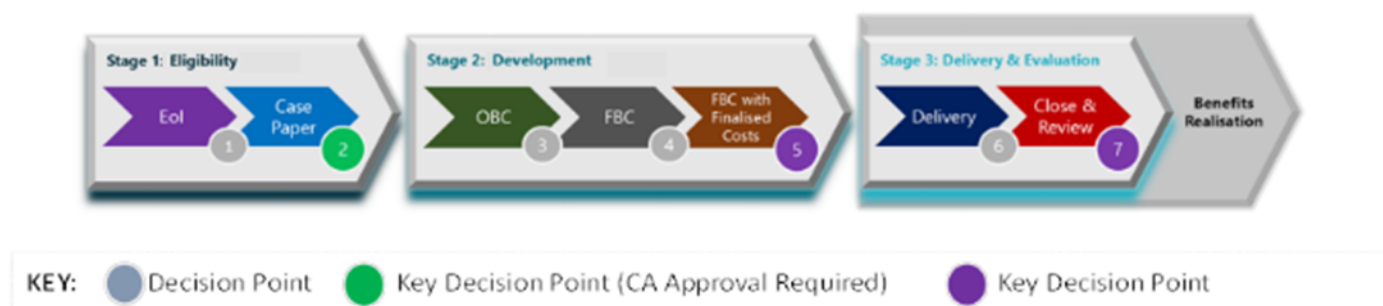
#### **Project due to be de-escalated from red subject to approval of change request:**

- **Bradford to Shipley Corridor**  
The full business case for this project was expected in September 2017. A change request will be considered in the Capital Spend and Project Approvals Report at agenda item 6. The project has been re-profiled with the outline business case due to be submitted in March 2019. A significant reason for the delay to this project has been a lack of resources. This has now been addressed through appointment of additional agency workers.

- Urban Traffic Management and Control (UTMC)**  
 An outline business case for this project seeking further development spend has been submitted for consideration in the Capital Spend and Project Approvals Report at agenda item 6. The full business case is now expected to be submitted towards the end of 2018/19. This project was delayed subject to agreement on location and management of the new centre.

### **Leeds City Region Assurance Framework**

- 2.12 As part of the Growth Deal with Government, a Local Assurance Framework was developed in 2015 to cover all funding flowing through the LEP. The Combined Authority, as the accountable body for the LEP, is also covered by this framework, which is updated on an annual basis.
- 2.13 Our previous Local Assurance Framework was approved by the LEP Board in January 2017 and by Combined Authority as the accountable body in February 2017. The Assurance Framework must be published on each Local Enterprise Partnership's website, and reviewed annually.
- 2.14 The 2018 review has now concluded and was approved by the Combined Authority at its meeting on 1 February 2018. The updated assurance framework can be accessed [here](#).
- 2.15 In terms of project approvals through Growth Deal, the main change is that there are now seven activities and seven decision points, instead of the original eight. This reflects that benefits realisation will commence during scheme delivery and will continue through scheme completion and beyond, rather than a separate activity at the end of the process. To ensure consistency of terminology the term "pipeline" within the assurance framework has been omitted and will only be used when referring to programmes and projects prior to entering a funding programme and/or the assurance framework. The new flow diagram showing how a scheme promoter progresses through the assurance process is set out below:



## **3 Financial Implications**

- 3.1 There are no financial implications directly arising from this report.

## **4 Legal Implications**

4.1 There are no legal implications directly arising from this report.

## **5 Staffing Implications**

5.1 There are no staffing implications directly arising from this report.

## **6 External Consultees**

6.1 No external consultations have been undertaken.

## **7 Recommendations**

7.1 It is recommended that the Investment Committee notes the progress towards the implementation of the Growth Deal and changes to the assurance process.

7.2 The Investment Committee is requested to consider the current position regarding forecast outturn on the Growth Deal programme and comment on the proposed contingencies.

## **8 Background Documents**

8.1 None.

## **9 Appendices**

**Appendix 1** – Growth Deal Dashboard

**Appendix 2** – West Yorkshire plus Transport Fund Dashboard

Growth Deal dashboard

Figures accurate up to:		End of January 2018
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2017/18	£100,154,776	Total Outturn Forecast	£82,640,963
Target		Actual	£46,224,353

Project name		Project responsibility	Approved budget	Previous years spend		In-year spend and RAG rating (2017/18)					Future forecast spend			TOTAL spend (actual + forecast)
	District	Senior Responsible Officer		2015/16	2016/17	Agreed Annual Forecast	Actual spend to date (January 2017)	Forecast spend (Feb 18 to Mar 18)	Total of actual and forecast	RAG rating	2018/19	2019/20	2020/21	
Business Growth Programme	City Region	Sue Cooke	£27,000,000	£6,660,742	£8,327,992	£3,001,516	£1,558,734	£2,113,142	£3,671,876	GREEN	£2,779,800	£2,779,800	£2,779,790	£27,000,000
Access to Capital Grants Programme	City Region	Sue Cooke	£15,700,000	£0	£1,513,095	£1,671,020	£4,908,211	£0	£4,908,211	GREEN	£3,092,900	£3,092,897	£3,092,897	£15,700,000
Huddersfield Incubation & Innovation Programme	Kirklees	Liz Townes-Andrews	£2,922,000	£0	£0	£2,983,986	£978	£2,921,022	£2,922,000	AMBER	£0	£0	£0	£2,922,000
Leeds University Innovation Centre	Leeds	Ceri Williams	£3,000,000	£0	£2,416,585	£613,415	£583,415	£0	£583,415	GREEN	£0	£0	£0	£3,000,000
Business Expansion Fund - Strategic Inward Investment Fund	City Region	Sue Cooke	£12,450,000	£0	£0	£5,250,000	£0	£764,766	£764,766	AMBER	£945,650	£5,360,260	£5,379,324	£12,450,000
Business Expansion Fund - Digital Sector Soft Landing Scheme	City Region	Sue Cooke	£1,000,000	£0	£0	£0	£6,200	£10,756	£16,956	GREEN	£159,532	£411,756	£411,756	£1,000,000
Priority 1: Growing Business			£62,072,000	£6,660,742	£12,257,672	£13,519,937	£7,057,538	£5,809,686	£12,867,224		£6,977,882	£11,644,713	£11,663,767	£62,072,000
Shipley College Mill	Bradford	Nav Chohan	£119,000	£119,000	£0	£0	£0	£0	£0	COMPLETE	£0	£0	£0	£119,000
Leeds City College Printworks	Leeds	Lydia Devenny	£8,998,358	£933,800	£7,794,608	£270,167	£0	£269,950	£269,950	GREEN	£0	£0	£0	£8,998,358
Calderdale College	Calderdale	Denise Cheng Carter	£4,977,000	£2,000,000	£2,977,000	£0	£0	£0	£0	COMPLETE	£0	£0	£0	£4,977,000
Kirklees College	Kirklees	Ian Webster	£3,100,996	£3,000,996	£100,001	£0	£0	£0	£0	COMPLETE	£0	£0	£0	£3,100,997
Wakefield College	Wakefield	John Foster	£3,327,000	£0	£3,327,133	£0	£0	£0	£0	N/A	£0	£0	£0	£3,327,133
Selby College	Selby	Liz Ridley	£693,748	£0	£693,748	£0	£0	£0	£0	N/A	£0	£0	£0	£693,748
Shipley College Salt Building	Bradford	Nav Chohan	£300,000	£0	£300,000	£0	£0	£0	£0	N/A	£0	£0	£0	£300,000
Round 2a - Bradford College	Bradford	Andy Welsh	£250,000	£0	£250,000	£0	£0	£0	£0	N/A	£0	£0	£0	£250,000
Leeds College of Building	Leeds	Ian Billyard	£14,000,000	£0	£1,263,639	£7,886,362	£1,002,560	£1,992,878	£2,995,438	RED	£7,640,923	£0	£0	£11,900,000
Leeds City College Quarry Hill	Leeds	Lydia Devenny	£33,400,000	£0	£10,045,152	£14,774,848	£9,932,693	£6,115,180	£16,047,873	AMBER	£5,284,682	£2,022,293	£0	£33,400,000
Dewsbury Learning Quarter	Kirklees	Ian Webster	£15,121,218	£0	£3,367,457	£6,396,761	£6,037,933	£424,029	£6,461,962	AMBER	£1,291,800	£0	£0	£11,121,218
Priority 2: Skilled People, Better Jobs			£84,287,320	£6,053,796	£30,118,737	£29,328,138	£16,973,186	£8,802,037	£25,775,223		£14,217,405	£2,022,293	£0	£78,187,454
Resource Efficiency Fund	City Region	Sue Cooke	£720,000	£0	£0	£323,721	£293,355	£18,174	£311,529	GREEN	£337,608	£70,863	£0	£720,000
Energy Accelerator	City Region	Jacqui Warren	£820,000	£0	£0	£490,986	£0	£0	£0	AMBER	£256,000	£192,000	£192,000	£640,000
Leeds District Heat Network	Leeds	Neil Evans	£4,000,000	£0	£8,345	£4,867,923	£0	£0	£0	AMBER	£3,822,965	£177,036	£0	£4,008,346
Tackling Fuel Poverty	City Region	Liz Courtney	£6,000,000	£0	£781,414	£2,392,200	£950,704	£2,030,000	£2,980,704	GREEN	£2,237,882	£0	£0	£6,000,000
Priority 3: Clean Energy and Economic Resilience			£11,540,000	£0	£789,759	£8,074,830	£1,244,059	£2,048,174	£3,292,233		£6,654,455	£439,899	£192,000	£11,368,346
East Leeds Housing Growth - Red Hall	Leeds	Martin Farrington	£4,000,000	£2,000,000	£2,000,000	£0	£0	£0	£0	N/A	£0	£0	£0	£4,000,000
East Leeds Housing Growth – Brownfield Sites	Leeds	Martin Farrington	£1,100,000	£0	£1,100,000	£0	£0	£0	£0	N/A	£0	£0	£0	£1,100,000
One, City Park, Bradford	Bradford	Steve Hartley	£5,200,000	£400,000	£0	£0	£0	£0	£0	N/A	£0	£500,000	£4,300,000	£5,200,000
Barnsley Town Centre	Barnsley	David Shepherd	£1,757,000	£1,757,000	£0	£0	£0	£0	£0	N/A	£0	£0	£0	£1,757,000
Kirklees Housing sites	Kirklees	Naz Parker	£1,000,000	£200,000	£205,000	£104,000	£0	£104,000	£104,000	GREEN	£150,000	£341,000	£0	£1,000,000
Bath Road, Leeds	Leeds	Martin Farrington	£575,000	£580,000	£0	£0	£0	£0	£0	N/A	£0	£0	£0	£580,000
Bradford Odeon	Bradford	Steve Hartley	£325,000	£0	£0	£0	£0	£0	£0	N/A	£325,000	£0	£0	£325,000
Forge Lane, Kirklees	Kirklees	Paul Kemp	£4,620,000	£0	£0	£0	£0	£0	£0	N/A	£0	£0	£4,620,000	£4,620,000
York Central	York	Neil Ferris	£2,550,000	£0	£1,421,500	£1,128,500	£722,598	£405,902	£1,128,500	GREEN	£0	£0	£0	£2,550,000
Wakefield Civic Quarter	Wakefield	Andy Wallhead	£1,100,000	£0	£0	£1,085,000	£877,837	£172,163	£1,050,000	GREEN	£50,000	£0	£0	£1,100,000
York Guildhall	York	Neil Ferris	£2,347,500	£0	£791,500	£1,556,000	£408,188	£250,000	£658,188	RED	£897,812	£0	£0	£2,347,500
New Bolton Woods	Bradford	Shelagh O'Neill	£3,600,000	£0	£0	£0	£0	£195,000	£195,000	GREEN	£3,405,000	£0	£0	£3,600,000
Beech Hill, Halifax	Calderdale	Mark Thompson	pipeline	£0	£0	£0	£0	£0	£0	N/A	£1,000,000	£0	£0	£1,000,000
Wakefield City Fields	Wakefield	Andy Wallhead	pipeline	£0	£0	£0	£0	£0	£0	N/A	£1,300,000	£0	£0	£1,300,000
Halifax Town Centre (Northgate House)	Calderdale	Mark Thompson	pipeline	£300,000	£0	£0	£0	£0	£0	N/A	£1,000,000	£0	£0	£1,300,000
Balance of available funding			pipeline	£0	£0	£0	£0	£0	£0	N/A	£0	£2,000,000	£2,938,616	£4,938,616
Priority 4a: Housing and Regeneration			£28,174,500	£5,237,000	£5,518,000	£3,873,500	£2,008,623	£1,127,065	£3,135,688		£8,127,812	£2,841,000	£11,858,616	£36,718,116
Transport		various	£121,390,998	£19,594,417	£27,573,527	£37,458,371	£18,940,947	£16,454,649	£35,395,596	N/A	£50,792,577	£86,085,148	£107,217,550	£326,658,813
Borrowing														£46,758,813
Priority 4b: Transport			£121,390,998	£19,594,417	£27,573,527	£37,458,371	£18,940,947	£16,454,649	£35,395,596		£50,792,577	£105,084,634	£42,459,250	£280,900,000
Mytholmroyd Flood Alleviation (GD3)	Calderdale	Adrian Gill	£2,500,000	£0	£2,500,000	£0	£0	£0	£0	GREEN	£0	£0	£0	£2,500,000
Leeds Flood Alleviation (GD3)	Leeds	Martin Farrington	£3,786,981	£0	£3,786,981	£0	£0	£0	£0	COMPLETE	£0	£0	£0	£3,786,981
Skipton Flood Alleviation (GD3)	Craven	Adrian Gill	£1,500,000	£0	£1,500,000	£0	£0	£0	£0	COMPLETE	£0	£0	£0	£1,500,000
Priority 4c: Pipeline	TBC	Adrian Gill	pipeline			£2,000,000	£0	£0	£0	AMBER	£2,664,000	£2,768,680	£6,331,320	£12,200,000
Priority 4c: Flood Resilience			£7,786,981	£0	£7,786,981	£2,000,000	£0	£0	£0		£2,664,000	£2,768,680	£6,331,320	£19,986,981
Leeds Aire Valley EZ	Leeds	Martin Farrington	pipeline			£4,000,000	£0	£0	£0	AMBER	£4,400,000	£0	£0	£4,400,000
LCR EZs M62 sites	LCR	David Walmsley	pipeline				£0	£275,000	£275,000	AMBER	£1,000,000	£10,130,578	£4,194,422	£15,600,000
Priority 4d: Enterprise Zone						£4,000,000	£0	£275,000	£275,000		£5,400,000	£10,130,578	£4,194,422	£20,000,000
WYCA Delivery costs				£475,122	£742,120	£1,900,000	£0	£1,900,000	£1,900,000	N/A	£2,000,000	£2,000,000	£0	£7,117,242
Total Growth Deal expenditure			£315,251,799	£38,021,077	£84,786,796	£100,154,776	£46,224,353	£36,416,610	£82,640,963		£96,834,130	£136,931,797	£76,699,375	£516,350,138

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West Yorkshire Transport Fund pipeline

Figures accurate up to: January 2018

Project name	Project responsibility			Previous years spend			In-year spend and RAG rating (2017/18)			RAG rating	Future forecast spend			TOTAL spend (actual + forecast)
	Senior Responsible Officer	Category	Approved	Prior Years	2015/16	2016/17	Actual spend to date (Jan 2018)	Forecast spend (Jan - Mar 2018)	Total of actual and forecast		2018/19	2019/20	2020/21	
Transport Delivery Cost														
Priority 4b (WTTF) WYCA Delivery Costs	Melanie Corcoran	Development		0	1,654,577	1,652,280	256,157	1,126,690	1,382,847	GREEN	1,377,675	1,530,717	1,900,000	9,498,096
Transport projects Complete														
Wakefield Eastern Relief Road	Neil Rogers	Development	37,593,000	0	0	0	0	0	0	Complete	0	0	0	0
		Delivery	0	0	15,284,765	14,435,236	5,363,067	1,837,729	7,200,796		13,000	0	0	36,933,797
Rail Parking Package - South Elmsall	Melanie Corcoran	Development	670,000	0	0	120,000	0	0	0	Complete	0	0	0	120,000
		Delivery	0	0	0	0	422,811	0	422,811		5,000	0	0	427,811
Aire Valley, Leeds Integrated Transport Package - Phase 1: Aire Valley P&R	Gary Bartlett	Development	9,597,000	0	277,672	245,500	269,000	0	269,000	Complete	0	0	0	792,172
		Delivery		0	0	5,459,649	2,138,331	445,734	2,584,065		297,528	0	0	8,341,242
Transport projects at Stage 3 that are in delivery in 2017/18														
A629 Phase 1a: Jubilee Road to Free School Lane & monitoring	Mark Thompson	Development	8,354,954	302,000	160,000	1,442,043	731,872	0	731,872	GREEN	0	0	0	2,635,915
		Delivery		0	0	0	1,086,550	1,086,082	2,172,632		2,923,029	0	0	5,095,661
Leeds ELOR and North Leeds Outer Ring Road	Gary Bartlett	Development	25,865,000	0	929,199	1,554,106	920,443	1,455,777	2,376,220	AMBER	1,000,000	1,000,000	750,000	7,609,525
		Delivery		0	0	0	0	2,990,046	2,990,046		5,000,000	10,000,000	6,000,000	23,990,046
Wakefield City Centre Package Phase 1 Kirkgate	Neil Rogers	Development	5,556,000	0	72,878	76,972	26,000	0	26,000	GREEN	0	0	0	175,850
		Delivery		0	0	0	2,385,708	2,195,146	4,580,854		799,257	0	0	5,380,111
Rail Parking Programme - Fitzwilliam	Neil Rogers	Development	687,000				0	0	0	AMBER		0	0	0
		Delivery					370,154	134,250	504,404			0	0	504,404
Transport projects at Stage 2 that will commence in 2017/18														
Rail Parking Package - Hebden Bridge	Melanie Corcoran	Development		0	0	0	0	0	0	AMBER	0	0	0	0
		Delivery		0	0	0	0	22,000	22,000		623,000	0	0	645,000
Rail Parking Package - Mytholmroyd	Melanie Corcoran	Development		0	0	0	0	0	0	GREEN	0	0	0	0
		Delivery		0	0	0	0	20,000	20,000		2,413,333	1,206,667	0	3,640,000
Transport projects at Stage 2 that will commence 2018/19														
Leeds Station Gateway - New station Street	Liz Hunter	Development	166,037	0	0	0	6,222	51,063	57,285	RED	0	0	0	57,285
		Delivery		0	0	0	0	0	0		1,875,630	0	0	1,875,630
UTMC (formerly HNEP)	Richard Hadfield (Kirklees)	Development	280,000	0	0	29,011	66,926	44,000	110,926	RED	70,000	0	0	209,937
		Delivery		0	0	0	0	0	0		400,000	1,200,000	2,750,000	4,350,000
Rail Parking Package - Shipley	Melanie Corcoran	Development		0	0	0	0	0	0	AMBER	0	0	0	0
		Delivery		0	0	0	0	0	0		500,000	2,000,000	0	2,500,000
Rail Parking Package - Steeton and Silsden	Melanie Corcoran	Development		0	0	0	0	0	0	AMBER	0	0	0	0
		Delivery		0	0	0	0	0	0		500,000	2,000,000	0	2,500,000
Rail Parking Package - Mirfield (A)	Melanie Corcoran	Development		0	0	0	0	0	0	AMBER	0	0	0	0
		Delivery		0	0	0	0	0	0		298,863	0	10,000	308,863
Rail Parking Package - Normanton	Melanie Corcoran	Development		0	0	0	0	0	0	GREEN	0	0	0	0
		Delivery			0	0	0	0	0		440,000	1,000,000	0	1,440,000
A650 Hard Ings Road - Phase 1: Hard Ings Road Only	Julian Jackson	Development	764,000	140,000	137,628	301,133	195,692	0	195,692	AMBER	0	0	0	774,453
		Delivery	0	0	0	0	0	0	0		0	3,257,235	4,415,000	7,672,235
A629 Phase 1b: Elland Wood Bottom to Jubilee Road	Mark Thomson	Development	1,125,394	0	169,994	198,719	401,298	163,761	565,059	AMBER	0	0	0	933,772
		Delivery	0	0	0	0	0	0	0		4,276,283	6,616,632	0	10,892,915
A629 Phase 2: Phase 2a, 2b and 2c	Mark Thomson	Development	3,016,000	340,000	44,591	280,192	782,114	768,733	1,550,847	AMBER	0	0	0	2,215,630
		Delivery	0	0	0	0	0	0	0		0	4,578,039	5,883,471	10,461,510
A653 Leeds to Dewsbury Corridor (M2D2L)	Simon Taylor	Development	210,000	80,000	0	59,261	16,750	0	16,750	AMBER	1,500,000	500,000	0	2,156,011
		Delivery	0	0	0	0	0	0	0		0	2,000,000	4,290,000	6,290,000
A65-LBIA Link Road	Gary Bartlett	Development	810,000	210,000	8,688	266,812	212,491	107,509	320,000	AMBER	4,500	0	0	810,000
		Delivery	0	0	0	0	0	0	0		1,597,239	1,722,799	2,469,603	5,789,641
Castleford Station Gateway	Kate Thompson	Development	338,000	0	0	20,329	4,641	266,083	270,724	GREEN	0	0	0	291,053
		Delivery	0	0	0	0	0	0	0		1,485,000	1,485,000	730,000	3,700,000
Glasshoughton Southern Link Road	Neil Rogers	Development	723,000	0	80,000	0	333,848	116,272	450,120	GREEN	245,000	0	0	775,120
		Delivery	0	0	0	0	0	0	0		1,300,000	2,492,000	2,479,115	6,271,115
Castleford Growth Corridor Scheme	Neil Rogers	Development	200,000	0	67,000	73,917	0	0	0	AMBER	40,083	0	0	181,000
		Delivery	0	0	0	0	0	0	0		1,850,000	1,000,000	8,990,000	11,840,000
CIP - Phase 1 - Leeds Fink Hill	Gary Bartlett	Development	115,000	0	0	0	0	60,000	60,000	GREEN	4,800	0	0	64,800
		Delivery	0	0	0	0	0	0	0		300,000	573,500	0	873,500
CIP - Phase 1 - Leeds Dawsons Corner	Gary Bartlett	Development	1,008,000	0	0	0	23,383	280,000	303,383	AMBER	555,000	0	0	858,383
		Delivery	0	0	0	0	0	0	0		2,575,000	4,869,000	7,048,000	14,492,000
CIP - Phase 1 - Kirklees Holmfirth Town Centre	Simon Taylor	Development	250,000	0	0	0	99,358	29,142	128,500	GREEN	150,000	0	0	278,500

2017/18	£37,458,371	Total Outturn Forecast	£35,395,596
Target		Actual	£18,940,947

		Delivery	0	0	0	0	0	0	0	GREEN	200,000	500,000	3,800,000	4,500,000
CIP - Phase 1 - Kirklees A62 Smart Corridor	Simon Taylor	Development	250,000	0	0	0	59,730	73,000	132,730	GREEN	100,000	0	0	232,730
		Delivery	0	0	0	0	0	0	0	GREEN	100,000	2,750,000	0	2,850,000
CIP - Phase 1 - Bradford A6177 ORR/Thornton Road	Julian Jackson	Development	225,000	0	0	0	36,288	90,000	126,288	GREEN	0	0	0	126,288
		Delivery	0	0	0	0	0	0	0		850,000	6,200,000	1,225,000	8,275,000
CIP - Phase 1 - Bradford A6177 ORR/Toller Lane	Julian Jackson	Development	180,000	0	0	0	10,536	50,000	60,536	AMBER	140,000		0	200,536
		Delivery	0	0	0	0	0	0	0		550,000	4,500,000	1,225,000	6,275,000
CIP - Phase 1 - Bradford A6177 ORR/Great Horton Road	Julian Jackson	Development	0	0	0	0	39,549	55,000	94,549	GREEN	110,000	0	0	204,549
		Delivery	0	0	0	0	0	0	0		500,000	1,500,000	320,000	2,320,000
CIP - Phase 1 - Wakefield A650 Newton Bar	Neil Rogers	Development	75,000	0	0	0	25,558	41,442	67,000	GREEN	248,000	5,000	0	320,000
		Delivery	0	0	0	0	0	11,000	11,000		23,160	2,508,500	0	2,542,660
Rail Park and Ride (Phase 1) Programme	Melanie Corcoran	Development	1,161,306	58,908	108,336	409,181	6,844	501,308	508,152	AMBER	0	0	0	1,084,577
		Delivery	0	0	0	0	0	0	0		165,000	0	0	165,000
Rail Parking Package - Knottingley	Melanie Corcoran	Development	474,259	0	0	0	0	0	0	GREEN	0	0	0	0
		Delivery	0	0	0	0	0	0	0		1,474,000	0	0	1,474,000
York Central Access	Neil Ferris	Development	2,100,000	0	0	0	236,694	339,945	576,639	AMBER	770,000	339,500	60,625	1,746,764
		Delivery	0	0	0	0	0	0	0		931,462	3,000,000	5,000,000	8,931,462
York Northern Outer Ring Road	Neil Ferris	Development	2,448,000	0	0	0	520,104	242,046	762,150	AMBER	566,000	624,000	220,000	2,172,150
		Delivery	0	0	0	0	0	0	0		1,500,000	3,000,000	4,000,000	8,500,000
Transport projects at Stage 2 that will commence post 2018/19														
Bradford Interchange Station Gateway - Phase 1	Julian Jackson	Development	180,000	0	25,000	20,838	80,278	44,000	124,278	AMBER	0	0	0	170,116
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Bradford Interchange Station Gateway - Phase 2	Julian Jackson	Development	512,000	0	0	0	0	0	0	GREEN	0	0	0	0
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Bradford FS Station Gateway	Julian Jackson	Development	3,885,314	0	20,000	116,717	53,389	55,000	108,389	AMBER	1,807,633	0	0	2,052,739
		Delivery	0	0	0	0	0	0	0		0	3,000,000	6,856,853	9,856,853
A650 Tong Street	Julian Jackson	Development	185,000	50,000	0	21,038	13,165	70,000	83,165	AMBER	56,582	0	0	210,785
		Delivery	0	0	0	0	0	0	0		0	0		0
SE Bradford Access Rd	Julian Jackson	Development	91,000	0	0	0	12,140	51,000	63,140	GREEN	17,000	0	0	80,140
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Bradford to Shipley Corridor	Julian Jackson	Development	341,000	0	30,000	5,011	39,369	266,620	305,989	RED	181,081	0	0	522,081
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Harrogate Road / New Line	Julian Jackson	Development	1,300,000	0	146,399	268,239	584,392	50,000	634,392	RED	257,000	0	0	1,306,030
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Halifax Station Gateway	Mark Thomson	Development	315,000	5,000	156,738	44,171	31,275	64,426	95,701	GREEN	0	0	0	301,610
		Delivery	0	0	0	0	0	0	0		0	0		0
A641 Bradford - Huddersfield Corridor	Mark Thomson	Development	730,000	0	0	60,829	51,715	15,000	66,715	AMBER	0	0	0	127,544
		Delivery	0	0	0	0	0	0	0		0	0	0	0
A629 Phase 4: Ainley Top	Mark Thomson	Development	645,000	0	0	51,736	36,304	24,787	61,091	AMBER	528,145	0	0	640,972
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Huddersfield Station Gateway	Simon Taylor	Development	79,886	0	27,615	22,385	0	0	0	AMBER	0	0	0	50,000
		Delivery	0	0	0	0	0	0	0		0	0	0	0
M62 Junction 24a	Simon Taylor	Development	70,000	0	0	12,976	31,370	10,154	41,524	AMBER	0	0	0	54,500
		Delivery	0	0	0	0	0	0	0		0	0	0	0
A629 Phase 5 - Ainley Top into Huddersfield	Simon Taylor	Development	302,000	0	52,000	48,000	84,363	16,000	100,363	GREEN	750,000	750,000	0	1,700,363
		Delivery	0	0	0	0	0	0	0		0	798,000	7,811,869	8,609,869
A62 and A644 Corridors incorporating Cooper bridge	Simon Taylor	Development	500,000	485,000	110,000	15,000	0	82,416	82,416	AMBER	0	0	0	692,416
		Delivery	0	0	0	0	0	0	0		0	2,250,000	4,750,000	7,000,000
Leeds Station Gateway - Yorkshire Hub	Liz Hunter	Development	400,000	0	0	108,936	79,663	18,797	98,460	GREEN	203,860	0	0	411,256
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Thorpe Park Station	Liz Hunter	Development	500,000	0	0	3,382	168,101	62,732	230,833	GREEN	269,294	0	0	503,509
		Delivery	0	0	0	0	0	0	0		0	0	10,000,000	10,000,000



A6110 Leeds Outer Ring Rd	Gary Bartlett	Development	268,000	0	0	0	3,674	25,000	28,674	AMBER	199,699	0	0	228,373
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Leeds City Centre Network and Interchange Package	Gary Bartlett	Development	3,455,000	319,000	31,337	278,000	273,420	110,000	383,420	AMBER	979,678	1,033,776	126,749	3,151,960
		Delivery	0	0	0	0	0	0	0		0	0	5,340,672	5,340,672
Wakefield City Centre Package Phase 2 Ings Road	Neil Rogers	Development	270,000	0	0	0	18,216	65,000	83,216	GREEN	277,000	84,783	0	444,999
		Delivery	0	0	0	0	0	0	0		0	1,540,000	1,477,593	3,017,593
CIP - Phase 1 - Leeds Dyneley Arms	Gary Bartlett	Development	402,000	0	0	0	5,365	180,000	185,365	GREEN	174,300	0	0	359,665
		Delivery	0	0	0	0	0	0	0		781,800	1,300,000	3,800,000	5,881,800
CIP - Phase 1 - Kirklees Huddersfield Southern Gateways	Simon Taylor	Development	300,000	0	0	0	130,559	53,000	183,559	GREEN	148,000	0	0	331,559
		Delivery	0	0	0	0	0	0	0		0	1,270,000	3,330,000	4,600,000
CIP - Phase 1 - Calderdale A58/A672 Corridor	Mark Thompson	Development	235,000	0	0	0	28,836	64,281	93,117	AMBER	29,323	0	0	122,440
		Delivery	0	0	0	0	0	0	0		0	0	0	0
CIP - Phase 1 - Calderdale A646/A6033 Corridor	Mark Thompson	Development	195,000	0	0	0	23,154	71,696	94,851	AMBER	31,323	0	0	126,174
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Rail Park and Ride (Phase 2) Programme	Melanie Corcoran	Development	138,000	0	0	137,997	0	0	0	AMBER	0	0	0	137,997
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Rail Park & Ride (Phase 2) - Apperley Bridge	Melanie Corcoran	Development	113,100	0	0	0	0	0	0	AMBER	113,000	0	0	113,000
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Rail Park & Ride (Phase 2) - Guiseley	Melanie Corcoran	Development	143,000	0	0	0	0	0	0	AMBER	143,000	0	0	143,000
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Rail Park & Ride (Phase 2) - Moorthorpe	Melanie Corcoran	Development	110,500	0	0	0	0	0	0	AMBER	110,500	0	0	110,500
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Rail Park & Ride (Phase 2) - Outwood	Melanie Corcoran	Development	110,500	0	0	0	0	0	0	GREEN	0	0	0	0
		Delivery	0	0	0	0	0	0	0		110,500	0	0	110,500
Rail Parking Package - Mirfield (A)	Melanie Corcoran	Development	0	0	0	0	0	0	0	AMBER	0	0	0	0
		Delivery	0	0	0	0	0	0	0	AMBER	0	0	0	0
Calder Valley Line Elland Station	Mark Thompson	Development	834,748	0	0	0	50,548	149,489	200,037	AMBER	359,137	0	0	559,173
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Corridor Improvement Programme (formerly HEBP)	Melanie Corcoran	Development	408,000	0	0	0	0	50,000	50,000	GREEN	100,000	100,000	158,000	408,000
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Transformational -South Featherstone Link Rd - Feasibility Study	Neil Rogers	Development	284,000	0	0	0	30,484	84,505	114,989	GREEN	165,380	0	0	280,369
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Transformational - Kirklees - North Kirklees Orbital Route - Feasibility Study	Simon Taylor	Development	248,000	0	0	0	12,500	12,500	25,000	GREEN	157,500	0	0	182,500
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Transformational -York Northern Outer Ring Road Dualling- Feasibility Study	Neil Ferris	Development	295,000	0	0	0	0	5,000	5,000	GREEN	195,000	0	0	200,000
		Delivery	0	0	0	0	0	0	0		0	0	0	0
Transport projects at Stage 1 pre mandate														
Aire Valley, Leeds Integrated Transport Package – Phase 2: Highway Access		Development	-	-	-	-	0	0	0					0
		Delivery	0	0	0	0	0	0	0					0
Aire Valley, Leeds Integrated Transport Package – Phase 3: Motorway Junction Improvements		Development	-	-	-	-	0	0	0					0
		Delivery	0	0	0	0	0	0	0					0
Corridor Improvement Programme Phase 2		Development	-	-	-	-	0	0	0					0
		Delivery	0	0	0	0	0	0	0					0
Corridor Improvement Programme Phase 3		Development	-	-	-	-	0	0	0					0
		Delivery	0	0	0	0	0	0	0					0
Calder Valley Line Enhancements		Development	-	-	61,905	-	0	0	0					61,905
		Delivery	0	0	0	0	0	0	0					0
Calder Valley Line Bradford-Leeds Journey Time improvements		Development		-	-	-	50,548	149,489	200,037					200,037
		Delivery												0
Clifton Moor Park and Ride		Development	-	-	-	-	0	0	0					0
		Delivery	0	0	0	0	0	0	0					0
Development inc Management Costs			121,390,998	1,989,908	4,371,557	7,944,711	# 7,174,326	7,712,661	14,886,988		14,134,493	5,967,776	3,215,374	52,300,022
Delivery			-	-	15,284,765	19,894,885	# 11,766,621	8,741,987	20,508,608		36,658,084	80,117,372	104,002,176	276,465,890
Total Transport			121,390,998	1,989,908	19,656,322	27,839,597	# 18,940,947	16,454,649	35,395,596		50,792,577	86,085,148	107,217,550	328,765,911

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**Report to:** West Yorkshire & York Investment Committee

**Date:** 21 March 2018

**Subject:** **Capital Spending and Project Approvals**

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**Director(s):** Melanie Corcoran, Director of Delivery

**Author(s):** Caroline Coy

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## 1 Purpose of this report

- 1.1 To put forward proposals for the progression of, and funding for, a number of West Yorkshire Combined Authority supported projects, including West Yorkshire plus Transport Fund (Transport Fund) and Growth Deal, for consideration by the Investment Committee at Stages 1, 2 and 3 of the Combined Authority's assurance process.
- 1.2 This report presents proposals for the progression of six schemes through the Combined Authority's assurance process in line with the Leeds City Region Assurance Framework. These schemes have a total combined funding value of £18.415 million when fully approved, £17.915 million of which will be funded by the Combined Authority. A total expenditure recommendation to the value of £3.010 million is sought as part of this report for the development and delivery of these schemes. Further details on the schemes summarised below can be found as part of this report.
- 1.3 Following feedback from the Combined Authority members it is intended that each scheme will include a summary of risks associated in future papers.

Scheme	Decision Sought	Scheme Description
Rail Park and Ride Programme – Garforth Rail Station Car Park Project <i>Leeds Scheme</i>	Approval to proceed beyond Decision Point 2 (case paper) and provide formal entry into the Growth Deal Programme. Total Value - £0.825 million Total Value of Combined Authority Funding - £0.825 million Funding Recommendation sought - £0.045 million Approval to proceed beyond Decision Point 2 (case paper)	A project that will improve access to the main urban centres and deliver an increase in car parking capacity at Garforth Rail Station.

Apprenticeship Grants for Employers (AGE) Extension <i>Leeds City Region Scheme</i>	Approval to proceed beyond Decision Point 2 (case paper) and provide formal entry into the Growth Deal Programme. Total Value - £1.2 million Total Value of Combined Authority Funding - £1.2 million Funding Recommendation sought - £0 million Approval to proceed beyond Decision Point 2 (case paper)	An extension to a grant fund which engages SMEs to offer apprenticeships.
North East Calderdale Transformational Programme <i>Calderdale</i>	Approval to proceed beyond Decision Point 2 (case paper) and provide formal entry into the Growth Deal Programme. Total Value - £0.4 million Total Value of Combined Authority Funding - £0.4 million Funding Recommendation sought - £0.4 million Approval to proceed beyond Decision Point 2 (case paper)	A scheme to enhance north-south connectivity between Calderdale and neighbouring districts such as the A629 in Halifax town centre and A641 scheme between Brighouse and Bradford/Huddersfield.
Inclusive Growth Corridors and the Transformational Programme <i>Leeds City Region Scheme</i>	Approval to proceed beyond Decision Point 2 (case paper) and provide formal entry into the Growth Deal Programme. Total Value - £7 million Total Value of Combined Authority Funding - £7 million Funding Recommendation sought - £2.395 million Approval to proceed beyond Decision Point 2 (case paper)	Programme to develop Inclusive Growth Corridor Plans and carry-out initial feasibility works on identified corridors/schemes.
LEP Loan 319 <i>Leeds Scheme</i>	Approval to proceed beyond Decision Point 3 to approve the outline business case. Total Value - £1.5 million Total Value of Combined Authority Funding - £1 million Funding Recommendation sought - £0 million Approval to proceed beyond Decision Point 3 (outline business case)	A project to construct a bridge providing connectivity for pedestrians and cyclists across the River Aire which forms part of the South Bank Leeds regeneration plans.
The West Yorkshire Urban Traffic Management Control (UTMC) <i>West Yorkshire-wide scheme</i>	Approval to proceed beyond Decision Point 3 to approve the outline business case. Total Value - £7.490 million Total Value of Combined Authority Funding - £7.490 million Funding Recommendation sought - £0.170 million Approval to proceed beyond Decision Point 3 (outline business case)	The West Yorkshire Urban Traffic Management Control (UTMC) project aims to reduce the effects of congestion and the resulting costs to the local economy.

- 1.4 This report also presents recommendations for the following schemes that have had change request reports assessed in line with the Combined Authority's assurance process. These schemes have a total combined funding of value of £161.956 million when fully approved, £137.600 million of which will be funded by the Combined Authority. A total expenditure recommendation to the value of £16.910 million is sought as part of this report for the development and delivery of these schemes. Further details on the schemes summarised below can be found as part of this report.

<b>Scheme</b>	<b>Decision Sought</b>	<b>Scheme Description</b>
Bradford to Shipley Corridor Improvement Programme <i>Bradford Scheme</i>	Activity 3 (outline business case) change request to bring forward funding to increase the development costs and fund land acquisition Total Value - £47.9 million Total Value of Combined Authority Funding - £47.9 million Funding Recommendation sought - £1.257 million Change request – Approve the revised timescales, approve funding for £0.45 million for land acquisition and £0.806 million for development funding.	To reduce congestion on priority highway corridors/junctions on the A6177/A647 Leeds Road Shipley Airedale within the West Yorkshire Key Route Network, which is constraining growth, associated with new housing and employment sites.
A629 Phase 1b <i>Calderdale Scheme</i>	Activity 3 (outline business case) change request to bring forward funding to increase the development costs. Total Value - £18.906 million Total Value of Combined Authority Funding - £18.906 million Funding Recommendation sought - £4.545 million Change request – To revise the timescales and approve additional development funding of £4.545 million to enable design and build procurement to be undertaken.	To enable Calderdale to fulfil its 'growth ambition'. Phase 1b concentrates upon the Calder and Hebble junction, an interchange which is widely acknowledged as Calderdale's most significant congestion pinch point.
York Central Access <i>York Scheme</i>	Activity 4 (full business case) change request for change to scope. Total Value - £45 million (Indicative cost) Total Value of Combined Authority Funding - £37.320 million Funding Recommendation sought - £0 million Change request – change to the scope of the project to include western access.	To deliver a new access road into the York Central development site including a bridge over the East Coast Mainline, a connecting road to the rear of the station, a compliant access to the west side of the station and the remodelling of the front of the station. The scheme also includes the demolition of Queen Street Bridge and the provision of a new taxi/bus interchange.
Hard Ings Road Improvement, Keighley <i>Bradford Scheme</i>	Activity 4 (full business case) change request to bring forward funding to increase the development costs. Total Value - £10.3 million Total Value of Combined Authority Funding - £10.3 million Funding Recommendation sought - £0.378 million Change request – To approve additional development funding of £0.378 million and amended timescales.	To reduce congestion and improve road safety for pedestrians and cyclists.
LEP Loan 209 <i>Bradford Scheme</i>	Activity 6 (delivery) change request to change the terms of the loan. Total Value - £10.5 million housing regeneration scheme Total Value of Combined Authority Funding - £0.541 million loan, £3.6 million grant Funding Recommendation sought - £0 million Change request – To change the loan from combined capital and interest repayments	To enable the securing of the land purchase of the 'anchor' stores at the retail site of the gateway site to an Urban village development.

	to payment of interest only until the loan term ends and all capital is repayable.	
West Yorkshire and York Broadband Infrastructure Programme	Activity 6 (delivery) change request to authorise spending of additional funding received. Total Value - £17.68 million Total Value of Combined Authority Funding - £17.68 million Funding Recommendation sought - £10.43 million Change request – To further extend the reach and life of the Contract 2 of the programme and utilise the additional £10.43 million funding the Combined Authority has received.	To provide superfast fibre broadband to areas of West Yorkshire and York in areas that are currently not covered by BT.
Halifax Town Centre – Northgate House Calderdale Scheme	Activity 6 (delivery) change request for change to scope Total Value - £11.87 million Total Value of Combined Authority Funding – £1.3 million loan Funding Recommendation sought - £0.300 million Change Request – To allow for the remaining balance (£0.095 million) of the advance funds paid to Calderdale Council via an interest free loan (£0.300 million) to be used for pre-feasibility works to develop a strategic case for the project.	Re-development and re-use of Northgate House in Halifax.

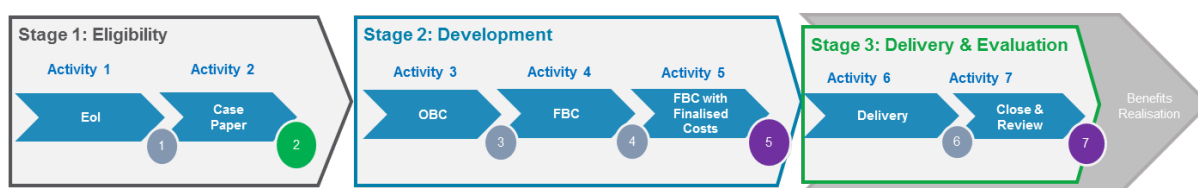
- 1.5 Since the Investment Committee's meeting on 3 January 2018, the following change requests have been assessed in line with the Combined Authority's assurance process and approved through the agreed delegation to the Combined Authority's Managing Director. Under the delegation a total expenditure of £0.255 million has been approved.

Scheme	Decision Sought	Scheme Description
Rail Park & Ride Phase 1 – Mytholmroyd Calderdale Scheme	Activity 3 (outline business case) change request to approve funding to spend on de-vegetation works in advance of construction. Total Value - £3.64 million Total Value of Combined Authority Funding - £3.64 million Funding Recommendation sought - £0.03 million Change request – To approve £0.03 million to fund de-vegetation works in advance of nesting season.	A project that will improve access to the main urban centres and deliver an increase in car parking capacity at Mytholmroyd Rail Station.
GPF 113 Wakefield Scheme	Activity 6 (delivery) change request to extend loan repayment date Total Value - £4.55 million Total Value of Combined Authority Funding - £2.45 million Funding Recommendation sought - £0 million Change request to extend the loan repayment date from February 2018 to September 2018.	This involves the remediation of a former chemical works to unlock the delivery of a low carbon power station, and wider commercial and residential development to the east of Knottingley, Wakefield.
A6177 Outer Ring Road, Great Horton Road/Horton Grange Road Junction	Activity 2 (case paper) change request for change to scope Total Value - £3.32 million	A junction improvement scheme to significantly increase capacity as a result journey times of junction users at

<i>Bradford Scheme</i>	Total Value of Combined Authority Funding - £3.32 million Funding Recommendation sought - £0.225 million Change request – To replace A6181/A647 junction scheme with the A6177 Great Horton Road/Horton Grange Road scheme.	this key pinch point on the road network.
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## 2 Information

- 2.1 Investment Committee will recall that the Combined Authority has a three stage assurance process as set out below with the requirements that all projects will as a minimum need to formally pass Decision Point 2 and 5, highlighted in green and purple below, and with the requirement to meet the intervening activities deemed on a project by project basis.

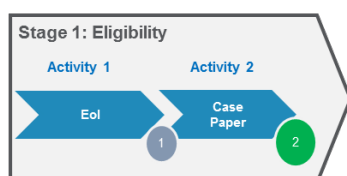


- 2.2 The Programme Appraisal Team (PAT) appraises all schemes at the Decision Points. The PAT is an internal assurance group and has no formal approval making powers, they make recommendations which are then reported through the current Combined Authority's governance arrangements for a formal decision/approval. 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 PAT as required. The terms of reference for the PAT are contained within the assurance framework.
- 2.3 Projects at the 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 assurance process. At this stage development funding may be sought to enable work to progress.
- 2.4 Projects at 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 costs.
- 2.5 Once in delivery and evaluation the scheme is delivered and the Combined Authority 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.

## **Programmes and projects for consideration**

### **3 Projects in Stage 1: Eligibility**



#### **3.1 Rail Park and Ride Programme – Garforth Rail Station Car Park Project (Decision Point 2 Case Paper)**

##### **Background**

The Garforth Rail Station Car Park project forms part of Phase 1 of the Rail Park and Ride Programme being delivered as part of the Transport Fund. The scheme will deliver improvements and additional capacity at the existing rail station car park to improve access to the main urban centres and increase parking capacity within West Yorkshire, supporting sustainable employment growth in the centres and commuting by rail. There is an increasing demand forecast to provide extra car parking spaces at this rail station.

The project will deliver against Priority 4 of the Strategic Economic Plan, Infrastructure for Growth along with delivering against the West Yorkshire Transport Strategy and Rail Plan 7 through improving travel options for car users and integrating and enhancing the public transport network in the form of new park and ride facilities helping to increase rail patronage and improve customer satisfaction.

The project is being managed by the Combined Authority in partnership with Network Rail and Arriva Rail North as land owner and station operator. Initial designs have been developed and it is expected that the project will deliver the following; increases in car park capacity for both standard and blue badge users, environmental and energy efficiency measures, reduced on street parking and increased security and safety for customers.

A summary of the scheme's business case is included in **Appendix 1**.

##### **Outputs and Benefits**

The project will contribute to the overall objectives of the Transport Fund, to increase employment and productivity growth, improve employment accessibility and be carbon neutral. It is expected that project will deliver the following outputs:



- An estimated 97 additional car park spaces (standard & blue badge), a 35% increase in capacity.
- Increase the number of blue badge spaces from 5 to 17; achieving Department for Transport (DfT) requirements.
- Environmental and energy efficiency measures (low energy lighting, drainage and future proofing for Electric Vehicle Charging).
- Reduce on-street parking on adjacent streets.
- Improve security and safety through CCTV, improved layout and vehicle access arrangements.
- An assessment of the current provision for cyclists and pedestrians with a view to providing enhanced facilities.

The project will contribute to the overall expected benefits of the Rail Park and Ride Programme which include an incremental GVA of £11.4 million and employment benefits of 154 jobs created county wide through improved access to employment and extended free parking. The benefit to cost ratio of the Garforth Rail Station Car Park project has been assessed at 4.8:1, providing high value for money.

### **Costs**

The total cost to deliver the project is £825,000 to be funded through the Transport Fund.

The project has £0.014 million approved to date to deliver the initial feasibility and design and a further £0.045 million is sought to develop the project to full business case with finalised costs.

### **Timescales**

- The project is well advanced and it is expected that the full business case with finalised costs will be completed by September 2018.
- Construction will commence December 2018.
- Construction to complete May 2019.

### **Assurance pathway and approval route**

The table below outlines the proposed assurance process and corresponding approval route for this scheme. The assurance pathway sets out the Decision Points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route indicates which committees or officers will make both a recommendation and approval of the scheme at each Decision Point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

Assurance pathway	Approval route
Decision Point 2 (case paper)	Recommendation – Investment Committee Approval – the Combined Authority
Decision Point 3 (outline business case)	Not applicable
Decision Point 4 (full business case)	Not applicable
Decision Point 5 (full business case with finalised costs)	Recommendation – Programme Appraisal Team Approval – the Combined Authority's Managing Director Delegated Decision

## 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 the Combined Authority for further consideration:

- That the total project cost remains within 10% of the costs identified within this report.
- That the project delivery timescale remains within three months of the timescales identified within this report.
- That the benefits to cost ratio of the project remain at or above 2:1.

## Project Responsibilities

Senior Responsible Officer: Melanie Corcoran, Director of Delivery, Combined Authority Officer

Project Manager: Sara Brook, Project Manager, Combined Authority Officer  
Combined Authority's Case Officer: Fiona Limb

## Recommendations

That Investment Committee recommends to the Combined Authority that:

- The Garforth Rail Station Car Park project proceeds through Decision Point 2 and work commences on Activity 5 (full business case with finalised costs).
- That an indicative approval to the total project value of £0.825 million is given from the Transport Fund with full 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 £0.045 million are approved in order to progress the scheme to Decision Point 5 (full business case with finalised costs), taking the total project approval to £0.059 million.

- That the Combined Authority enter into a funding agreement (Section 56) with Arriva Rail North for expenditure of up to £0.045 million from the Transport Fund.
- Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at Decision Point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

### 3.2 **Apprenticeship Grants for Employers (AGE) Extension (Decision Point 2 Case Paper)**

#### **Background**

The Combined Authority had developed responsibility for the use of the grant to engage SMEs in offering apprenticeships across the Leeds City Region – a direct link and support of the government's "3 million additional apprenticeship starts" priority.

Since summer 2015, as a result of an agreement on devolution, the Combined Authority has been in receipt of funding via funding agreements with BIS/Skills Funding Agency for local delivery of the Combined Authority element of the national Apprenticeship Grant for Employers (AGE). The funding agreements over three financial years had a combined value of £8.062 million and were offered for financial years 2015/16, 2016/17 and 2017/18. £6.520 million of the original funding has been used to support 2,924 businesses to offer apprenticeships (excluding salaries and delivery resources).

At the end of each financial year the Combined Authority has been authorised to rollover any unallocated funding. After taking out grant payments and the Combined Authority's programme delivery, some funding has remained unallocated each year. The Combined Authority are currently processing final payments and estimate that £1- £1.2 million remains unallocated. Following a request to retain the unallocated funds in order to continue a localised grant scheme, the ESFA (Education and Skills Funding Agency) have confirmed that DfE (Department for Education) and MHCLG (Ministry of Housing Communities and Local Government) have agreed that the Combined Authority can retain the devolved AGE funding subject to the Combined Authority continuing to use the funding to support the uptake of apprenticeships. DfE and MHCLG are interested in 'understanding the positive evidence concerning the impact of AGE on boosting apprenticeship starts' that is emerging within the Leeds City Region.

A summary of the scheme's business case is included in **Appendix 2**.

#### **Outputs and Benefits**

A minimum of 375 businesses engaged.

A minimum of 375 apprenticeships supported.

Over 10 years this has the potential to generate a net wage premia impact of £8.4 million in monetised benefits.

By year 10 this results in a return on investment for the LEP i.e. for every £1 invested in the programme some £7 is generated.

### **Costs**

£1.2 million Grant funding from unallocated AGE Programme 2015-2017 funds devolved to the Combined Authority from the Education and Skills Funding Agency and agreed with DfE/MHCLG.

### **Timescales**

- Programme starts April 2018
- Programme completion September 2019
- Programme evaluation September/October 2019

### **Assurance pathway**

The table below outlines the proposed assurance process and corresponding approval route for this scheme. The assurance pathway sets out the Decision Points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route indicates which committees or officers will make both a recommendation and approval of the scheme at each Decision Point. A delegated decision can only be made by the Managing Director if this has received prior approval from Combined Authority.

Assurance pathway	Approval route
Decision Point 2 (case paper)	Recommendation – Investment Committee Approval – the Combined Authority
Decision Point 5 (full business case with finalised costs)	Recommendation – Programme Appraisal Team Approval – the Combined Authority's Managing Director Delegated Decision

### **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 the Combined Authority for further consideration:

- That programme costs remain within £1.2 million.

## **Project Responsibilities**

Senior Responsible Officer: Sue Cooke, Executive Head of Economic Services, Combined Authority Officer

Project Manager: Catherine Lunn, Skills Funding Manager, Combined Authority Officer

Combined Authority's Case Officer: Martin Fox

## **Recommendations**

That Investment Committee recommends to the Combined Authority:

- The AGE Extension Programme proceeds through Decision Point 2 and work commences on Activity 5 (full business case with finalised costs).
- That an indicative approval to the total grant fund value of £1.2 million is given to be funded from the unallocated AGE Programme 2015-2017 funds with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5 (full business case with finalised costs).
- Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at Decision Point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

### **3.3 North East Calderdale Transformational Programme Study (Decision Point 2 Case Paper)**

#### **Background**

This is a programme to transform connectivity in and around North East Calderdale, enable businesses and people to access work opportunities, make the area more attractive for inward investment in housing and employment, and minimise the carbon and air pollution impacts of transport. The programme area comprises the north east section of Calderdale extending from the A629 in Halifax town centre in the west to the A641 on the eastern edge of Calderdale.

The Combined Authority's funding will be used to develop a Strategic Case for investment in North East Calderdale and to define a holistic programme of transformational multi-modal interventions to realise the objectives set out in that Strategic Case. This will build on the emerging strategic case for interventions in North East Calderdale and have a key interface with the South East Calderdale programme and the wider Transport Fund funded schemes in the Borough.

This transformational scheme will take a broader approach than the currently planned and funded schemes in place, considering the entire North East Calderdale area and exploring how all modes can contribute to enhancing connectivity. The scheme will not only facilitate additional growth in the area, beyond the period of the current Local Plan, but it will enhance an important strategic route in the Leeds City Region and the North of England.

The total funding sought at this point is £0.4 million in order to develop the scheme through pre-feasibility and gain Decision Point 2 (case paper) approval.

A summary of the scheme's business case is included in **Appendix 3**.

### **Outputs and Benefits**

This initial piece of work will set out the Strategic Case for interventions in North East Calderdale, building on the emerging Strategic Case described in this EOI. It will then define a package of multimodal interventions that will deliver these strategic objectives. Finally, it will explore funding mechanisms for delivering these interventions, including public sector and private sector funding.

The outputs include:

- Provide evidence base to demonstrate how current connectivity constraints act as a barrier to growth in North East Calderdale and in neighbouring parts of Calderdale and other districts.
- Set objectives for transport interventions in North East Calderdale; scope out Long List of multi-modal transport interventions that might address these connectivity constraints.
- Recommend a set of preferred interventions to solve these connectivity constraints at a pre-feasibility level of detail.
- Explain the benefits of these interventions, including the employment and housing growth they could unlock, and establish whether there is a strategic case for them.
- Set out a possible timeframe for developing and delivering these interventions and calculate the costs of delivery at a high level.

### **Costs**

- Initial development costs are £0.4 million to include Calderdale staffing, consultancies, risk management, contingency, and the Combined Authority project management. The full amount will be funded by the Combined Authority.
- It is envisaged that the further development and subsequent delivery of the identified programme interventions will be funded by a future funding package, yet to be agreed with government, following the completion of the Transport Fund.

## Timescales

- Pre-feasibility works to commence following approval of EoI and case paper at the Combined Authority: April 2018
- Work commissioned on behalf of Calderdale Council: June 2018
- Strategic Case and Package of Preferred Interventions including exploring funding opportunities: May 2019

## Assurance pathway and approval route

The table below outlines the proposed assurance process and corresponding approval route for this scheme. The assurance pathway sets out the Decision Points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route indicates which committees or officers will make both a recommendation and approval of the scheme at each Decision Point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

Assurance pathway	Approval route
Decision Point 2 (case paper)	Recommendation – Investment Committee Approval – the Combined Authority

## 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 the Combined Authority for further consideration:

- That the total project cost remains within 5% of the costs identified within this report.
- That the project delivery timescale remains within three months of the timescales identified within this report.

## Project Responsibilities

Senior Responsible Officer: Steven Lee, Head of Highways and Transportation, Calderdale Council

Project Manager: Laura Greenan, Project Manager, Combined Authority Officer  
Combined Authority's Case Officer: Charlotte Churnside

## Recommendations

That Investment Committee recommends to the Combined Authority:

- That the North East Calderdale Transformational Programme Study proceeds through Decision Point 2 (case paper) and work commences on the Strategic Case for the Programme.
- That full approval is given for the total study costs of £0.4 million.
- That the Combined Authority enter into a funding agreement with Calderdale Council for expenditure of up to £0.4 million to be funded from the Transport Fund.
- Any change requests relating to the study are made in accordance with the approval pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

### 3.4 **Inclusive Growth Corridors and the Transformational Fund (Decision Point 2 Case Paper)**

#### **Background**

The Growth Deal approved Transport Fund programme includes £12.5 million allocated to the development (not construction) of transformational projects through the Transformational Fund. This fund provides a unique opportunity to undertake early development work to shape the future transformational pipeline of schemes which meet the aspirations of the region beyond our existing planned programmes and projects.

Following consideration at the meeting on 3 January 2018 by Investment Committee, on 1 February 2018 the Combined Authority endorsed funding of £7 million to be allocated from the Transport Fund Transformational Fund for the development of the Inclusive Growth Corridor Plans.

The Combined Authority had considered the details of the LCR HS2 Connectivity Strategy at its meeting on 14 December 2017. The December report set out that the LCR HS2 Connectivity Strategy will establish the major local and regional connectivity priorities which are required to enable and maximise growth associated with HS2 coming to the Leeds City Region. The strategy has three emerging strands and stakeholder led public engagement is currently on-going. The strands can be summarised as follows:

- a) Embracing technology to create an integrated network.
- b) Continued Government support for delivering our existing transport priorities.
- c) Delivering Inclusive Growth through transforming connectivity on the corridors where the economic need is greatest.

The £7 million of indicative funding allocated through the Transport Fund Transformational Fund would be used to support development of the Inclusive Growth Corridor Plans and includes undertaking initial feasibility work for the transformational schemes identified through these Corridor Plans. This work will be central to defining the future strategic pipeline of schemes across the



City Region and links into the emerging Local Inclusive Industrial Strategy. In identifying the pipeline, the work will take into account the recent call projects as well as look across the range of policy areas including housing and employment, flooding and social policy as well as the transformational connectivity required to support each of these.

The Inclusive Growth Corridor Plans Work has been set into three phases:

- **Phase 1:** Work required to enable completion of the Corridor Plans and Connectivity Strategy.
- **Phase 2:** Work to complete a transformational Transport Modelling Tool for the Leeds City Region.
- **Phase 3:** Work to complete the development of additional corridors as well as undertaking technical feasibility and outline design work.

Phase 1 has currently been reviewed through the Combined Authority assurance framework as a case paper and is seeking approval for £2.395 million.

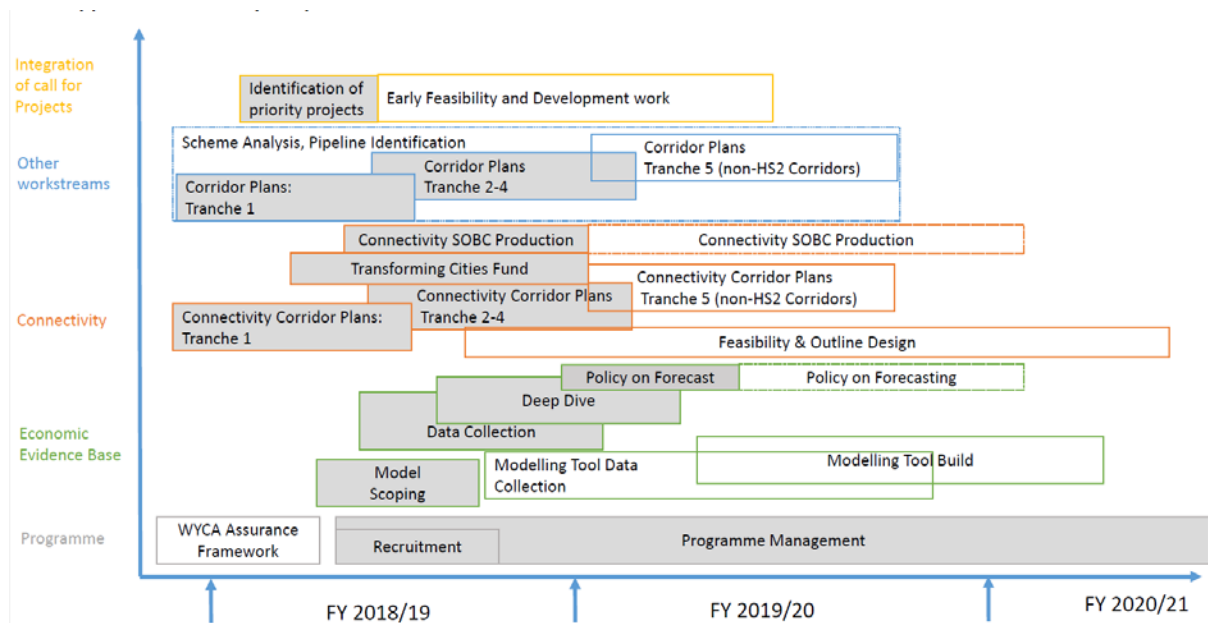
A summary of the scheme's business case is included in **Appendix 4**.

### **Outputs and Benefits**

Phase 1 undertakes the work required to enable completion of the Corridor Plans and Connectivity Strategy. The outputs from this phase are:

- Integration of Call for projects and Identification of priority projects. Development of the Corridor Plans: Tranche 1-4.
- Detailed Economic Evidence Data collection.
- Development of the Strategic Outline Business Case for the Connectivity elements of the programme.
- Preparation and submission of the Transforming Cities Fund bid to Department for Transport (DfT).
- Development of the Connectivity Corridor Plans: Tranche 1-4.

The following shows the interdependencies between the workstreams. The workstreams highlighted are the Phase 1 works:



## Costs

A total of £7 million of the Transport Fund funding has been allocated to deliver phases 1-3 subject to approval through the Combined Authority's assurance process.

The proposed spend for Phase 1, a total of £2.395 million is highlighted in the table below.

Workstream	Budget	Phase 1 Outputs Delivered
Programme Management	£300,000	<ul style="list-style-type: none"> <li>Detailed economic evidence data collection for priority corridors</li> <li>Deep dive research around transport constraints for communities along the corridors</li> <li>Assessment of business case modelling tools required to assess the priority interventions</li> <li>Integration of 'call for projects' within the corridor plans</li> <li>Completing the LCR Connectivity Strategy including development of the corridor plans</li> <li>Pipeline of transformational connectivity projects which meet local requirements on the priority corridors.</li> <li>Informing the spatial component of the Local Inclusive Industrial Strategies</li> <li>Initial feasibility development work for the connectivity components of the programme</li> <li>Inputting into the Transforming Cities Fund feasibility work</li> </ul> <p>The work will be delivered by the Combined Authority's Policy &amp; Strategy Officers working in conjunction with partner councils, and where required this will be supplemented by external expertise to meet technical and capacity requirements.</p>
Economic Evidence Base	£700,000	
Transformational Connectivity & Future Technology	£845,000	
Major Future Housing & Regeneration	£200,000	
Environment / Clean Energy	£50,000	
Place & Community Engagement and Communications	£300,000	
<b>Total</b>	<b>£2,395,000</b>	

## **Timescales**

### **Phase 1**

Start April 2018.

Whilst many of the outputs from Phase 1 will be completed by April 2019, some of the Programme Management tasks will continue to April 2021.

### **Phase 2 & 3**

These phases will be brought forward for approvals as the detailed scope and methodology has been developed in the coming months.

## **Assurance pathway and approval route**

The table below outlines the proposed assurance process and corresponding approval route for this scheme. The assurance pathway sets out the Decision Points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route indicates which committees or officers will make both a recommendation and approval of the scheme at each Decision Point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

<b>Assurance pathway</b>	<b>Approval route</b>
Decision Point 2 (case paper)	Recommendation – Investment Committee Approval – the Combined Authority

## **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 the Combined Authority for further consideration:

- That the total Phase 1 project cost remains within 5% of the costs identified within this report.
- That the project delivery timescale remains within three months of the timescales identified within this report.

## **Project Responsibilities**

Senior Responsible Officer: Liz Hunter, Interim Director Policy & Strategy, Combined Authority Officer

Project Manager: Tom Gifford, Policy Manager – Future Connectivity, Policy, Strategy and Comms – Economic and Transport Policy, Combined Authority Officer

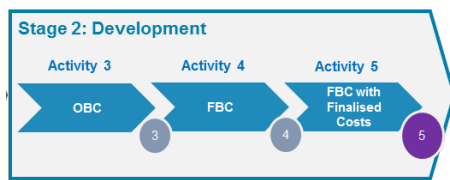
Combined Authority's Case Officer: Martin Fox

## Recommendations

That Investment Committee recommends to the Combined Authority:

- That the Inclusive Growth Corridors and the Transformational Fund Phase 1 proceeds through Decision Point 2 (case paper) and work commences on the completion of the Corridor Plans and Connectivity Strategy.
- That indicative approval to the total programme value of £7 million is given and full approval of £2.395 million for Phase 1 is approved.
- Any change requests relating to Phase 1 are made in accordance with the approval pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

## Projects in Stage 2: Development



### 3.5 GPF 319 (Decision Point 3 Outline Business Case)

#### Background

This is a new GPF loan from an existing borrower for the construction of a bridge where a modular housing manufacturing facility has been constructed and house building is underway.

A summary of the scheme's business case is included in **Appendix 5**.

#### Outputs and Benefits

The project will provide infrastructure and connectivity to enhance the regeneration of the South Bank area of Leeds.

It will connect the northern half of the new development and the Richmond Hill area of Leeds to the Trans-Pennine Trail for cycling and walking facilities on the South Bank including colleges and the Royal Armouries.

Public realm will be created to make it an attractive active travel choice along a blue green corridor.

House sales will be accelerated at the development.

## Costs

The total cost of the scheme is £1.5 million.

Scheme costs will be funded through a £1 million Combined Authority loan (to be repaid with interest in 5 years or less) and an anchor contribution.

## Timescales

Loan required for April/May to enable installation of bridge by October 2018.

## Assurance pathway and approval route

The table below outlines the proposed assurance process and corresponding approval route for this scheme. The assurance pathway sets out the Decision Points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route indicates which committees or officers will make both a recommendation and approval of the scheme at each Decision Point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

Assurance pathway	Approval route
Decision Point 3 (outline business case)	Recommendation – Investment Committee Approval – the Combined Authority
Decision Point 5 (full business case with finalised costs)	Recommendation – Programme Appraisal Team Approval – the Combined Authority's Managing Director Delegated Decision

## 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 the Combined Authority for further consideration:

- That the total project cost remains within the costs identified within this report.
- That the project delivery timescale remains within 6 months of the timescales identified within this report.
- There is a low level of risk of non-repayment of the loan and if this occurs it would need further approvals from Investment Committee.

## Project Responsibilities

Senior Responsible Officer: Kate Thompson, Head of Implementation,  
Combined Authority Officer

Project Manager: Chris Brunold, Project Manager, Combined Authority Officer

Combined Authority's Case Officer: Chris Moses

## **Recommendations**

That Investment Committee recommends to the Combined Authority:

- That the project proceeds through Decision Point 3 and work commences on Activity 5 (full business case with finalised costs).
- That an indicative approval to the total project value of £1.5 million, and the Combined Authority contribution of a £1 million (to be funded from the Growing Places Fund) with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5 (full business case with finalised costs).
- Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at Decision Point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

### **3.6 West Yorkshire Integrated Urban Traffic Management Control (UTMC) (Decision Point 3 Outline Business Case)**

#### **Background**

The West Yorkshire Urban Traffic Management Control (UTMC) project aims to reduce the effects of congestion and the resulting costs to the local economy. It is comprised of three distinct elements:

- Element A (On-street Improvements to Urban Traffic Control (UTC) Equipment): Improvements to signal facilities at key junctions on the West Yorkshire Key Route Network (KRN)
- Element B (Cloud Based Combined UTC/UTMC System): The joining of all of the districts UTC and UTMC systems into one central, comprehensive system located in the "cloud" including a common database; and
- Element C (A new Combined West Yorkshire UTMC Service): Reorganisation of the 4 existing district UTC services into a combined West Yorkshire service.

This new combined service will provide improved day-to-day management and coordination across the entire West Yorkshire network through an integrated team based at the West Yorkshire Joint Services building in Morley. Leeds City Council will be the Accountable body for the new service which will still maintain a local focus, but will also improve strategic partnership working with Highways England, bus operators, and emergency services.

The new combined West Yorkshire UTMC service will provide a more efficient and seamless management of the West Yorkshire highway network, reducing congestion and journey times across all districts and making the West Yorkshire Key Route Network (KRN) more efficient and reliable for all road users.

The project is also an enabler to other schemes within the Transport Fund, highways efficiency programme, and National Productivity Investment Fund (NPIF) to ensure they fully meet their benefits realisation in unlocking growth.

A summary of the scheme's business case is included in **Appendix 6**.

## **Outputs and Benefits**

The forecasted benefits of this scheme are:

- Consistent UTMC service across West Yorkshire.
- Better management of congestion to unlock capacity on West Yorkshire Key Route Network.
- Improved journey time reliability for highway travel and communications to the travelling public.
- A more resilient network able to better manage unplanned events.
- Air quality improvements.
- Increase in employment and the promotion of economic growth by the completion of transport schemes across West Yorkshire regardless of boundaries.

In terms of contribution to headline SEP indicators, the scheme is forecast to indirectly unlock 28 new jobs by 2031, and indirectly deliver an increase in total economic output of £2.8 million in annual GVA.

The three elements of the scheme have been appraised at a programme level and at an individual element level to demonstrate the BCR and VfM. The programme (including Elements A, B and C) has a Medium VfM proposition with a BCR of 1.78.

Element A accounts for approximately 90% of the total monetised benefits reported for the programme. At an individual element level, Element A has a high VfM with a BCR of 3.0.

At outline business case stage, monetised benefits for Element B are constrained to 2% of the medical and ambulance and police costs attributed to accidents in West Yorkshire on the KRN; while no monetised benefits are reported for Element C.

At full business case stage, there will be opportunity to monetise financial cost savings attributed to Element C. Much of this will be driven by the fact that fewer staff will be required in total to undertake day-to-day duties relating to the operation and management of the network. Whilst no overall reduction is proposed, the combined UTM service will enable staff to be re-deployed from revenue related services to more fee earning work (e.g. transport fund scheme development). There will also be savings relating to reducing duplication of systems and software licences. Monetising these savings is anticipated to provide an uplift in the overall programme BCR and VfM.

The VfM assessment for the programme overall is therefore considered conservative with a number of additional benefits that have not been quantified.

## Costs

The forecast total scheme cost is £7.490 million, which will be fully funded by the Transport Fund. This will be confirmed at Decision Point 5 (full business case with finalised costs).

The scheme has £0.280 million approved for development costs. The scheme promoter has now requested an additional £0.170 million to develop the scheme to Decision Point 5 (full business case with finalised costs), taking the total development costs to £0.450 million.

## Timescales

The current scheme programme forecasts that Decision Point 5 (full business case with finalised costs) will be approved in July 2018, and scheme completion is currently forecast for April 2021.

## Assurance pathway and approval route

The table below outlines the proposed assurance process and corresponding approval route for this scheme. The assurance pathway sets out the Decision Points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route indicates which committees or officers will make both a recommendation and approval of the scheme at each Decision Point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

Assurance pathway	Approval route
Decision Point 3 (outline business case)	Recommendation – Investment Committee Approval – the Combined Authority
Decision Point 4 (full business case)	Recommendation – Programme Appraisal Team Approval – the Combined Authority's Managing Director Delegated Decision
Decision Point 5	Recommendation – Programme Appraisal Team



(full business case with finalised costs)	Approval – the Combined Authority's Managing Director Delegated Decision
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## **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 the Combined Authority for further consideration:

- That the total project cost remains within 10% of the costs identified within this report.
- That the project delivery timescale remains within 6 months of the timescales identified within this report.

## **Responsibilities**

Senior Responsible Officer: Richard Hadfield, Kirklees Council

Project Manager: David Caborn, Kirklees Council

Combined Authority's Case Officer: Rachel Jones with WSP

## **Recommendations**

That Investment Committee recommends to the Combined Authority:

- That the UTMC project proceeds through Decision Point 3 (outline business case) and work commences on Activity 4 (full business case).
- That the project includes the re-organisation of the 4 existing district UTC services into a combined West Yorkshire UTC service.
- This new combined service will be based at the West Yorkshire Joint Services building in Morley, with Leeds City Council being the accountable body for the new service.
- An indicative approval to the total project value of £7.49 million is given from the West Yorkshire Transport Fund, with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5 (full business case with finalised costs).
- Development costs of £0.170 million from the Transport Fund are approved in order to progress the scheme to Decision Point 4 (full business case), taking the total project approval to £0.450 million.
- The Combined Authority enters into an addendum to the existing funding agreement with Kirklees Council for expenditure of up to £0.450 million from the Transport Fund.
- Future approvals are made in accordance with the approval pathway and approval route outlined in this report to include approval at Decision Point 4 and Decision Point 5 to be delegated to the Combined Authority's

Managing Director. This will be subject to the scheme remaining within the tolerances outlined in this report.

### **3.7 Bradford to Shipley Corridor (Activity 3 Outline Business Case) Change Request**

#### **Background**

The Bradford to Shipley Corridor Improvement project consists of a number of proposals which together provide improved and more reliable journey times along two key corridors of the Bradford District. High volumes of often congested traffic creates severance in the town centre, forming a barrier between the railway station, employment, housing, shops, leisure facilities and the Leeds-Liverpool canal which locally links Shipley to the nearby World Heritage site at Saltaire to the west and Esholt to the east.

Transport interventions along the Shipley to Bradford Corridor will contribute to the main Transport Fund strategic objectives of increasing employment and overall economic growth (GVA). The project aims include; improving the A650 as a public transport corridor and promote Canal Road as the main strategic route for traffic, provide strategic connections between Bradford City Centre and communities in Airedale, and promote better interchange between all modes of transport.

#### **Outputs and Benefits**

In 2010/2011, Bradford's SATURN model was used to predict journey time savings for general traffic and buses. The results of that modelling showed 20% journey saving times. Further benefits will be presented within the outline business case at Decision Point 3 as the scheme is further developed.

The project has been reported as red rated on the Growth Deal dashboard as the outline business case was originally due to be considered in September 2017 with confirmation of journey savings being confirmed by a new SATURN model. Unfortunately, the initial procurement of Bradford's new Strategic Transport Model was not successful due to there being a wide variation in tender returns and proposed model elements. This failure in procurement led to a significant delay to the project as assessment (and justification) of proposals could not be progressed. By way of mitigation to this situation, the Combined Authority have agreed to the outline business case submission being supported by a modification of the existing (not refreshed) SATURN model. New traffic count data for this scheme has therefore been procured and work to update the existing model allocated to AECOM. Consequently, the delays on this scheme in the past due to lack of strategic transport model and resources have now been addressed.

#### **Details of the Change Request**

There are three aspects to the change request;

- Revise the timescales for Decision Point 3 (outline business case) submission until March 2019, from 2015/16. It is anticipated that this project can allow for phased delivery with work starting as soon as 2019/2020. A full business case will be presented for each phase of works scheduled.
- Approve funding of £0.45 million for the acquisition of the former Branch Pub (in advance of Transport Fund Land Acquisition funding), and to fund demolition of the pub.
- Approve additional development funding of £0.806 million to progress the scheme to Decision Point 3 (outline business case).

## Costs

A total of £47.9 million has been allocated from the Transport Fund for this project.

The change request asks for additional funds of £1.257 million taking the current total approval to £1.597 million. This expenditure does not increase the total project costs, just incurs spend at an earlier date than forecast.

## Timescales

The scheme is forecast to be delivered in full by 2024. (TBC).

## Assurance pathway and approval route

The table below outlines the proposed assurance process and corresponding approval route for this scheme. The assurance pathway sets out the Decision Points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route indicates which committees or officers will make both a recommendation and approval of the scheme at each Decision Point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

Assurance pathway	Approval route
Decision Point 3 (change request)	Recommendation – Investment Committee Approval – the Combined Authority
Decision Point 3 (outline business case)	Recommendation – Investment Committee Approval – the Combined Authority
Decision Point 4 (full business case)	Recommendation – Programme Appraisal Team Approval – the Combined Authority's Managing Director Delegated Approval
Decision Point 5 (full business case with finalised costs)	Recommendation – Programme Appraisal Team Approval – the Combined Authority's Managing Director Delegated Approval

## **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 the Combined Authority for further consideration:

- That the total scheme costs remain within the £47.9 million allocation in the Transport Fund.
- The Decision Point 3 (outline business case) submission must come forward for approval by March 2019.

## **Project Responsibilities**

Senior Responsible Officer: Julian Jackson, Assistant Director (Planning, Transportation & Highways), Bradford Council

Project Manager: Richard Gelder, Highways Services Manager, Bradford Council

Combined Authority's Case Officer: Heather Briggs

## **Recommendations**

That Investment Committee recommends that the Combined Authority's Managing Director approves:

- That the change request to the Bradford to Shipley Corridor project to increase the timescale for Decision Point 3 (outline business case) submission from 2015/16 to March 2019.
- That the change request to the Bradford to Shipley Corridor project to increase the development costs from £0.341million to £1.597 million (additional £1.257 million) to be funded from the Transport Fund.
- An addendum to the existing funding agreement between the Combined Authority and Bradford for the additional expenditure of up to £1.257 million from the Transport Fund, taking the total funding agreement value up to £1.597 million.
- Future approvals are made in accordance with the approval pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

### **3.8 A629 1b (Activity 3 Outline Business Case) Change Request**

#### **Background**

The A629 Halifax to Huddersfield corridor improvement represents the largest individual scheme within the Transport Fund Delivery programme at £120.6 million and will enable Calderdale as the primary beneficiary to fulfil its 'growth

ambition' and contribute strongly to the strategic pillar of the Leeds City Region Strategic Economic Plan (SEP).

Calderdale are leading the delivery of four of the five A629 phases. Phase 1b is fundamental to unlocking constrained investment opportunities in Halifax (Phase 2) and the wider Borough. It also supports the 'Calderdale Local Plan' aspiration to deliver around 13,000 new homes in the South Calderdale area together with over 60,000m<sup>2</sup> of employment floor space.

Phase 1b concentrates upon the Calder and Hebble junction, an interchange which is widely acknowledged as Calderdale's most significant congestion pinch point. The severe congestion significantly and negatively impacts the ability of employees to reach their place of employment, individuals to access learning and business operations including transferring goods to the regional and national markets.

This interchange is the convergence point of the A629 / A6026 Wakefield Road and the B6112 Stainland Road in an unusual triangular layout across a steep gradient, a signal junction, mini roundabout and priority give way. Over 40,000 vehicles per day with 4500 per hour in the peak periods contribute to extensive congestion is on each arm, highlighted by the A629 northbound queue reaching 1mile in length, taking up to 17 minutes.

Calderdale's Pennine topography channels principal vehicular flows in to the valley bottoms with few alternatives to bypass these. If seeking to access Halifax from junction 24 of the M62 the only alternative to the A629 is via a single track road at Exley (which is prohibited to through traffic but regularly abused), or through West Vale district centre which is a notorious pinch point in itself. As a result, a higher concentration of HGV's use the corridor and higher private car usage is seen due to poor public transport options. Bus services do not use the Elland bypass due to the queueing described above, instead routing through West Vale, resulting in an 8 mile Huddersfield to Halifax route, with a scheduled journey time of 43 minutes (frequently much longer).

The scheme introduces a new highway link road from the A629 on the Elland by pass prior to the current signal controlled junction. This comprises a bridge over a canal leading to a new roundabout on Stainland Road. The A629 is widened to deliver a continuous dual carriageway in both directions from Ainley Top to Halifax Town Centre and introduces 4 new signal interchanges at Jubilee Rd, Wakefield Rd, Elland Wood Bottom and Stainland Rd. A new bus lane is provided along Stainland Road.

These interventions, alongside those of Phase 4 will encourage the introduction of an express bus service, alongside improved air quality, new green infrastructure, new pedestrian and cycle infrastructure. It is anticipated that the high number of vehicles 'rat-running' through dense residential areas will be reduced due to significantly improved journey times on the principal network. An improvement in the current poor accident record is also expected.

## **Outputs and Benefits**

The headline BCR varies between 1:6 and 1:9. UDM forecasts show 345 direct jobs and an annual GVA of £27.6million. Considerable modelling and engineering refinement has been undertaken to date to achieve the optimum solution to meet the scheme objectives, which can now progress into full business case.

The convergence of the dual carriageway 400m prior to the signal controlled junction means there is insufficient capacity for current volumes of traffic. Technically operating at 33% over practical reserve capacity, which is forecast, to reach 118% over by the modelled future growth year of 2031, it is clear intervention is needed. The proposed scheme will achieve a reduction in travel time of 17% in the modelled future year (2031) despite an 18% increase in traffic volume using this section of the network. The signal saturation data at opening day shows operation at 27% below saturation level, rising to 7% below in 2031. This demonstrates the project offers adequate reserve capacity.

## **Details of the change request**

There are 2 key reasons for this change request.

- Revise the timescales for full business case (Decision Point 4) submission until March 2019.
- Approve additional development funding of £4.545 million to allow for a Design and Build procurement route to be undertaken. This additional funding will allow for;
  - Early detailed design to take place.
  - Enable early on site construction works to take place, reducing overall programme cost and risk and.
  - Provide available funding to secure land acquisition to take place to deliver the Phase 1b works.

## **Costs**

A total of £18.906 million has been allocated from the Transport Fund for this project.

The scheme seeks approval for £4.545 million of additional development costs. The project was allocated £1,125,394 million at outline business case bringing total development costs to £5,670,394 million.

This expenditure does not increase the total project costs, just incurs spend at an earlier date than forecast.

## **Timescales**

The scheme is forecast to be delivered in full by September 2020 under the Design and Build route.

## Assurance pathway and approval route

The table below outlines the proposed assurance process and corresponding approval route for this scheme. The assurance pathway sets out the Decision Points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route indicates which committees or officers will make both a recommendation and approval of the scheme at each Decision Point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

Assurance pathway	Approval route
Decision Point 3 (change request)	Recommendation – Investment Committee Approval – the Combined Authority
Decision Point 4 (full business case)	Recommendation – Programme Appraisal Team - Investment Committee Approval – the Combined Authority
Decision Point 5 (full business case with finalised costs)	Recommendation – Programme Appraisal Team Approval – the Combined Authority's Managing Director Delegated Approval

## 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 the Combined Authority for further consideration:

- The programme has slipped and a new tolerance will need to be set in terms of any further slippage. It has been recommended that if this is less than 6 months that this can be approved by the Managing Director and will not require further approvals from the Combined Authority / Transport Committee. If the programme is to slip by more than 6 months then this will require further approvals from the Combined Authority and Transport Committee.
- That the total scheme costs remain within £18.906 million allocation in the Transport Fund.

## Project Responsibilities

Senior Responsible Officer: Mark Thompson, Director of Regeneration and Strategy, Calderdale Council

Project Manager: Richard Binks, Project Manager, Calderdale Council

Combined Authority's Case Officer: Paul Coy

## **Recommendations**

That Investment Committee recommends to the Combined Authority's Managing Director:

- The change request to A629 phase 1b to allow for additional funding to develop the full business case and progress to Activity 4 full business case and Activity 5 full business case with finalised costs on the revised programme as identified.
- That the additional development costs of £4.545 million are approved in order to continue progressing the scheme to Decision Point 4 (full business case), and that the Combined Authority issue an addendum to the existing funding agreement with Calderdale MBC for this additional expenditure.

### **3.9 York Central Access (Activity 4 Full Business Case) Change Request**

#### **Background**

The York Central Access scheme aims to deliver a new access road into the York Central development site.

As part of the scheme development, preliminary work on the scheme had established a feasible access route immediately to the south of Holgate Works into the York Central site. The southern access option (which was technically feasible) had attracted significant public opposition. In considering delivery risk the York Central Partnership recognised that securing planning consent for the new access road and bridge would be key. Accordingly they committed to undertake public consultation on all feasible and viable options.

In considering the results the partnership also factored technical advice from the master planning team. The Access options report considered all factors including the results of community consultation and concluded that a western access off Water End Bridge should become the preferred access option to be developed for delivery by the partnership. This was endorsed by City of York Council Executive on 16 November 2017. This is a change of scope to which there are no further financial contributions required from the Combined Authority and the outputs will still remain the same.

#### **Outputs and Benefits**

- Create highway access that will unlock the site for commercial and residential development.
- Improve journey times for cyclists, bus users and taxis travelling from the South Western quadrant of the city.
- Create access from the site to York Station.
- Create a new public square.



## Costs

There is no identified impact on either the approved scheme value of £37 million or the existing development funding approval of £2.1million. These costs will be finalised as the scheme progresses to Decision Point 5 (full business case with finalised costs).

## Timescales

Decision Point 5 approval (full business case with finalised costs) is forecast for June 2018.

The completion of the scheme is forecast for March 2021.

## Assurance pathway and approval route

The table below outlines the proposed assurance process and corresponding approval route for this scheme. The assurance pathway sets out the Decision Points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route indicates which committees or officers will make both a recommendation and approval of the scheme at each Decision Point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

Assurance pathway	Approval route
Decision Point 4 (full business case)	Recommendation – Programme Appraisal Team Approval – the Combined Authority's Managing Director Delegated Approval
Decision Point 5 (full business case with finalised costs)	Recommendation – Programme Appraisal Team Approval – the Combined Authority's Managing Director Delegated Approval

## 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 the Combined Authority for further consideration:

- That the total project cost remains within 10% of the costs identified within this report.
- That the project delivery timescale remains within 6 months of the timescales identified within this report.

## **Project Responsibilities**

Senior Responsible Officer: Neil Ferris, Corporate Director of Economy and Place, City of York Council

Project Manager: David Warburton, Commercial Project Manager, Regeneration and Asset Management, City of York Council

Combined Authority's Case Officer: Paul Coy

## **Recommendations**

That Investment Committee recommends that the Combined Authority's Managing Director approves:

- The change request to the York Central Access project to progress the western access (off Water End Bridge) to the York Central Development site as outlined in this report.
- That (if required) an addendum to the existing funding agreement between City of York Council and the Combined Authority is signed to reflect the relocation of the highway access to the west of the site.

### **3.10 Hard Ings Road Improvement, Keighley (Activity 4 Full Business Case) Change Request**

#### **Background**

This project will deliver extensive highway improvements scheme along the A650 Hard Ings Road, Keighley, in order to improve traffic flows and reduce traffic congestion on the A650 and in Keighley town centre. Air quality and safety will also be improved and new cycling and pedestrian facilities will be provided to try and encourage the use of sustainable modes for local journeys.

The A650 Hard Ings Road is a strategically important route which links Bradford to Keighley and extending onwards to Skipton via the A629 and the Pendle area of Lancashire via the A6088. The A650 is mostly dual carriageway upgraded, in the 1980's, as part of the Department for Transport's trunk road improvements except for a short section, Hard Ings Road, which runs between Bradford Road and the A629 in Keighley. The single carriageway section is a key pinch point causing congestion not only on the main A650 but also impacts Keighley Town Centre as drivers re-route avoiding this length of road.

The A650 Hard Ings Road carries a significant volume of traffic. It is a key commuter route carrying traffic from Keighley, Skipton and East Lancashire along Airedale to and from Leeds and Bradford. Evidence shows that at present, the lack of capacity on Hard Ings Road results in considerable congestion at peak times with traffic queuing on beyond both Bradford Road and Beechcliffe roundabouts. The average queue length on the A629 approach to Beechcliffe Roundabout at peak times is around a kilometer. Speed records show that the average traffic speed along Hard Ings Road is

14mph during the AM and PM peak periods in the westbound direction, and 11mph in the AM peak and 14mph in the PM peak, in the eastbound direction. In addition to significant peak time congestion, the junction can also suffer from considerable delays at other times, in particular on a Saturday with local traffic trying to access the Keighley Retail Park which can only be accessed from Hard Ings Road. Saturday lunchtime traffic levels on Hard Ings Road approach those experienced in the commuting peaks during the week.

The scheme is designed to improve traffic flows and reduce traffic congestion on the A650 and in Keighley Town Centre. Air quality and safety will also be improved and the local environment will be enhanced through the use of high quality materials in the design of the Scheme. New cycling and pedestrian facilities (a shared use footway and Toucan crossing) will also be provided to encourage the use of sustainable modes of transport for local journeys.

### **Details of the change request**

Since the outline business case was approved for this scheme in 2015, there has been significant work undertaken by Bradford Council with regards to land assembly. This has been more extensive than expected, which has impacted on key milestones and costs. Therefore Bradford Council has reprofiled the next stages of development and planned construction of the scheme. At this stage, construction is due to complete as originally planned, in 2020.

Additional development funding has been requested to enable Bradford Council to develop a full business case (Activity4) for the scheme. Work to date on the full business case is indicating that the total outturn costs for the scheme may increase. This will be confirmed upon completion of development work and when the full business case comes forward at Decision Point 4.

### **Outputs and Benefits**

- Reduced congestion on Hard Ings Road.
- Increased safety provision for pedestrians and cyclists.
- Improved air quality for local residents.
- Improving access between Pendle, Craven and Bradford.

### **Costs**

The indicative allocation from the Transport Fund for this scheme is £10.3 million. Due to the increased likely utility works, and costs associated with land acquisition, the total scheme outturn costs are anticipated to increase, currently estimated at £9.9 million. This will be confirmed when a full business case comes forward at Decision Point 4.

Bradford Council has £0.764 million development costs approved to enable them to develop a full business case for the scheme, and bring it forward at Decision Point 4. However, due to increased costs associated with land

acquisition, and additional survey work, an additional £0.378 million is now required to enable Bradford Council to develop a full business case.

### **Timescales**

Decision Point 5 (full business case with finalised costs) is forecast in December 2018. This is extended from the original forecast of May 2018. Decision Point 6 (construction completion) is scheduled for January 2020. This is in line with original forecast of 2020.

### **Assurance pathway and approval route**

The table below outlines the proposed assurance process and corresponding approval route for this scheme. The assurance pathway sets out the Decision Points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route indicates which committees or officers will make both a recommendation and approval of the scheme at each Decision Point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

<b>Assurance pathway</b>	<b>Approval route</b>
Decision Point 4 (full business case)	Recommendation – Investment Committee Approval – the Combined Authority
Decision Point 5 (full business case with finalised costs)	Recommendation – Programme Appraisal Team Approval – the Combined Authority's Managing Director Delegated Approval

### **Tolerances**

This scheme was approved at outline business case a considerable amount of time ago, before tolerances were set for individual schemes. Therefore, it is recommended that tolerances are set for the scheme, when a full business case comes forward at Decision Point 4.

### **Project Responsibilities**

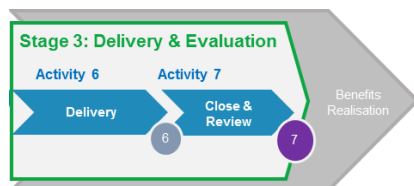
Senior Responsible Officer: Julian Jackson, Assistant Director (Planning, Transportation & Highways), Bradford Council  
Project Manager: Richard Gelder, Highways Services Manager, Bradford Council  
Combined Authority's Case Officer: Rachel Jones

### **Recommendations**

That Investment Committee recommends that the Combined Authority's Managing Director approves:

- That the forecast date for Decision Point 4 (full business case) approval is extended from May 2018 to December 2018.
- That additional development costs of £0.378 million are approved, to be funded by the Transport Fund. This will take the total approved development costs to £1.142 million.
- That the Combined Authority enters into an addendum for £0.378 million to the existing funding agreement with Bradford Council for total development cost expenditure of up to £1.142 million to be funded from the Transport Fund. Future approvals are made in accordance with the approval pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

### **Projects in Stage 3 – Programme Committed**



#### **3.11 LEP Loan 209 (Activity 6 Delivery) Change Request**

##### **Background**

This is a change request to an existing loan which was approved in order to enable the securing of land purchase to be used as the location for the 'anchor' stores at the retail gateway site to the a new urban village development.

The loan has been repaid in accordance with the terms of its loan agreement to this point. The change request is to change the loan from combined capital and interest repayments to payment of interest only, until the loan term ends when all capital is repayable.

The loan amendment will be confirmed in a variation to the existing loan agreement and the remaining loan capital will be £248,048.

##### **Outputs and Benefits**

The amendment to loan terms will enable the project to complete following a two year delay is securing the anchor stores needed to complete the initial village centre plot for the urban village.

The creation of the retail gateway site will enable 46 jobs to be created and 1,954 square metres of commercial space.

## Costs

A Combined Authority Local Growth Fund award of £3.6 million to enable land for housing also makes up part of the total project cost, the remainder being private sector funding.

## Timescales

The Project will be delivered by August 2021.

## Assurance pathway and approval route

The table below outlines the proposed assurance process and corresponding Approval Route for this scheme. The assurance pathway sets out the Decision Points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route indicates which committees or officers will make both a recommendation and approval of the scheme at each Decision Point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

Assurance pathway	Approval route
Decision Point 6 (Delivery)	Approval – the Combined Authority's Director of Delivery
Decision Point 7 (Post Completion Review)	Approval – the Combined Authority's Director of Delivery

## 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 for further consideration:

- If repayment of the loan to the new date is to be exceeded.
- If the project outputs change substantially – e.g. if anchor stores do not sign their contract and the project is redesigned or delayed in consequence.

## Project Responsibilities

Senior Responsible Officer: Information supplied

Project Manager: Information supplied

Combined Authority Case Officer: Chris Brunold

## Recommendations

That Investment Committee recommends that the Combined Authority's Managing Director approves the following change request:

- That GPF loan 209 is converted to maturity terms with a final repayment date of 31 December 2021 with a modest increase in interest rate.
- That the Combined Authority enters into a variation to change the remaining loan sum to £0.248 million and adjust the repayment schedule in accordance with the recommendations above.

## **West Yorkshire and York Broadband Infrastructure Programme (Activity 6 Delivery) Change Request**

### **Background**

The West Yorkshire and York Broadband programme uses public sector funding to incentivise BT, the contracted infrastructure supplier, to roll out superfast fibre broadband to those areas of West Yorkshire and York where BT would not normally go on a commercial basis. Contract 1 of the programme is complete and was successful, exceeding the number of target premises and coming in under budget. Contract 2 is to utilise more public funding (UK government and ERDF) together with the underspend from Contract 1, in deploying fast fibre to more premises, business and residential, in West Yorkshire and York.

### **Details of the change request**

The opportunity to extend both the reach and the life of the Contract 2 to try to achieve the Leeds City Region strategic ambition of 100% superfast broadband access has emerged as a result of the Combined Authority receiving an increase in the funding identified to deliver this programme. This requires a change request to the approval for the use of external funding for contract 2. The existing approval for Contract 2 of £7.25m is now requested to increase to £17.68 million to take account of new ERDF and BDUK funding and the reinvestment of carried forward funding from Contract 1 efficiencies, BT and a refund from BDUK.

In addition, in November 2016 DCLG commenced an audit of the Programme. This was completed in January 2018 and resulted in a variation to the grant agreement. The variation included incorporating Leeds City Council as official delivery partners and a re-profile of the project finances. Approval to enter into this grant agreement variation is sought as part of this change request.

### **Outputs and Benefits**

Contract performance on this programme is measured in terms of Total Homes Passed (THP). The target for THP for the programme is as follows.

- Contract 1 target THP: 64,548. Achieved 67,506
- Contract 2 Phase 1 target THP: 44,218.
- Contact 2 Phase 2 target THP: 57,000

Currently working with BT to identify homes and businesses that are not currently covered by superfast broadband so that we can target future provision in hard-to-reach areas and neighbourhoods.

## Costs

The total value of Contract 1 was £7.25 million

The total value of Contract 2 is £10.43 million

This takes the total programme value to £17.68 million

This will be funded as follows:

Funding	Contract 2 £million
District contributions	0.467
BET Refund (revenue)	0.472
BDUK	6.89
ERDF Capital	6.89
ERDF Revenue	0.410
BT Contract 1 efficiencies to be reinvested	2.55070
<b>Total</b>	<b>17.6797</b>

## Timescales

Contract 2 deployment is forecast to be completed in June 2021 with programme completion by end March 2022.

## Assurance pathway and approval route

The table below outlines the proposed assurance process and corresponding approval route for this scheme. The assurance pathway sets out the Decision Points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route indicates which committees or officers will make both a recommendation and approval of the scheme at each Decision Point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

Assurance pathway	Approval route
Decision Point 6 (Delivery)	Recommendation –Programme Appraisal Team Approval – Delegation to the Combined Authority's Director of Delivery



## **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 the Combined Authority for further consideration:

- That the total project cost remains within the costs identified within this report.
- That the project delivery timescale remains within six months of the timescales identified within this report.

## **Project Responsibilities**

Senior Responsible Officer: Kate Thompson, Head of Implementation, Combined Authority Officer

Project Manager: John Bullivent, Project Manager, Combined Authority Officer  
Combined Authority's Case Officer: Cath Pinn

## **Recommendations**

That Investment Committee recommends that the Combined Authority's Managing Director approves:

- The change request to the West Yorkshire and York Broadband Infrastructure Programme as set out in this report is approved.
- Expenditure of the increase in external funding from £7.25 million to £17.6797 million to be funded from BDUK, ERDF, BET and BT Contract 1 and Districts as detailed this report, in order to fund Contract 2 deployment of the West Yorkshire and York Broadband programme.
- That the Combined Authority enter into the Variation to Funding Agreement between the Combined Authority and the Department for Communities and Local Government (DCLG) covering funding from ERDF (current award is £7,299,918 million) for the Broadband Programme.

That any future grant variation agreements which are the result of financial re-profiling and are within the total ERDF funding envelope of £7,229,918 million can be approved by the Combined Authority's Head of Legal Services.

### **3.12 Halifax Town Centre – Northgate House (Activity 6 Delivery) Change Request**

#### **Background**

The project was included within the Housing and Regeneration Programme of the Local Growth Fund, with funding originally allocated to decommission,

decant and demolish Northgate House and provide a de-risked cleared site available to the market for redevelopment.

This approach was in line with the Council's aspirations to continue with the regeneration of the town centre, following on from the success of the new library and Piece Hall regeneration. Calderdale Council are delivering a successful town centre office strategy whereby they are amalgamating Council staff in the town centre into 3 key refurbished buildings leaving Northgate House surplus to requirements.

On this basis, an advance payment in the form of an interest free loan of £300,000 was paid to Calderdale Council in 2016/17 for decant and decommissioning phases of the scheme. To date the Council have spent £205,017.34 of this leaving an available budget of £94,982.66.

In addition, to progress with the proposal to redevelop the key town centre location, following an open tender procurement the Council appointed a private sector developer to regenerate the site through a new build offer. Unfortunately, this approach only saw limited progress in negotiations with potential retail occupants which resulted in the formal termination of the Option Agreement.

The Northgate House site is a critical, central location within Halifax and strategically important to continuing with the regeneration of Halifax town centre. On this basis the Council are keen to undertake a detailed pre-feasibility study and market appraisal assessment to understand what can be delivered on site to realise a successful reuse of the site and if possible the existing buildings.

The Council are separately pursuing the refurbishment of the former library building attached to Northgate House to deliver a 6th form college within the town by September 2019. This scheme will see 600 plus students being based at the site as part of a comprehensive whole site redevelopment proposals.

To allow for the Council to continue with the plans they have for the redevelopment and reuse of the site, a request has been made that the remaining balance of the money paid to Calderdale Council in advance, is now used to undertake required pre-feasibility and market assessment appraisals of the Council plans to develop a strategic case for the reuse of Northgate House, Halifax and prepare a comprehensive EOI.

## **Outputs and Benefits**

The indicative scheme outputs are:

- Retail floor space created 770m<sup>2</sup>
- Number of permanent jobs created 426
- Number of jobs safeguarded 36

- Number of new homes built 24
- Office floor space created 3000m2

### **Details of the request**

Approve the use of the advance payment available funding balance of £94,982.66 to be used for pre-feasibility and market assessment study to develop and prepare a strategic case for the Northgate House site.

### **Costs**

The total scheme costs for the redevelopment of Northgate House are to be confirmed and clarified and will be provided in a detailed EOI that will be submitted following the completion of the market assessment appraisal.

Indicative costs at this point show total project costs of £11.87million.

There is an indicative funding allocation of £1.3million for the project under the Housing and Regen priority within Local Growth Fund, £300,000 of which has been paid in advance to Calderdale Council via an interest free loan.

### **Timescales**

The current indicative programme for the redevelopment of Northgate House has identified retail and office elements due for completion by May 2020 and residential by March 2020.

As part of the wider whole site solution and the adjacent project the Council are separately delivering will 6th form college works undertaken by August 2019 completion to provide statutory places for September 2019.

### **Assurance pathway and approval route**

The table below outlines the proposed assurance process and corresponding approval route for this scheme.

Assurance pathway	Approval route
Decision Point 6 (Delivery)	Recommendation –Programme Appraisal Team Approval – Delegation to the Combined Authority's Director of Delivery

### **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 the Combined Authority for further consideration:

- Cost increase above 10% will require a recommendation from Investment Committee before being approved by the Combined Authority's Managing Director.
- If the programme is forecast to slip by more than 3 months then this will require a recommendation from Investment Committee before being approved by the Combined Authority's Managing Director.

### **Project Responsibilities**

Senior Responsible Officer: Kate Thompson, Head of Implementation,  
Combined Authority Officer

Project Manager: Polly Hutton, Project Manager (Growth Deal), Combined  
Authority Officer

WYCA Case Officer: Jess McNeill

### **Recommendations**

That Investment Committee recommends that the Combined Authority's  
Managing Director approves:

- The change request to the Northgate House project to allow for the remaining balance (£0.095 million) of the advance funds paid to Calderdale Council via an interest free loan (£0.300 million) to be used for pre-feasibility works to develop a strategic case for the project.
- Future approvals are made in accordance with the approval pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

### **3.13 Decisions progressed directly to West Yorkshire Combined Authority on 1 February 2018**

The following decision progressed directly to the Combined Authority for approval prior to a recommendation from Investment Committee because of the timescales. A business case summary of this scheme was published as part of the Capital Spending and Project Approvals Report to the Combined Authority on the 1 February.

#### **Department for Transport Cycling and Walking to Work Fund (Activity 6 Delivery Change Request)**

This is a grant programme to enable, encourage and support individuals and employers in West Yorkshire to take up cycling and walking as ways of accessing existing or new employment and training opportunities. The total value of the project is £3.64 million. The scheme received Decision Point 2 (case paper) approval from the Combined Authority on 6 April 2017 and Decision Point 5 (full business case with finalised costs) approval through the delegation to the Combined Authority's Managing Director on 28 April 2017.

The change request to the West Yorkshire Cycling and Walking to Work Fund was to accept the additional funding from Department for Transport (£0.64 million) and increase the timescale from July 2018 to January 2019.

### **3.14 Decisions made through the Delegation to the Managing Director**

Since Investment Committee's meeting on the 3 January 2018, decisions regarding the following schemes have been exercised. These decisions were made though the delegation to the Combined Authority's Managing Director following a recommendation from the Combined Authority's Programme Appraisal Team.

#### **Rail Park and Ride Programme - Mytholmroyd (Pre-nesting works) - Change Request Activity 5 (Full Business Case with Finalised Costs)**

The Decision Point 5 (full business case with finalised costs) approval related pre-nesting works to allow for de-vegetation works to be carried out in advance of the 2018 nesting season and to approve advanced spend of up to £30,000 from the original total scheme funding allocation of £3.64 million to progress this work. This will allow Network Rail to complete pre-nesting works by 1st March 2018 to ensure the main contract to deliver 203 new car parking spaces at Mytholmroyd station, as part of the Transport Fund Rail Park & Ride Phase 1 Programme, can be delivered without further slippage.

- The Combined Authority entering into an Implementation Agreement with Network Rail for the value of up to £0.03 million for the works to be undertaken.

The Rail Park and Ride Programme - Mytholmroyd (Pre-nesting works) was considered by the Combined Authority at Gateway 1 for Decision Point 2 on 28 July 2016. Decision Point 5 change request approval was given for the scheme by the Combined Authority Managing Director on 2 February 2018.

#### **GPF 113 Change Request Activity 6 (Delivery)**

The Activity 6 change request related to the approval of an extension for the Knottingley East scheme.

This involves the remediation of a former chemical works to unlock the delivery of a low carbon power station, and wider commercial and residential development to the east of Knottingley, Wakefield, enabling the signing off of the end of works Validation Report which in turn would allow for completion of sale of the site under the terms of the sale agreement, and for Wakefield Council to discharge planning conditions.

The approval was to:

- Extend the Growing Places Fund (GPF) loan

The GPF 113 was considered by the Combined Authority at Decision Point 2 on 28 July 2016. The change request approval was given for the scheme by the Combined Authority Managing Director on 9 February 2018.

### **Corridor Improvement Programme Phase 1 - A6177 Great Horton Road/Horton Grange Road, Change Request, Activity 2 (Expression of Interest/ Case paper)**

This Activity 2 change request relates to a change of scope of the phase, to remove the A6181 Shipley Airedale Road / A647 Leeds Road junction, and replace it with the A6177 Great Horton Road/ Horton Grange Road junction in that Bradford district. The change request also related to the assurance pathway and approval route for the A6177 Great Horton Road/ Horton Grange Road junction scheme being set at Decision Point 3 (outline business case). As part of this change request there are no changes to the cost or benefits of this scheme.

The Corridor Improvement Programme Phase 1 - A6177 Great Horton Road/Horton Grange Road was considered by Combined Authority on 6 July 2016. The change request approval was given for the scheme by the Combined Authority's Managing Director on 16 February 2018.

## **4 Financial Implications**

- 4.1 The report seeks endorsement to expenditure from the available Combined Authority funding as set out in this report.

## **5 Legal Implications**

- 5.1 The payment of funding to any recipient will be subject to a funding agreement being in place between the Combined Authority and the organisation in question.

## **6 Staffing Implications**

- 6.1 A combination of the Combined Authority and District partner project, programme and portfolio management resources are identified and costed for within the scheme in this report.

## **7 External Consultees**

- 7.1 Where applicable scheme promoters have been consulted on the content of this report.

## **8 Recommendations**

- 8.1 **Rail Park and Ride Programme – Garforth Rail Station Car Park Project Decision Point 2 (Case Paper)**

That Investment Committee recommends to the Combined Authority:

- The Garforth Rail Station Car Park project proceeds through Decision Point 2 and work commences on Activity 5 (full business case with finalised costs).
- That an indicative approval to the total project value of £0.825 million is given from the Transport Fund with full 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 £0.045 million are approved in order to progress the scheme to Decision Point 5 (full business case with finalised costs), taking the total project approval to £0.059 million.
- That the Combined Authority enter into a funding agreement (Section 56) with Arriva Rail North for expenditure of up to £0.045 million from the Transport Fund.
- Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at Decision Point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

## **8.2 Apprenticeship Grants for Employers (AGE) Extension Decision Point 2 (Case Paper)**

That Investment Committee recommends to the Combined Authority:

- The AGE Extension Programme proceeds through Decision Point 2 and work commences on Activity 5 (full business case with finalised costs).
- That an indicative approval to the total grant fund value of £1.2 million is given to be funded from the unallocated AGE Programme 2015-2017 funds with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5 (full business case with finalised costs).
- Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at Decision Point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

## **8.3 North East Calderdale Transformational Programme Decision Point 2 (Case Paper)**

That Investment Committee recommends to the Combined Authority:

- That the North East Calderdale Transformational Programme Study proceeds through Decision Point 2 (case paper) and work commences on the Strategic Case for the Programme.
- That full approval is given the total study costs of £0.4 million.
- That the Combined Authority enter into a funding agreement with Calderdale Council for expenditure of up to £0.4 million to be funded from the Transport Fund.
- Any change requests relating to the study are made in accordance with the approval pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

#### **8.4 Inclusive Growth Corridors and the Transformational Programme Decision Point 2 (Case Paper)**

That Investment Committee recommends to the Combined Authority:

- That the Inclusive Growth Corridors and the Transformational Fund Phase 1 proceeds through Decision Point 2 (case paper) and work commences on the completion of the Corridor Plans and Connectivity Strategy.
- That indicative approval to the total programme value of £7 million is given and full approval of £2.395 million for Phase 1 is approved.
- Any change requests relating to Phase 1 are made in accordance with the approval pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

#### **8.5 LEP Loan 319 Decision Point 3 (Outline Business Case)**

That Investment Committee recommends to the Combined Authority:

- That the project proceeds through Decision Point 3 and work commences on Activity 5 (full business case with finalised costs).
- That an indicative approval to the total project value of £1.5 million, and the Combined Authority contribution of a £1 million (to be funded from the Growing Places Fund) with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5 (full business case with finalised costs).
- Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at Decision Point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.



## **8.6 The West Yorkshire Urban Traffic Management Control (UTMC) Decision Point 3 (Outline Business Case)**

That Investment Committee recommends to the Combined Authority:

- That the UTMC project proceeds through Decision Point 3 (outline business case) and work commences on Activity 4 (full business case).
- That the project includes the re-organisation of the 4 existing district UTC services into a combined West Yorkshire UTC service.
- This new combined service will be based at the West Yorkshire Joint Services building in Morley, with Leeds City Council being the accountable body for the new service.
- An indicative approval to the total project value of £7.49 million is given from the West Yorkshire Transport Fund, with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5 (full business case with finalised costs).
- Development costs of £0.170 million from the Transport Fund are approved in order to progress the scheme to Decision Point 4 (full business case), taking the total project approval to £0.450 million.
- The Combined Authority enters into an addendum to the existing funding agreement with Kirklees Council for expenditure of up to £0.450 million from the Transport Fund.
- Future approvals are made in accordance with the approval pathway and approval route outlined in this report to include approval at Decision Point 4 and Decision Point 5 to be delegated to the Combined Authority's Managing Director. This will be subject to the scheme remaining within the tolerances outlined in this report.

## **8.7 Bradford to Shipley Corridor Improvement Programme (Activity 3 Outline Business Case) Change Request**

That Investment Committee recommends that the Combined Authority's Managing Director approves:

- That the change request to the Bradford to Shipley Corridor project to increase the timescale for Decision Point 3 (outline business case) submission from 2015/16 to March 2019.
- That the change request to the Bradford to Shipley Corridor project to increase the development costs from £0.341million to £1.597 million (additional £1.257 million) to be funded from the Transport Fund.
- An addendum to the existing funding agreement between the Combined Authority and Bradford for the additional expenditure of up to £1.257 million from the Transport Fund, taking the total funding agreement value up to £1.597 million.

- Future approvals are made in accordance with the approval pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

#### **8.8 A629 Phase 1b (Activity 3 Outline Business Case) Change Request**

That Investment Committee recommends that the Combined Authority's Managing Director approves:

- The change request to A629 phase 1b to allow for additional funding to develop the full business case and progress to Activity 4 full business case and Activity 5 full business case with finalised costs on the revised programme as identified.
- That the additional development costs of £4.545 million are approved in order to continue progressing the scheme to Decision Point 4 (full business case), and that the Combined Authority issue an addendum to the existing funding agreement with Calderdale MBC for this additional expenditure.

#### **8.9 York Central Access (Activity 4 Full Business Case) Change Request**

That Investment Committee recommends that the Combined Authority's Managing Director approves:

- The change request to the York Central Access project to progress the western access (off Water End Bridge) to the York Central Development site as outlined in this report.
- That (if required) an addendum to the existing funding agreement between City of York Council and the Combined Authority is signed to reflect the relocation of the highway access to the west of the site.

#### **8.10 Hard Ings Road Improvement, Keighley (Activity 4 Full Business Case) Change Request**

That Investment Committee recommends that the Combined Authority's Managing Director approves:

- That the forecast date for Decision Point 4 (full business case) approval is extended from May 2018 to December 2018.
- That additional development costs of £0.378 million are approved, to be funded by the Transport Fund. This will take the total approved development costs to £1.142 million.
- That the Combined Authority enters into an addendum for £0.378 million to the existing funding agreement with Bradford Council for total development cost expenditure of up to £1.142 million to be funded from the Transport Fund. Future approvals are made in accordance with the approval pathway and approval route outlined in this report. This will be

subject to the scheme remaining within the tolerances outlined in this report

#### **8.11 LEP Loan 209 (Activity 6 Delivery) Change Request**

That Investment Committee recommends that the Combined Authority's Managing Director approves:

- That GPF loan 209 is converted to maturity terms with a final repayment date of 31 December 2021 with a modest increase in interest rate.
- That the Combined Authority enters into a variation to change the remaining loan sum to £0.248 million and adjust the repayment schedule in accordance with the recommendations above.

#### **8.12 West Yorkshire and York Broadband Infrastructure Programme (Activity 6 Delivery) Change Request**

That Investment Committee recommends that the Combined Authority's Managing Director approves:

- The change request to the West Yorkshire and York Broadband Infrastructure Programme as set out in this report is approved.
- Expenditure of the increase in external funding from £7.25 million to £17.6797 million to be funded from BDUK, ERDF, BET and BT Contract 1 and Districts as detailed this report, in order to fund Contract 2 deployment of the West Yorkshire and York Broadband programme.
- That the Combined Authority enter into the Variation to Funding Agreement between the Combined Authority and the Department for Communities and Local Government (DCLG) covering funding from ERDF (current award is £7,299,918 million) for the Broadband Programme.

That any future grant variation agreements which are the result of financial re-profiling and are within the total ERDF funding envelope of £7,229,918 million can be approved by the Combined Authority's Head of Legal Services.

#### **8.13 Halifax Town Centre – Northgate House (Activity 6 Delivery) Change Request**

That Investment Committee recommends that the Combined Authority's Managing Director approves:

- The change request to the Northgate House project to allow for the remaining balance (£0.095 million) of the advance funds paid to Calderdale Council via an interest free loan (£0.300 million) to be used for pre-feasibility works to develop a strategic case for the project.

- Future approvals are made in accordance with the approval pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

## **9 Appendices**

- 9.1 **Appendix 1** – Rail Park and Ride Programme – Garforth Rail Station Car Park business case summary
- 9.2 **Appendix 2** – Apprenticeship Grants for Employers (AGE) Extension business case summary
- 9.3 **Appendix 3** – North East Calderdale Transformational Programme Study business case summary
- 9.4 **Appendix 4** – Inclusive Growth Corridors and the Transformational Fund business case summary
- 9.5 **Appendix 5** – GPF 319 business case summary
- 9.6 **Appendix 6** – West Yorkshire Integrated Urban Traffic Management Control business case summary

## **10 Background Documents**

- 10.1 None as part of this report.

## Scheme Summary

<b>Name of Scheme:</b>	<b>Rail Park and Ride Programme – Garforth Rail Station Car Park</b>
<b>PMO Scheme Code:</b>	WYTF-PA4-039L
<b>Lead Organisation:</b>	West Yorkshire Combined Authority
<b>Senior Responsible Officer:</b>	Melanie Corcoran
<b>Lead Promoter Contact:</b>	Sara Brook
<b>Case Officer:</b>	Fiona Limb
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	West Yorkshire plus Transport Fund Grant
<b>Growth Fund Priority Area (if applicable):</b>	Priority 4 – Infrastructure for Growth
<b>Approvals to Date:</b>	EoI at Activity 1 approved Feb 2018. Programme mandate previously approved which included release of £14,000 for scheme development.
<b>Forecasted Full Approval Date (Decision Point 5):</b>	September 2018
<b>Forecasted Completion Date (Decision Point 6):</b>	May 2019
<b>Total Scheme Cost (£):</b>	£825,000
<b>Combined Authority Funding (£):</b>	£825,000
<b>Total other public sector investment (£):</b>	£0
<b>Total other private sector investment (£):</b>	£0
<b>Is this a standalone Project?</b>	No
<b>Is this a Programme?</b>	No

**Is this Project part of an agreed Programme?**

Yes - West Yorkshire plus Transport Fund - Rail Park and Ride Programme

**Current Assurance Process Activity:**



**Scheme Description:**

The scheme will deliver improvements and additional capacity to Garforth Rail Station Car Park as part of the first phase of the Combined Authority's Rail Park and Ride programme. The scheme will improve access to the main urban centres and increase parking capacity within West Yorkshire, supporting sustainable employment growth in the centres and commuting by rail.

The car park improvements at Garforth Station will deliver the following:

- An estimated 97 additional car parking spaces (standard & blue badge), a 35% increase in capacity
- Increase the number of blue badge spaces from 5 to 17; achieving Department for Transport (DfT) requirements
- Environmental and energy efficiency measures (low energy lighting, drainage and future proofing for Electric Vehicle Charging)
- Reduce on-street parking on adjacent streets
- Improve security and safety through CCTV, improved layout and vehicle access arrangements
- An assessment of the current provision for cyclists and pedestrians with a view to providing enhanced facilities.

**Business Case Summary:**

**Strategic Case**

The project forms part of the West Yorkshire Plus Transport Fund Programme which aims to deliver Priority 4 of the Strategic Economic Plan (SEP), Infrastructure for Growth. The West Yorkshire Transport Strategy is aligned to and supports the SEP and this project will contribute to two of the key themes in the strategy. The Road Network and One System Public Transport through; improving travel options for car users by increasing the number of car parking spaces at transport hubs and new park and ride facilities and through integrating and enhancing the public transport network in the form of new park and ride facilities. The project also supports the ambitions set out in Rail Plan 7 to double rail patronage and improve rail passenger satisfaction.

As part of the Transport Fund the project will deliver on the overall strategic objectives of the programme, to increase employment and productivity growth, improve employment accessibility and be carbon neutral.

<b>Commercial Case</b>	<p>Rail patronage in Yorkshire has grown and is continuing to grow with a 37% increase forecast by 2027. Suppressed demand at rail station car parks constrains this growth potential as well as the opportunity to enhance connectivity to, from and within West Yorkshire. The 2011 National Passenger Survey for the region showed that only 59% of respondents were satisfied with car parking at rail stations and subsequent audits have shown that the majority of rail station car parks (including Garforth) are at 100% capacity by 9am. Locally on street commuter parking is observed around Garforth station leading to complaints by residents in the area.</p> <p>The Combined Authority are working with partners Network Rail and Arriva Rail North on the project and have explored a range of procurement routes to deliver the project. Due to the need to meet Network Rail requirements (and capacity issues) procurement for project development and delivery will be undertaken through Arriva Rail North's framework which has been subject to competitive tender for this type of work.</p>
<b>Economic Case</b>	<p>The project forms part of the Combined Authority's Rail Park and Ride Phase 1 programme which is forecast to deliver the following economic benefits at a package level:</p> <ul style="list-style-type: none"> <li>• Incremental GVA of £11.4m</li> <li>• Employment benefits with 154 jobs created countywide through improved access to employment and extended free parking</li> <li>• Improved accessibility through the provision of Blue Badge parking bays (in line with DfT requirements)</li> <li>• Added value through provision of green infrastructure where appropriate</li> <li>• Reductions in congestion, Carbon emissions and improved air quality</li> </ul> <p>The benefit to cost ratio (BCR) for Garforth has been assessed at <b>4.8:1</b> representing high value for money.</p>
<b>Financial Case</b>	<p>The project forms part of Phase 1 of the Rail Park and Ride Programme which has £31.5 million funding identified through the West Yorkshire Plus Transport Fund Programme, which forms part of the Growth Deal. To date £14,000 has been approved to date to develop the project. A further £45,000 is sought to develop the project to Full Business Case.</p> <p>The project delivery costs total £825,000, these are based on design and feasibility work completed to date along with costs provided by delivery partner Northern Rail (based on outturn costs of similar schemes). There is no match funding available to deliver the project and all funds are being sought through the West Yorkshire plus Transport Fund.</p>
<b>Management Case</b>	<p>The Combined Authority are the scheme promoter and are leading on the overall programme and project management of the scheme. A team is in place to manage and deliver the Rail Park and Ride Programme within the Transport Projects Team at the Combined Authority. The project is being delivered in partnership with Network Rail (land owner), Arriva Rail North (train operating company, delivery agent and ongoing operational and maintenance) and Leeds City Council (local highway authority).</p>

	A programme and project board is in place to oversee the delivery of the project within approved tolerances. The project has a range of project management documentation in place and resources identified to take the project forward.
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## Scheme Summary

<b>Name of Scheme:</b>	<b>AGE Extension</b>
<b>PMO Scheme Code:</b>	WYCA-AGE-001
<b>Lead Organisation:</b>	West Yorkshire Combined Authority
<b>Senior Responsible Officer:</b>	Sue Cooke, Executive Head of Economic Services
<b>Lead Promoter Contact:</b>	Catherine Lunn, Skills Funding Manager
<b>Case Officer:</b>	Martin Fox
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	LEP AGE (administered by Economic Services, Skills and Employment)
<b>Growth Fund Priority Area (if applicable):</b>	Priority 2: Skilled People, Better Jobs
<b>Approvals to Date:</b>	<p>The original AGE Programme funding was provided to the Combined Authority from the Education and Skills Funding Agency and ran 2015-2017.</p> <p>The unallocated funding has been discussed with ESFA, and the Economic Services – Employment and Skills Team have agreed with ESFA that the remaining funding of £1.2 million can be used to provide further support to businesses to offer apprenticeships.</p>
<b>Forecasted Full Approval Date (Decision Point 5):</b>	06/04/2018 – MD approval
<b>Forecasted Completion Date (Decision Point 6):</b>	<p>30/09/2019</p> <p>Post-delivery evaluation Sept/October 2019</p>
<b>Total Scheme Cost (£):</b>	£1.2 million
<b>Combined Authority Funding (£):</b>	£1.2 million from LEP AGE Funding devolved by ESFA
<b>Total other public sector investment (£):</b>	N/A
<b>Total other private sector investment (£):</b>	N/A
<b>Is this a standalone Project?</b>	N/A

<b>Is this a Programme?</b>	Yes – The funding is to deliver the AGE programme for Grants, funding in accordance with the agreement with DfE and DCLG
<b>Is this Project part of an agreed Programme?</b>	No

#### Current Assurance Process Activity:



#### Scheme Description:

The Apprenticeship Grant for Employers (AGE) programme is a national initiative to support businesses, who would not otherwise be in a position to do so, to recruit individuals aged 16 to 24 into employment through the apprenticeship programme. The original programme ended in 2017, however the Combined Authority has unallocated funding, which has been made available to progress a follow-on AGE Extension Programme. This has been agreed with the Education and Skills Funding Agency (ESFA), and endorsed by DfE (Department for Education)/MHCLG (Ministry of Housing Communities and Local Government).

The AGE Extension programme builds upon the previous delivery of AGE within the city region and establishes a new Grant programme which will utilise unallocated funds of up to £1.2 million. These funds have been devolved to the Combined Authority from the Education and Skills Funding Agency, and will be returned to Government if not used on the AGE Extension Programme.

The aim of the programme is to build on the successes of the original AGE Programme which ran 2015 – 2017, to engage businesses (minimum of 375), who have not previously offered apprenticeships to offer new apprenticeship/employment opportunities (minimum 375 new opportunities). The programme is to encourage and support more businesses to offer apprenticeship opportunities, and has used the lessons learned from the previous AGE programme to deliver a more focused marketing strategy to target businesses meeting the qualifying criteria. The Combined Authority will lead and deliver the programme in partnership with businesses and training providers.

#### Business Case Summary:

##### Strategic Case

The AGE Extension Programme has a good strategic fit with the SEP Priority 2 and headline indicators for skilled people and better jobs. This also fits with the national priority to deliver 3 million apprenticeship starts, and is integral to the Employment and Skills Plan 2016-2020 More and Better Apprenticeships. It has the support of ESFA who have agreed that the unallocated funding from the previous AGE Programme can be redeployed in this way. The ESFA have secured approval from DfE/MHCLG to deploy the funding, which has been devolved to the Combined Authority.

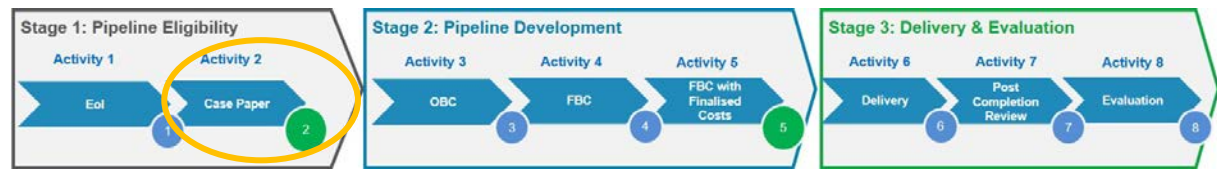
<b>Commercial Case</b>	<p>There is a strong commercial case for the programme and analysis of the market demand has been undertaken to verify the benefit in taking the scheme forward as planned. The new programme has been structured to take account of the lessons learned from the original AGE Programme.</p> <p>The market demand has been analysed and demonstrates that there is a significant number of businesses that would meet the criteria and qualify for the Grant funding. The programme will market directly to businesses, and work with partners in the delivery of the Grant programme.</p> <p>Risks have been considered in some detail and a risk register provided with appropriate mitigation measures identified.</p>
<b>Economic Case</b>	<p>Wider Scheme Benefits are identified and an assessment of monetised costs and benefits has been undertaken and a cost profile provided for the administration of the programme.</p> <p>A cost/benefit appraisal has been provided based on the evaluation report from the original AGE programme. A copy of this report is available to PAT members.</p> <p>The deployment of the unallocated funding to the AGE Extension Programme has been agreed with ESFA (, who have in turn secured approval from DfE and MHCLG.</p>
<b>Financial Case</b>	<p>The financial case is appropriate for the scheme, and provides a detailed cost profile for the programme. This is suitable for FBC+.</p> <p>The funding is for Grant payments to businesses meeting the qualifying criteria and is sourced from unallocated funds from the original AGE Programme.</p> <p>The funding is finite at a maximum of £1.2 million, and costs will be managed by the team within this financial envelope.</p> <p>Businesses applying for the Grant will be required to complete a statement on State Aid as part of the application process.</p>
<b>Management Case</b>	<p>The programme benefits from experience of the original AGE Programme, which ran 2015-2017, and lessons learned from that have been incorporated in to the proposals for the extension. The team structure proposed to manage and deliver the programme is appropriate to the requirements of the programme and has the necessary skills and expertise for a successful outcome.</p> <p>A risk register has been provided, and demonstrates a good knowledge of the AGE programme risks that might occur, together with appropriate risk mitigation measures.</p>

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## Section A: Scheme Summary

<b>Name of Scheme:</b>	North East Calderdale Transformational Programme
<b>PMO Scheme Code:</b>	WYTF-PA4-054
<b>Lead Organisation:</b>	Calderdale Council
<b>Senior Responsible Officer:</b>	Mary Farrar
<b>Lead Promoter Contact:</b>	Tom Jones
<b>Case Officer:</b>	Charlotte Churnside
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	Yet to be detailed
<b>Growth Fund Priority Area (if applicable):</b>	
<b>Forecasted Full Approval Date (Decision Point 5):</b>	May 2019
<b>Forecasted Completion Date (Decision Point 6):</b>	2021
<b>Total Scheme Cost (£):</b>	£400,000
<b>Combined Authority Funding (£):</b>	£400,000
<b>Total other public sector investment (£):</b>	£0
<b>Total other private sector investment (£):</b>	£0
<b>Is this a standalone Project?</b>	No
<b>Is this a Programme?</b>	Yes
<b>Is this Project part of an agreed Programme?</b>	Yes, the North East Calderdale Transformation Programme - this funding will take the scheme to the end of Stage 2, and further funding will be required to progress beyond this point.

### Current Assurance Process Activity:



### Scheme Description:

The programme area comprises the north east section of Calderdale shown in Figure 1, extending from the A629 in Halifax town centre in the west to the A641 on the eastern edge of Calderdale (referred to hereafter as 'North East Calderdale'). North East Calderdale includes parts of the A6036, A649 and the A58 plus the Calder Valley line, the settlements of Hipperholme, Shelf and Northowram, and Halifax town centre. It also includes 'Hellfire Junction' in Bradford where the A58 crosses the A641.

Combined Authority funding will be used to develop a Strategic Case for investment in North East Calderdale and to define a holistic programme of transformational multi-modal interventions to realise the objectives set out in that Strategic Case. This will build on the emerging strategic case for interventions in North East Calderdale set out in this EOI and have a key interface with the South East Calderdale programme and the wider WYTF funded schemes in the Borough.

Currently planned and funded schemes seek to enhance north-south connectivity between Calderdale and neighbouring districts, such as the A629 scheme between Halifax and Huddersfield and the A641 scheme between Brighouse and Bradford/Huddersfield (see Figure 3). For Calderdale to achieve its full economic potential, there is a need to improve east-west connectivity, particularly if Calderdale is to capitalise on national investment in HS2 and NPR in Leeds and Bradford, respectively. Investment in North East Calderdale has transformational potential because it can facilitate a step-change in Calderdale's links to planned national and regional transport infrastructure. Calderdale also needs to contribute to the wider, pan-Northern aim of realising a transformational growth scenario in the North of England, as set out by Transport for the North. The further development and subsequent delivery of this programme will be funded by a future round of funding, after 2021.

The A58 and A6036 in North East Calderdale form part of the West Yorkshire Key Route Network (WYKRN) and link Calderdale to Bradford and Leeds, respectively. A number of junctions on the WYKRN in North East Calderdale suffer from significant congestion in the peak periods. With the exception of Halifax station, North East Calderdale lacks direct access to the rail network so rail has been unable to play a role in solving this connectivity deficit. Moreover, the performance of rail services from Halifax Station to Bradford and Leeds does not meet the expectations of users. Bus services in the area experience delays due to congestion on the highway network so buses do not offer attractive journey times. Provision for cycling is limited. The shortcomings of the transport offer in North East Calderdale reduces the capacity of the area to accommodate housing and employment growth in the emerging Local Plan. Lying between Halifax and Bradford, North East Calderdale is a strategically important part of the Borough for east to west connectivity. Improvements to transport in this area will be necessary to ensure Calderdale benefits from future growth in the Leeds City Region by enhancing cross-boundary links. Previous proposals to tackle transport barriers to growth in North East Calderdale focused on particular junctions on the highway network (such as the Hipperholme

Pinch Point Scheme), but they were not delivered. This is because they focused on a single mode in particular local areas, rather than considering the strategic opportunities for transformational change in the transport offer. As a result, the earlier schemes did not make a convincing strategic case for investment that satisfactorily explained why certain trade-offs were necessary to achieve wider, long term goals.

A transformational scheme will take a broader approach, considering the entire North East Calderdale area and exploring how all modes can contribute to enhancing connectivity. The scheme will not only facilitate additional growth in the area, beyond the period of the current Local Plan, but it will enhance an important strategic route in the Leeds City Region and the North of England. By reducing travel times between settlements in the Leeds City Region it will deliver agglomeration benefits, helping the City Region to function as a more cohesive economic unit. Locally, these benefits will reverberate out from Halifax across the whole of Calderdale.

The development and eventual delivery of the package of prioritised interventions identified by this piece of work will be funded from a range of sources, including a potential future iteration of the West Yorkshire plus Transport Fund.

## Business Case Summary:

### Strategic Case

The scheme is closely aligned with the draft Strategic Transport Plan (STP) published by Transport for the North (TfN), which seeks to leverage investment in transport to accelerate the pace of economic growth in the North of England to achieve a transformational growth scenario. The scheme is also aligned with the emerging Leeds City Region HS2 Connectivity Strategy so that the transformative impact of HS2 is spread throughout the City Region.

The scheme aligns closely with Priority 4: Infrastructure for Growth in the SEP. It will transform the physical transport infrastructure in North East Calderdale, which will help Calderdale, and the wider Leeds City Region, to grow and compete globally. The prioritised interventions will:

- transform connectivity within North East Calderdale;
- transform connectivity between North East Calderdale and other parts of the Leeds City Region and other City Regions in the North of England;
- enable businesses and people to access work opportunities within North East Calderdale and elsewhere in the City Region;
- make North East Calderdale, including Halifax, more attractive for inward investment in housing and employment; and
- minimise the carbon and air pollution impacts of transport

NE Calderdale is sited between two Spatial Priority Areas identified in the SEP, which prioritises these locations as areas for housing and employment growth, and this piece of work will improve connectivity between these two areas. The scheme is also in line with the Calderdale Transport Strategy (CTS) which seeks to deliver sustainable growth by enhancing the provision of sustainable transport. The approach supports the goals of the West Yorkshire Transport Strategy (WYTS) by seeking to improve all modes to drive sustainable growth. The scheme also supports the Calderdale Cycling Strategy.



<b>Commercial Case</b>	<p>The piece of work to be funded will be delivered in its entirety in the financial year 2018/19. It will be commissioned in the first quarter of 2018/19 based on a brief developed by Calderdale Council. The work will be completed in the fourth quarter of that financial year. The preferred package of multi-modal interventions will be delivered after the current West Yorkshire plus Transport Fund period.</p> <p>This funding will only take the scheme to the end of Stage 2. Further funding will be required to progress the scheme beyond that point.</p>
<b>Economic Case</b>	<p>For Calderdale to achieve its full economic potential, there is a need to improve east-west connectivity, particularly if Calderdale is to capitalise on national investment in HS2 and NPR in Leeds and Bradford, respectively.</p> <p>By reducing journey times between Calderdale and destinations across the North it will deliver agglomeration benefits, increase competition, raise wages and boost productivity. It will explain how residents and businesses in Calderdale can link up with planned Northern Powerhouse Rail (NPR) station in Bradford.</p> <p>The STP seeks to improve links between the key economic centres in the Central Pennines, recognised as a multimodal Strategic Development Corridor, and it is essential for Calderdale is able to access the economic opportunities this will create.</p> <p>The scheme will ensure that transport interventions enhance the business, physical and environmental assets in the area. The scheme will render North East Calderdale, including Halifax, a more attractive location for investment in employment and housing, which will benefit residents and businesses across Calderdale.</p>
<b>Financial Case</b>	<p>Total cost: £400,000</p> <p>£250,000 Combined Authority funds applied for, to fund 2018/19 work</p> <p>£150,000 Combined Authority funds applied for, to fund 2019/20 work</p> <p>All costs fall under Development Costs.</p>
<b>Management Case</b>	<p>Combined Authority funding will be used to pay for 100% of the project, which will be limited to the initial pre-feasibility stages in development. This EOI sets out the components of these development costs.</p> <p>The piece of work will set out the Strategic Case for interventions in North East Calderdale, building on the emerging Strategic Case described in this EOI. It will then define a package of multimodal interventions that will deliver these strategic objectives. Finally, it will explore funding mechanisms for delivering these interventions, including public sector and private sector funding.</p> <p>The funding will be predominantly devoted to a range of activities that will assess the potential for interventions across a large part of the NE Calderdale area. This will include fees to pay for consultancies to develop the list of potential and in turn preferred interventions as well as their assistance in stakeholder engagement / consultations; the undertaking of</p>



	<p>a series of counts across the NE Calderdale highway network; multimodal modelling and staff time contributions.</p> <p>It is envisaged that the further development and subsequent delivery of the identified programme interventions will be funded by a future funding package, yet to be agreed with government, following the completion of the West Yorkshire Transport Fund.</p>
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## Scheme Summary

<b>Name of Scheme:</b>	<b>LCR Inclusive Growth Corridor Plans</b>
<b>PMO Scheme Code:</b>	
<b>Lead Organisation:</b>	West Yorkshire Combined Authority (Programme Lead)
<b>Senior Responsible Officer:</b>	Liz Hunter
<b>Lead Promoter Contact:</b>	Tom Gifford
<b>Case Officer:</b>	Martin Fox

<b>Applicable Funding Stream(s) – Grant or Loan:</b>	Grant - Transformational Fund
<b>Growth Fund Priority Area (if applicable):</b>	SEP Priority 4: Infrastructure for Growth

<b>Approvals to Date:</b>	<u>Approvals</u>		
	<p>The table below provides a summary of the reports and committee approvals associated with the development of the Inclusive Growth Corridor Plans. The Investment Committee held on 3 January 2018 has recommended to the Combined Authority that the Inclusive Growth Corridor Plans be taken forward as proposed and this was approved by the Combined Authority at the 1 February 2018 meeting. The programme will be set up to undertake the necessary feasibility studies to identify the projects that will support the Inclusive Growth Corridor objectives, each scheme will then be developed in accordance with the Assurance Framework.</p>		
	<b>Committee</b>	<b>Date</b>	<b>Overview</b>
	LEP Board	19 September 2017	Discussed the principles of the HS2 Growth Strategy, as well as the connectivity and skills workstreams, and the forthcoming engagement around the Strategy documentation.
	PAT	15 November 2017	Considered approach to taking forwards WY+TF Transformational Fund set out in a Discussions Paper. PAT endorsed the proposed approach set out for taking forwards the 'Transformational Projects' funding allocation.
	Transport Board (CHos)	21 November 2017	Considered approach to taking forwards WY+TF Transformational Fund set out in a Discussions Paper. Endorsed the proposed approach set out for taking forwards the 'Transformational Projects' funding allocation.

	Transport Committee	25 November 2017	Approved LCR Connectivity Strategy and the development of the Inclusive Growth Corridors
	Directors of Development	1 December 2017	DoDs were provided with a presentation on the LCR HS2 Connectivity Strategy and considered approach to taking forwards WY+TF Transformational Fund as well as the approach to developing the Inclusive Growth Corridor Plans
	LCR Heads of Planning	8 December 2017	Considered approach to update on the LCR HS2 Growth Strategy, an overview of the LCR HS2 Connectivity strategy, and to seek support to the development of Inclusive Growth Corridor Plans as part of the next stage in work.
	LCC Executive Board	13 December 2017	Approved LCR Connectivity Strategy and the development of the Inclusive Growth Corridors on the Leeds local corridors
	Combined Authority	14 December 2017	Approved LCR Connectivity Strategy and the development of the Inclusive Growth Corridors Approved the scope and '3 big ideas' for the Local Inclusive Industrial Strategy' which include the Inclusive Growth Corridors
	Investment Committee	3 January 2018	Considered the way forwards for the LCR Connectivity Strategy, WY+TF Transformational Fund and the development of the Inclusive Growth Corridors. IC recommended that the Combined Authority approve the approach at 1 Feb meeting
	LEP Board	16 January 2018	To consider the way forwards for the LCR Connectivity Strategy, WY+TF Transformational Fund and the development of the Inclusive Growth Corridors.
	Combined Authority	1 February 2018	Following IC on 3 January 2018, the Combined Authority considered the way forwards for the LCR Connectivity Strategy, WY+TF Transformational Fund and the development of the Inclusive Growth Corridors from through a £7m allocation in the WYTF Transformational Fund. The approach was approved by the Combined Authority on 1 Feb 2018.
	<b>Approvals (Immediate Term)</b>		
	PAT	7 February 2018	<i>PAT to consider the EOI and recommend to IC/Combined Authority that the capital approval be granted for the £7m allocation in the WYTF Transformational Fund</i>
	Investment Committee	21 March 2018	<i>To recommend to the Combined Authority capital approval of £7m from the Combined Authority Transformational Fund.</i>
	Combined Authority	4 April 2018	<i>To provide capital approval of £7m from the Combined Authority Transformational Fund.</i>
<b>Forecasted Full Approval Date (Decision Point 5):</b>		The plan is to establish a programme approach to the Inclusive Corridor Plans, initially undertaking feasibility of schemes for the programme to identify the future pipeline activity.	
<b>Forecasted Completion Date (Decision Point 6):</b>		The programme will look to identify the schemes within the Inclusive Growth corridors that could form a TF 2 bid. Once	

	identified, the schemes will be progressed through the Combined Authority Assurance Framework, subject to funding.
<b>Total Scheme Cost (£):</b>	7 million
<b>Combined Authority Funding (£):</b>	Combined Authority Transformational Fund
<b>Total other public sector investment (£):</b>	N/A
<b>Total other private sector investment (£):</b>	N/A – Note £300k from DCLG Grant for HS2 GS Corridor Plans has been expended
<b>Is this a standalone Project?</b>	No
<b>Is this a Programme?</b>	Yes – The funding is to establish the LCR Inclusive Growth Corridor Plans through feasibility studies and formulation of a programme for onward development
<b>Is this Project part of an agreed Programme?</b>	No – This funding is for undertaking the feasibility studies to identify and establish the programme of projects to take forward as the Inclusive Growth Corridor plans

#### Current Assurance Process Activity:



#### Scheme Description:

The aim of the Inclusive Growth Corridor Plan work is

*To paint a vision of what the world might be like living or travelling along each priority corridor in the future*

The Objectives are:

- To create a single, integrated 'Plan of Action' for each corridor
- To bring together the key policy priorities on each key corridors - from which the transformational connectivity required is identified
- To build and expand on existing plans, projects and strategies (e.g. Local Plans, WYTF, LPTIP)
- To be locally led in partnership between the Combined Authority and district partners, and other stakeholders

- Create the outputs to and the future pipeline of major schemes and:
  - Form One of the 'big ideas' of the Local Inclusive Industrial Strategy
  - Create the content for the LCR Connectivity Strategy
  - Set the ambition for future Growth Deal / Transport Fund 2 programmes.

The following activities would be funded from the £7 million:

1. Developing Inclusive Growth Corridor Plans on each of the prioritised Corridors, including identifying the pipeline of future projects/programmes/priorities. This includes undertaking any necessary initial feasibility and development works required in advance of Activity Stage 2 submission being made through PAT process.
2. Undertaking any necessary initial feasibility and development works for priority Call for Projects Schemes which are on Inclusive Growth Corridors

## Business Case Summary:

### Strategic Case

The programme will undertake the feasibility studies to identify the measures and schemes that complement investment in HS2 and Northern Powerhouse Rail and distribute the benefits across the city region. There is a very strong fit with the SEP, and the Inclusive Growth Corridors Plan will deliver against several of the strategic priorities and headline indicators, in particular Strategic Priority 4, Infrastructure for Growth, and Headline Initiative 9, whilst also supporting other strategic priorities and initiatives.

The Strategic Case is summarised in three sections:

1. Strategic Context
2. Problems and Opportunity facing the City Region
3. Option Development Process to address the Problems and Opportunities

#### Strategic Context

The work proposed to be undertaken reflects the strategic priorities of the Combined Authority and its partners as set out below:

#### ***West Yorkshire Transport Strategy***

The West Yorkshire Transport Strategy which was adopted by the Combined Authority in July 2017.

#### ***LCR HS2 Growth Strategy and the LCR HS2 Connectivity Strategy***

Through the Leeds City Region HS2 Growth Strategy, the LCR HS2 Connectivity Strategy sets out that *"To establish the major local and regional connectivity priorities which are required to enable and maximise growth associated with HS2 coming to the Leeds City Region"*.

#### ***LCR Local Inclusive Industrial Strategy***

The Combined Authority agreed in December 2017 to start the move away from a SEP and towards a bold new City Framework centred around a

	<p>Local Inclusive Industrial Strategy. The Local Inclusive Industrial Strategy has three Big Ideas to Boost Productivity:</p> <ol style="list-style-type: none"> <li>1. A 'Productivity Revolution'</li> <li>2. The Tech Region, with Med Tech as Proof of Concept</li> <li>3. Delivering Inclusive Growth – Transforming Connectivity on the corridors with the greatest economic need</li> </ol> <p><u>Problems and Opportunity facing the City Region</u></p> <p>LCR has big plans for economic growth and HS2 is a catalyst to transform the economic landscape of the city region. Around 300,000 jobs are expected to be created over the period covered by the Leeds City Region HS2 Growth Strategy including 41,000 from proposals set out in the plan, 5,000 from construction and a further 40,000 from the broader economic impact of HS2 which has the potential to add more than £54bn to the region's economic output.</p> <p><u>Option Development Process</u></p> <p>The purpose of the LCR HS2 Connectivity strategy is to address the problems and opportunities set out above and establish the major local and regional connectivity priorities which are required to enable and maximise growth associated with HS2 coming to the Leeds City Region.</p> <p>Based on economic analysis, a set of priority corridors have been identified through careful analysis of a range of economic and transport indicators. These corridors will connect major communities, including some of the most deprived to HS2. Some corridors are pan-northern, others are regional and some are local to Leeds and Bradford. A number of additional non-Leeds (non-HS2) based Corridors will also be included within the assessment process.</p>
<b>Commercial Case</b>	<p>The programme seeks to deliver the Inclusive Growth Corridors plan and addresses a number of key problems including economic and social performance, a transport network that can accommodate growth. It is also anticipated to distribute the benefits from HS2 and Northern Powerhouse Rail across the City Region and meet the economic growth aspirations.</p> <p>The programme would assist to support the aspiration for job creation, unlock development sites for employment and housing, and would complement other WY+TF funds. It is likely to formulate the basis for a future 'Transport Fund 2' and future Growth Deals/Devolution deals.</p> <p>At this stage a detailed commercial case has not been developed.</p>
<b>Economic Case</b>	<p>The Inclusive Growth Corridors programme is expected to contribute positively to a number of the SEP indicators. Analysis of 21 corridors has been carried out against economic criteria and this has identified the areas where feasibility studies will be progressed to deliver against the expected outcomes and outputs. The programme contributes to the aspiration to create 300,000 jobs across the Leeds City Region up to 2050, alongside supporting businesses with regional connectivity and bringing forward a range of development sites across the region.</p>

	At this stage a detailed economic appraisal has not been developed as the pipeline / outputs have not been developed.
<b>Financial Case</b>	A spend profile has been provided for the development funding being sought, and this needs refinement as the programme and control mechanisms are established. At this stage a detailed financial case has not been developed as the pipeline / outputs have not been determined.
<b>Management Case</b>	<p>A Project Plan for the work has been developed and is included as Appendix 1.</p> <p>The programme management controls are not yet in place, however a plan is in development and captured in the document Leeds City Region Inclusive Growth Corridor Plans: Project Plan at Appendix 1 to this Case Paper. At this stage a spend profile has been provided for the feasibility work, and a high level programme detailing key milestones. High level risks are detailed, but a risk register has not yet been produced. A benefits register will need to be established building on the expected outputs and outcomes set out in the EOI.</p>



## Section A: Scheme Summary – GPF OBC

<b>Name of Scheme:</b>	<b>GPF 319 Footbridge</b>
<b>PMO Scheme Code:</b>	GPF 319
<b>Lead Organisation:</b>	Applicant
<b>Senior Responsible Officer:</b>	Kate Thompson
<b>Lead Promoter Contact:</b>	Chris Brunold
<b>Case Officer:</b>	Chris Moses
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	£1m initially sought as loan from Growing Places Fund (GPF).
<b>Growth Fund Priority Area (if applicable):</b>	Southbank regeneration is a priority regeneration area in Leeds.
<b>Approvals to Date:</b>	None.
<b>Forecasted Full Approval Date (Decision Point 5):</b>	April 2018
<b>Forecasted Completion Date (Decision Point 6):</b>	October 2018
<b>Total Scheme Cost (£):</b>	£1.5m
<b>Combined Authority Funding (£):</b>	£1m Growing Places Fund
<b>Total other public sector investment (£):</b>	None
<b>Total other private sector investment (£):</b>	£500k
<b>Is this a standalone Project?</b>	There is an existing GPF contribution to a revolving Investment Fund loan that will enable development of the wider site.
<b>Is this a Programme?</b>	No
<b>Is this Project part of an agreed Programme?</b>	LEP Loan - from the Growing Places Fund

### Current Assurance Process Activity:



### Scheme Description:

The applicant are an innovative property developer with a high motivation to deliver and demonstrate developments that meet zero carbon aspirations and accelerate the mainstreaming of modular construction with high environmental performance. They are also highly committed to high quality place making and delivering public realm incorporating green infrastructure. Their development of mixed residential apartments and workspace at 'Hunslet' won many awards when it opened.

The Climate Innovation District is a 13 acre site that sits adjacent to Leeds Dock, on Clarence Road and South Accommodation Road. The £125m the applicant's development, which forms part of the city's major South Bank Leeds regeneration plans, will incorporate more than 520 new low carbon homes and areas of public realm adjacent to the river

The footbridge will provide key infrastructure connecting the two parts of the applicant's developments on the two sides of the river. It will which will be accessible to cyclists and pedestrians. The bridge will also will create a new active travel route offering people that live or work or study within a 0.7mile radius of the bridge a green pleasant alternative to existing pavements adjacent to the busy A61 and South Accommodation Road river crossing. The bridge will connect the communities on the north side of the river to the Trans Pennine Trail on the south side of the Aire. This trail then connects with the Sustrans Cycle network and wider cycle route provision radiating from the centre of Leeds.

The bridge design is inspired by folded origami paper and combines a subtly creative shape with an understated weathered steel appearance to blend with the industrial heritage of the area. A hardwood rail with concealed LED lighting. The design includes future proofing features such as large conduits within the bridge deck to convey infrastructure that could include broadband and future extension of the District Heat Network. The bridge has ramped and stepped access at both footings making it fully accessible.

The Bridge has been to planning committee and full planning permission was granted via Report of the Chief Planning Officer dated 23 November 2017.

Wide consultation has included ongoing dialogue over a two year design period and input from:

- Leeds City Council's Development Team
- Leeds City Council's Highways Department
- Canal River Trust
- Leeds Cycle Forum
- Leeds Civic Trust

The intention is to deliver a key piece of infrastructure and connection not only for the the applicants development but for the surrounding communities to open up the riverside as an

asset and as a means for people to improve their lifestyle choices and enjoyment of the outdoors.

#### Business Case Summary:

<b>Strategic Case</b>	This project will provides a bridge and connectivity for pedestrians and cyclists across the River Aire at the centre of a regeneration area. The bridge will also be an asset to the wider communities of Richmond Hill and Cross Green. The bridge will contribute to riverside access, wellbeing and reduced car use. The Leeds South Bank is a priority regeneration area for Leeds City Council to enable investment, sustainable living, learning, creativity and leisure. The proposed footbridge will provide direct connectivity to this area.
<b>Commercial Case</b>	The future benefits of the bridge in terms of alternative and active travel routes are significant given the needs of surrounding communities and the high density of education and other mixed leisure and employment within walking distance of the bridge. Similar bridge projects in other cities indicate the commercial benefit to businesses and leisure destinations is will result.
<b>Economic Case</b>	Modelling potential usage of the bridge has suggested the time saving of the shorter journey times to reach destinations on the other side of the river creates economic gains. The options on building a bridge have been considered against a set of common Critical Success Factors. The bridge would be built with a loan which will be repaid with interest, rather than through a grant.
<b>Financial Case</b>	The loan application has been considered through the Growing Places Fund. The applicant will contribute to the cost of the project from its reserves and the loan will be repaid with interest over three years through proceeds from house sales. Security for the loan will be taken in the form of a legal charge over land.
<b>Management Case</b>	The Company have consulted widely with appropriate stakeholders, responded to feedback and harnessed the professional knowledge and specialists needed to design the project successfully. It is their first bridge project and so advice and close involvement with the appointment of principal contractor is planned.

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## Section A: Scheme Summary

<b>Name of Scheme:</b>	<b>West Yorkshire Integrated Urban Traffic Management Control (UTMC) Project</b>
<b>PMO Scheme Code:</b>	WYTF-PA4-037
<b>Lead Organisation:</b>	Kirklees Council (on behalf of West Yorkshire Combined Authority)
<b>Senior Responsible Officer:</b>	Richard Hadfield
<b>Lead Promoter Contact:</b>	David Caborn
<b>Case Officer:</b>	Rachel Jones with WSP
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	West Yorkshire plus Transport Fund (Transport Fund)
<b>Growth Fund Priority Area (if applicable):</b>	West Yorkshire plus Transport Fund (Transport Fund)
<b>Approvals to Date:</b>	December 2016 – Decision Point 2
<b>Forecasted Full Approval Date (Decision Point 5):</b>	July 2018
<b>Forecasted Completion Date (Decision Point 6):</b>	April 2021
<b>Total Scheme Cost (£):</b>	£7.49 million
<b>Combined Authority Funding (£):</b>	£7.49 million: West Yorkshire plus Transport Fund (Transport Fund)
<b>Total other public sector investment (£):</b>	Not applicable
<b>Total other private sector investment (£):</b>	Not applicable
<b>Is this a standalone Project?</b>	Yes

<b>Is this a Programme?</b>	Yes
<b>Is this Project part of an agreed Programme?</b>	Yes - West Yorkshire Key Route Network (KRN)

#### Current Assurance Process Activity:



#### Scheme Description:

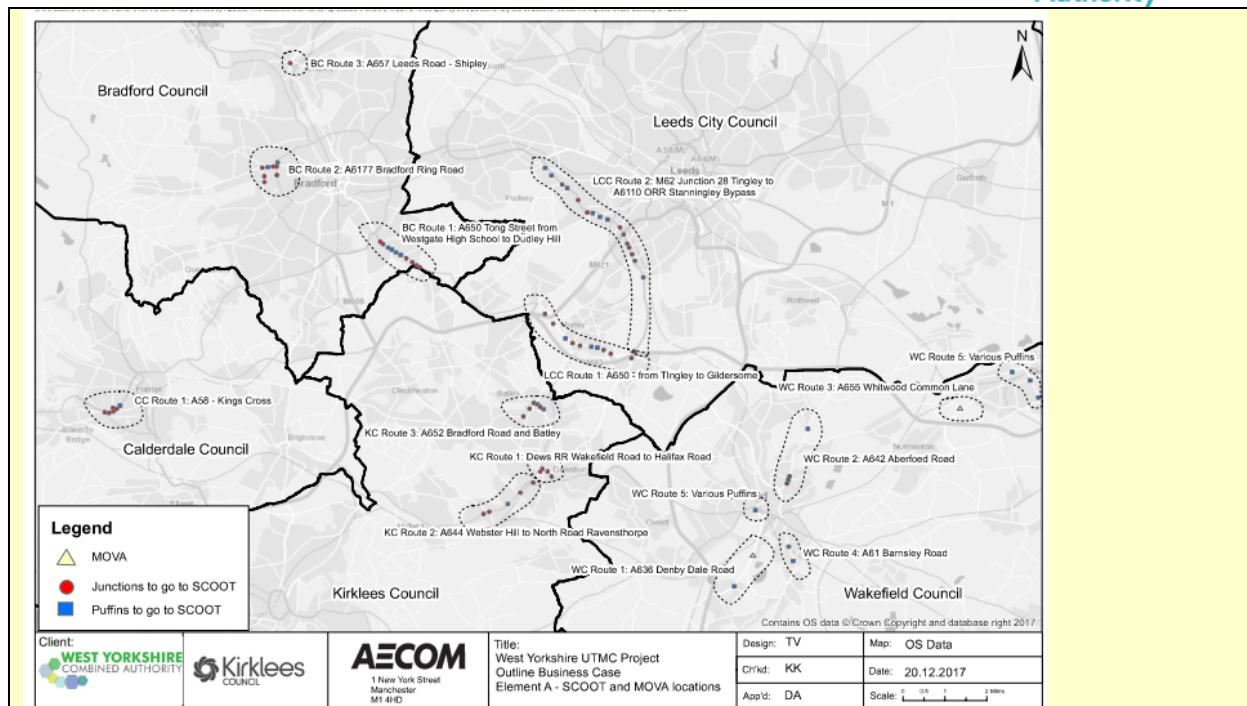
The 2015 Transport Fund submission to Government included the West Yorkshire Urban Traffic Management Control (UTMC) project. At present, there are four Urban Traffic Control (UTC) teams, which operate in West Yorkshire and they use various systems and technologies. Whilst the teams share resources where possible, the service levels and standards vary across boundaries, meaning it is not the most efficient use of resources.

The West Yorkshire UTMC project aims to reduce the effects of congestion and the resulting costs to the local economy. It is comprised of three distinct elements:

- Element A (On-street Improvements to UTC Equipment): Improvements to facilities at key junctions on the West Yorkshire Key Route Network (KRN), including the implementation of Split Cycle and Offset Optimisation Technique (SCOOT) and Microprocessor Vehicle Actuation (MOVA) and upgrading obsolete equipment;
- Element B (Cloud Based Combined UTC/UTMC System): The joining of all of the districts UTC and UTMC systems into one central, comprehensive system located in the "cloud" including a common database; and
- Element C (Combined UTMC Service): Reorganisation of West Yorkshire UTC services into a new Combined WY UTC service.

This new WY service will combine the existing four district UTC teams into one combined team which will be based at the Joint Services building in Morley, with Leeds CC as the Accountable Body. The new service will provide improved day-to-day management and coordination of traffic signals across our Key Route Network and be available for use by partners e.g. bus operators, emergency services and Highways England, to improve all travel co-ordination / information across the region.

The first two elements provide technical improvements to help each of the West Yorkshire districts undertake UTC processes more efficiently. Element A would carry out the necessary improvements on- street to equipment and further detail on the location of these improvements is provided below.



Element B will integrate all traffic signals in West Yorkshire within one common computer system and integrate all electronic traffic management systems across West Yorkshire.

The third element will create a single combined UTM service for West Yorkshire, which would be more resilient and efficient than the existing structure. This would enable better management of the network across District boundaries and also enable staff to spend more time on scheme development work for other Transport Fund projects.

A phased approach to delivery is recommended with the technical improvements (Elements A and B) implemented in Phase 1 and the re-organised operations (Element C) in Phase 2. This is anticipated to include two iterations of the Full Business Case (FBC) to enable Elements A and B to be progressed in the shorter term. The phases are able to run concurrently or consecutively dependent on progress and approvals (i.e. in the event that resolution is achieved more quickly for Element C, it could be brought forward with Elements A and B).

The new combined UTM service will enable more efficient and seamless management of the West Yorkshire highway network, which will have a number of benefits for the economy, environment and those living and working in the region:

- Consistent UTM service across West Yorkshire;
- Better management of congestion to unlock capacity on the highway network;
- Improved journey time reliability for highway travel;
- A more resilient network able to better manage unplanned events;
- Air quality improvements; and
- An increase in employment and the promotion of economic growth by the completion of transport schemes across West Yorkshire regardless of boundaries.

The project is also an enabler to other schemes within the Transport Fund and National Productivity Investment Fund (NPIF), helping to ensure they fully meet their benefits realisation in unlocking growth. This outline business case (OBC) has been prepared for the full project with all three elements. It is proposed that a full business case is submitted for Elements A and B in June 2018 following receipt of tender prices. The full business case for



Element C is likely to follow later in 2018 given the further work that is required to develop this element of the project (date to be confirmed).

## Business Case Summary:

<b>Strategic Case</b>	<p>The project will help deliver Priority Area 4 – Infrastructure for Growth of the Leeds City Region Strategic Economic Plan (2016).</p> <p>The proposed scheme would contribute to the following success measures identified for the 'Infrastructure for Growth' priority:</p> <ul style="list-style-type: none"> <li>- Increases in GVA and job growth;</li> <li>- Increases in connectivity bringing people, places and jobs closer together;</li> <li>- Reduced delays, congestion and faster journey times across all transport modes and both within and beyond the city region; and</li> <li>- Reduced carbon emissions and vehicle air pollution, contributing to improved environmental quality.</li> </ul> <p>The Strategic Case is underpinned by congestion levels on the KRN, evident on particular sections of the KRN in locations of schemes, and delays on the highway network can have a considerable impact on productivity and reliability. These impact economic growth.</p> <p>In addition, congestion on the network also has consequences for local air quality and carbon emissions – it also increases driver frustration regarding delays, raising the likelihood of accidents.</p> <p>Finally, the travel to work flows across district boundaries highlights the need for an integrated approach to highway management in order to effectively manage flows for those travelling throughout West Yorkshire delivered by the scheme- both through Element A, as well as improved co-ordination of assets and their management through Elements B and C.</p>
<b>Commercial Case</b>	<p>The Commercial Case details the procurement strategy, and details of initial market testing to demonstrate demand to supply the services- as well as highlighting 28 indirect jobs associated with the scheme.</p> <p>Element A (On-street improvements to UTC equipment)</p> <p>Works undertaken for Element A would be procured and carried out using specialist signal contractors from the West Yorkshire UTMC Supply and Installation Contract, supervised and managed by the West Yorkshire UTMC teams. West Yorkshire local authorities have considerable experience with the contract, with the Districts routinely using the framework to meet the procurement needs of the service with respect to the purchasing of equipment for new traffic signal projects together with their installation.</p> <p>Element B (Cloud Based Combined UTC/UTMC system)</p> <p>A procurement strategy has been developed but, as with any UTMC/UTC project, the list of suppliers for this bespoke area of works is limited. There are only a handful of suppliers for UTMC systems and only two approved suppliers for the UTC system. There is however greater choice</p>



	<p>and therefore more competition for the professional services and technical support that will be needed for their installation.</p> <p>Professional Services and Technical Support</p> <p>Where possible these services will be procured using the Combined Authority Framework for Specialist Services contract awarded in 2016 (for instance business case support). In addition to price, the award of these works packages will also consider the local knowledge of suppliers.</p> <p>UTC and UTMC Systems</p> <p>These systems will have to be procured and conform to the EEC OJEU notice regulations owing to the sums involved. As the required systems are bespoke, the intention is this will be procured through the Restricted Route.</p> <p>Element C (Combined UTMC Service)</p> <p>The precise approach to procurement of Element C is unknown at this stage. However, it will be undertaken using local authority guidance.</p>
<b>Economic Case</b>	<p>Elements A and B – A single option has been identified within the short list of options for each element. The appraisal approach is set out within the Appraisal Specification Report.</p> <p>Element C – Detailed costings of the proposed location and further work on the structure of the new service is required to fully complete the Economic case, however a qualitative approach to Element C is included within the OBC.</p> <p>In 2018, the Combined Authority modelled Element A through the Urban Dynamic Model (UDM) - this resulted in a programme annual net GVA for West Yorkshire of +£2.8 million (2009 prices) and 28 West Yorkshire jobs unlocked in a reporting year of 2031, compared to the Do-Minimum. This equates to a GVA per £ ratio of 2.44 to 1 (2010 prices, 10 year appraisal, discounted).</p> <p>Journey time savings were calculated for the AM, IP and PM peak based on Trafficmaster data for defined routes. Delay at junctions was captured as the difference between the overnight period and the peak period. A 12% reduction in delay or SCOOT or 13% delay saving for MOVA upgrades was calculated at particular junctions to identify the journey time saving.</p> <p>The three elements of the scheme have been appraised at a programme level and at an individual element level to demonstrate the BCR and VfM. The programme (including Elements A, B and C) has a <b>Medium VfM proposition with a BCR of 1.78.</b></p> <p>Element A accounts for approximately 90% of the total monetised benefits reported for the programme. At an individual element level, Element A has a high VfM with a BCR of 3.0.</p> <p>At OBC stage, monetised benefits for Element B are constrained to 2% of the medical and ambulance and police costs attributed to accidents in West Yorkshire on the KRN; while no monetised benefits are reported for Element C.</p>



	<p>Inflation and Risk have been incorporated as part of the Financial Case. However no QRA has yet been undertaken, and will be incorporated at full business case stage.</p> <p>Some remaining risks to the Financial Case include:</p> <ul style="list-style-type: none"> <li>- <b>Capital cost overruns:</b> Whilst the capital costs have been informed by a market engagement event, there remains a risk that these costs could be greater than anticipated. The lack of competition can exacerbate the risk of capital cost overruns.</li> <li>- <b>Additional ongoing costs:</b> No additional ongoing costs have been included within the core appraisal but there is a risk that additional costs will be identified. Hosting costs are included within the ten year appraisal period.</li> <li>- <b>Cost certainty:</b> Element C requires further definition relating to the proposed location and arrangements to confirm costs.</li> <li>- <b>Apportionment of costs:</b> A decision is required as to how the costs for the new service are to be apportioned between the Districts (for instance, vehicle kilometres versus asset size etc.).</li> <li>- <b>Agreements:</b> An agreement between all five local authorities will be required in advance of implementation with regard to the sharing of liabilities which is to be equally distributed to ensure the host wouldn't be impacted unfairly from a financial perspective.</li> </ul>
<b>Management Case</b>	<p>At present the project is being led by Kirklees Council on behalf of all five West Yorkshire authorities using the PRINCE2 principles of project management.</p> <p>The scheme is being managed through appropriate governance and day-to-day management of delivery, with recognised and suitable personnel.</p> <p>The overall risk management approach is owned by the SRO with day-to-day management the responsibility of the Project Manager / Business Case owner, David Caborn.</p> <p>The approach to risk in this project is managed by utilising the agreed risk register protocols supplied by the Combined Authority. This register is updated on a monthly basis and reported to the project board by the project manager.</p> <p>A Benefit Realisation Plan is to be developed, and is required, as part of the full business case to maximise benefits. It is envisaged that the Benefit Realisation Plan will identify the potential benefits of the UTMC programme including the measures, benefit profiles and reporting requirements to be considered through scheme delivery. This will also be intrinsically linked to the specific site implementation plans and monitoring and evaluation requirements for full business case.</p>

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**Report to:** Investment Committee

**Date:** 21 March 2018

**Subject:** **Ultra-Low Emission Vehicle (ULEV) Taxi Scheme – project progress report**

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**Director(s):** Melanie Corcoran, Director of Delivery

**Author(s):** Mark Auger

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## **1 Purpose of this report**

- 1.1 Members at the Investment Committee of 3 January 2018 asked for an update on progress of the Ultra-Low Emission Vehicle (ULEV) Taxi Scheme.

## **2 Information**

### **Project Background**

- 2.1 This project seeks to improve air quality, by funding and installing up to 88 rapid electric vehicle charge points (EVCPs) in West Yorkshire. This will remove one of the main barriers that has been identified to uptake of Ultra-Low Emission Vehicles (ULEVs) by taxi and private hire operators. Each charge point will have two parking bays, with one bay for sole use by taxi and private hire operators.
- 2.2 A feasibility study estimated the benefits of providing taxi only charge point bays as follows:
- 5% conversion of existing taxi and private hire fleets to ULEV
  - 7.2 tonnes CO<sub>2</sub> saving by 2020 p.a (minimum)
  - 18% improvement in NO<sub>x</sub> emissions across West Yorkshire taxi fleets.
- 2.3 The Investment Committee approved additional project development costs at its meeting of 3 January 2018. The report noted that, as with any trial, there are potential delivery risks, which include:
- The procurement strategy for a single supplier is complex, with many different parties involved.

- The project needs to generate sufficient income from the private sector to cover the Combined Authority and District operational costs.
  - Significant Combined Authority and District staff time is required to develop and deliver this project.
- 2.4 The ULEV project supports the Leeds City Region's ambition to create quality places and clean environments, and the Combined Authority's Transport Strategy objectives to significantly reduce transport emissions and support the taxi sector to deliver on its low emissions targets.

### **Progress Report**

- 2.5 The Combined Authority's Head of Implementation on 11 January 2018 issued a letter to the Chief Highway Officers, included at **Appendix 1**, setting out the assistance required from partner councils to allow progress on the following key tasks to commence in parallel:
- Procurement of a single EVCP supplier / operator
  - Site identification and preparation

#### Procurement of a single EVCP supplier / operator

- 2.6 The Combined Authority is leading the procurement tasks, including the procurement strategy and legal and technical documentation. The officer Project Board has nominated a single-point-of-contact in each partner council to assist with procurement.
- 2.7 An officer workshop was held on 20 February 2018 to inform the Technical Specification. Following this workshop, the Combined Authority's project manager will now complete the Technical Specification.

#### Site identification and preparation

- 2.8 The partner councils are leading the tasks for site identification and preparation. All of the partner councils have confirmed that this project is a priority for their area, that the nominated Officers have sufficient capacity, and that they expect to have sites sufficiently well prepared for inclusion in the tender documentation.
- 2.9 The partner councils have presented initial lists of possible charge point sites to the Project Board. Further work is required now by the partner councils to develop the priority sites in sufficient detail to form part of the tender documents. The target completion date for this task is 31 March 2018, to allow progression to achieve Tender Issue by June 2018, with Contract Award anticipated by September 2018.

## Key Issues

### 2.10 Partner councils will need to consider:

- (i) The charging policy for parking at the EVCPs and impact on any existing parking policies. Currently policies vary across West Yorkshire.
- (ii) The annual amount to be paid by the Supplier to the Combined Authority and the Districts, either as a guaranteed minimum payment and/or profit share. This payment will be necessary to cover all Combined Authority and partner council operational costs such as contract management, and to offset any loss of parking revenue, as there is no revenue funding for this project.

## **3 Financial Implications**

- 3.1 The approach taken to the key issues identified in paragraph 2.9 above could impact on future income for Combined Authority and the partner councils, and should aim to cover any operational costs, and to offset any loss of parking revenue.

## **4 Legal Implications**

- 4.1 There are no legal implications directly arising from this report. Legal support is currently being provided by the Combined Authority and partner councils to progress relevant aspects of the project.

## **5 Staffing Implications**

- 5.1 There are no further staffing implications directly arising from this report. Significant staff input continues to be required from the Combined Authority and the partner councils to complete project development, and all partners have confirmed that this will be made available.
- 5.2 For any peaks in workload or when specialist skills are required, the Combined Authority has appointed a Legal consultant, and will seek to appoint a multi-disciplinary technical consultant in a supporting role for the duration of the delivery stage.

## **6 External Consultees**

- 6.1 The Project Manager is continuing to engage with potential suppliers, to ensure the procurement strategy facilitates development of a tender that captures both the Combined Authority and supplier expectations.

## **7 Recommendations**

- 7.1 That the Investment Committee note the contents of the report.

## **8 Background Documents**

None.

## **9 Appendices**

### **9.1 Appendix 1 – Letter to Chief Highway Officers**



Dear *Chief Officer*

## Ultra-Low Emission Vehicles (ULEV) Taxi Scheme – Project Board and Task Groups

I am pleased to confirm that at the meeting of the West Yorkshire and York Investment Committee on 3<sup>rd</sup> January approval was granted for additional development costs for the ULEV project.

At the Committee meeting, Members raised significant concerns regarding the speed of progress of the project and queried the level of ‘buy-in’ from each district. They emphasised the need to progress the project as quickly as possible given its strategic significance to the region’s air quality agenda and expressed their willingness to help ‘unlock’ any issues. They requested an update on the project for the next Committee meeting in March which I shall be progressing with our project manager.

The Committee approval enables the following key tasks to commence in parallel:

- **Procurement of a single electric vehicle charge-point supplier / operator** for West Yorkshire:
  - Assistance with the tender process, including preparation of technical and legal documentation, tender evaluation and approval to award.
  - Review and approval of a grant funding agreement between WYCA and each District Council
- **Site identification and preparation** of suitable sites for the charge-points **by the end of March 2018:**
  - Engagement with taxi operators
  - Engagement with the Distribution Network Operator
  - Engagement with Electricity Suppliers
  - Engagement with 3<sup>rd</sup> Party Land Owners
  - Design of the charge-points and parking bays
  - Cost estimates
  - Consents and permissions
  - Agreed West Yorkshire sites list, to form part of the tender documentation above

The current regional representation at the Project Board is made up of a small cross-section of disciplines, primarily environmental health and licensing representatives. The existing membership of the Project Board has recognised that they do not have all of the necessary technical skillsets to deliver the key site identification and preparation tasks highlighted above; they describe themselves as more of a ‘user group’.

Different districts have to date been progressing the site identification tasks at different speeds, therefore the project team are currently proposing to structure the procurement to encompass a two stage call for sites, with the intention that those sites where Districts have undertaken development works sufficient to make them ‘delivery ready’, are progressed as part of Lot1. Those sites (and Districts) which need further time, will work towards a second call for sites later in the programme (Lot2) as the tender documentation for the charge point supplier / operator should include as many details of the agreed sites as possible when issued.

To assist with project progress and to provide the Investment Committee members with the reassurance that they require, I would therefore welcome your assistance in confirming:

- That ULEV is considered a priority for your district; your district is currently expected to move forward in Lot 1/2 based on the level of progress to date.
- That your current nominated officer representative has the capacity to undertake the district elements of the site preparation tasks or if you can nominate an alternative contact with the relevant capacity, who will sit on the District Site Identification and Preparation Task Group and progress the relevant actions on behalf of your district, i.e.
  1. To facilitate identification of sites, undertake engagement with taxi operators and drivers.
  2. Present to the Project Board a longlist of possible EV Charge Point sites, that meet an agreed 'common parameters criteria' – with details of:
    - Site contact
    - Site ownership
    - Site restrictions for installation of EV Charge Points
    - Site host agreement implications
- Whether your district is able to nominate an appropriate Officer to assist with procurement and engineering input.

Please note that the date of the **next Project Board meeting is 29 January 2018** and it would be helpful to demonstrate progress on the above items and agree next steps. This will then feed into the update report to Investment Committee members.

I trust that this letter provides you with sufficient information. Please do not hesitate to contact me should you require anything further. I look forward to your response.

Yours sincerely

Kate Thompson  
Head of Implementation

cc Investment Committee Member



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<b>Report to:</b>	West Yorkshire & York Investment Committee
<b>Date:</b>	21 March 2018
<b>Subject:</b>	<b>Update on Leeds Station Gateway and projects working with Network Rail</b>

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<b>Director(s):</b>	Melanie Corcoran, Director of Delivery
<b>Author:</b>	Kate Thompson

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## **1 Purpose of this report**

- 1.1 To update Members on the progress made on the Leeds Station Gateway scheme, led by Network Rail, with an approved delivery timeframe in 2018.
- 1.2 To update Members on progress with Network Rail on future rail projects, including proposed new rail stations, as part of the West Yorkshire plus Transport Fund (the Transport Fund) and Leeds Public Transport Investment Programme (LPTIP).
- 1.3 To update Members on progress with the closure of final accounts for rail legacy projects including Apperley Bridge, Kirkstall Forge, Low Moor and Leeds Station Southern Entrance (LSSE).
- 1.4 Paul McKeown, Director of Route Sponsorship is in attendance to answer questions as raised in the report.

## **2 Information**

### New Rail Station Development

- 2.1 The Combined Authority has completed the delivery of three new rail stations within the last two years which were delivered on our behalf by Network Rail. These stations were opened as follows: Apperley Bridge, December 2015; Kirkstall Forge, June 2016; and Low Moor, April 2017. In addition the southern entrance to Leeds Station opened in January 2016 delivering important journey time savings for commuters and visitors to the Leeds South Bank regeneration area.
- 2.2 The Combined Authority has one of the most ambitious programmes for the development of new rail stations in the country comprising proposals at

feasibility stage for Thorpe Park, Millshaw Park (White Rose), Elland and Leeds-Bradford Airport. The Combined Authority's officer teams in both Policy and Delivery directorates are keen to share and learn the lessons from previous new station schemes, which is particularly important as we prepare our new programme of station development.

- 2.3 Officers are also now looking at a range of delivery models for the new stations. Network Rail has its own form of contracts - Implementation Agreements – and in the past a decision was made to deliver these on an emerging cost basis rather than fixed price. Emerging cost contracts clearly state that costs need to be 'reasonably and properly incurred', based upon the original scope of works unless changes have been authorised and approved by both parties and the responsibility for cost agreed at that stage. However on some of our legacy schemes there have been instances where Network Rail have not sought our approval for technical scope changes or cost increases, which has caused delays to the closure of accounts. Network Rail have confirmed that on future schemes we will be able to contract on a fixed cost basis rather than an emerging cost route. An initial officer workshop with partners will be held in the Spring to explore options and take this forward with Network Rail, Leeds and Calderdale councils and the Combined Authority.

#### Leeds Station Gateway- New Station Street

- 2.4 The funding which the Combined Authority receives from central government is often time bound and comes with its own conditions and key performance indicators. For example, through our £1 billion Transport Fund we have an ambitious Station Gateway programme and Rail Station car park expansion programme. Station Gateway improvements are currently being developed at a number of key stations with the aim of increasing rail patronage. Works involve improving the frontage and entrance to the stations and often extend beyond the entrance to include enhanced public realm and connection to the city/town centre. The stations currently included in the programme are Leeds, Huddersfield, Bradford Forster Square, Bradford Interchange, Halifax and Castleford.
- 2.5 Improvements to Leeds Station Gateway, New Station Street, are being developed by Network Rail. The current approved timeframe is for the scheme to be delivered this calendar year. The scheme is also included within the Government's 2019 review of the Combined Authority's Growth Deal performance which, if projects do not deliver on time, could seriously impact on our ability to drawdown future funding from Government. This will be an important consideration when considering delivery options moving forwards.
- 2.6 There have been delays against the original timeframe for the Leeds Station Gateway scheme. Delays are as a result of delays in decision making and in agreeing the most appropriate procurement route for delivery of the scheme, delays in the production and sign off of the outline design, and unrealistic timescales for issuing tenders. The table below sets out the original timescale for the scheme (submitted August 2017) and the revised timescale received from Network Rail February 2018. Once detailed designs are signed off we will firm

up on delivery timescales. The table outlines the latest estimated timescales. We are currently working with Network Rail to understand the implications of the slippage to the timeframes.

<b>Leeds New Station Street Proposed Programme/ key milestones (01.08.18)</b>	<b>Original milestone Date</b>	<b>Actual Date achieved</b>	<b>Revised Programme date</b>	<b>Comments</b>
GRIP 3 (Outline Design) complete	07.11.17	19.01.18	-	Final outline design agreed at the Project Board 19.01.18. The initial design was not fit for purpose. A number of options were therefore produced before deciding upon preferred design causing delay to this element of the programme.
Tender submission	27.11.17			The tender cannot be formally submitted until the Network Rail 10 day standstill period has ended. The contractors will have a 2 week period to submit their tender returns.
Network Rail tender evaluation complete	08.03.18		16.04.18	Tender submission date reconfirmed by Network Rail- cost estimates then available for FBC/ consideration through assurance process.
Full Business Case Approval and Tender submission sign off	06.04.18		28.06.18	Produce FBC + Costs in parallel with the NWR tender returns for the GRIP 4 – 8 works and negotiation of review time with Case Officer to determine when the FBC + costs can be issued to PAT/ Investment Committee/ Combined Authority
Network Rail Authority Process Complete	04.05.18		TBC	
Contract Award	14.05.18		TBC	
Design F002/003 sign off	14.06.18		TBC	Detailed design sign off
Start on site	29.06.18		30.10.18	Earliest revised start date but works on site over the busy Christmas period will be minimised which may affect the completion date.
Project close out	23.01.19		30.04.19	

## Rail Legacy Projects

2.7 The new rail stations (at Apperley Bridge, Kirkstall Forge, Low Moor and LSSE) are performing well and exceeding expectations in terms of their local impact with commuter demand creating a case for increased services at Kirkstall Forge. A number of items remain outstanding to bring the projects to formal closure:

- The final account remains unsettled for the delivery of Kirkstall Forge and Apperley Bridge and, as the Network Rail project team has now been disbanded, achieving a resolution has proved to be time consuming and there have been difficulties in receiving adequate background information. This situation improved significantly just before Christmas 2017 when Network Rail identified a member of their commercial team to work alongside the Combined Authority's Delivery team and a finalisation of the account is expected to form the basis of a further report to members in the first quarter of 2018/19.
- The lessons learned and project close out stage (Network Rail 'GRIP 8') has not yet been completed for Kirkstall Forge and Apperley Bridge as a result of the issues above and this is delaying discussions to consider how to do things differently for ongoing and planned schemes.
- The final accounts for LSSE and Low Moor have also yet to be closed out.

2.8 Cost overruns on all four schemes are anticipated although the quantum of costs payable by the Combined Authority is still being negotiated across the portfolio of projects. This will be the subject of a future report to the Investment Committee once negotiations have been finalised, but it should be noted that the aim will be to pool existing budget approvals for historic rail projects to meet any shortfall. The primary causes of the cost overruns can be summarised as follows:

- Kirkstall Forge and Apperley Bridge – additional works undertaken to Overhead Line and Track, glazing on footbridge, and unforeseen ground conditions.
- Low Moor – historic mine shaft discovered late in the construction process and repair works to historic gas main
- LSSE – unforeseen ground conditions, strengthening of the viaduct, changes in design as required for the safe and practical operation of the entrance.

## Summary

2.9 Given the scale of the Combined Authority's ambition for new railway stations and improved supporting infrastructure and environment around rail stations, the Combined Authority is keen to work with Network Rail to quickly resolve the cost issues highlighted above, and move quickly to achieve GRIP8 project completion and close-out for all four legacy projects. This will help the Combined Authority to put in place an effective way of working for the next round of development work.

### **3 Financial Implications**

- 3.1 The financial position/ final accounts are still being negotiated with Network Rail.
- 3.2 In order to conclude the finalisation of all rail legacy accounts it is possible that all budget allocations will be required and approval may be sought for funding to be vired between current approved budgets. This will be the subject of a further report to the Investment Committee and Combined Authority once all contractual negotiations are nearing completion.

### **4 Legal Implications**

- 4.1 External specialist legal advice has been sought on an ad hoc basis to inform the discussions to date.

### **5 Staffing Implications**

- 5.1 An interim Commercial Manager is currently engaged by the Delivery directorate to provide specialist technical advice and work alongside the Head of Implementation to conclude the negotiations.

### **6 External Consultees**

- 6.1 There are no external consultees as a result of the contents of this report

### **7 Recommendations**

- 7.1 That the Investment Committee notes the contents of the report.

### **8 Background Documents**

- 8.1 None.

### **9 Appendices**

- 9.1 None.

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**Report to:** West Yorkshire & York Investment Committee

**Date:** 21 March 2018

**Subject:** **Business planning and budget 2018/19**

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**Director(s):** Angela Taylor, Director, Resources

**Author(s):** Angela Taylor

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## **1 Purpose of this report**

- 1.1 To advise the Committee of the work undertaken with regard to business and budget planning for 2018/19.

## **2 Information**

- 2.1 At the last meeting of the Combined Authority in February, the budget and outline business plan for 2018/19 were agreed, building on work undertaken during the autumn.
- 2.2 Further work is now taking place to finalise the detailed business plans and associated key performance indicators, which will form the content of the corporate plan due for approval in April.
- 2.3 A number of measures to align revenue income and expenditure over the three year period have been examined. The approved revenue budget is attached as **Appendix 1** and relies on a use of reserves and reductions in spending to be achieved over the next two years, which will enable a cut to be made to the transport levy.
- 2.4 Appendix 1 also sets out the indicative three year capital programme which includes known and expected capital funding over the period. The revenue budget forecasts include an allowance for borrowing costs, the size of which will be determined as the capital programme is further developed. This will allow for overprogramming and reprofiling of projects beyond the life of the current funding programmes.
- 2.5 The business plan is shown at **Appendix 2**, by directorate. The work of the Delivery directorate is focussed on the delivery of the capital infrastructure projects considered by this Committee and as such is fully capitalised. Work undertaken in the other directorates supports the requirements of the Delivery

directorate and the budget report proposed capitalising a proportion of these costs.

- 2.6 The budget will not remain static over the financial year, as bids for funding will be progressed throughout the year and any new resources will be adopted into the Combined Authority budget accordingly.

### **3 Financial Implications**

- 3.1 As set out in the report.

### **4 Legal Implications**

- 4.1 As set out in the report.

### **5 Staffing Implications**

- 5.1 As set out in the report.

### **6 External Consultees**

- 6.1 None.

### **7 Recommendations**

- 7.1 That the Committee notes the draft business plan and approved budget for 2018/19.

### **8 Background Documents**

None.

### **9 Appendices**

**Appendix 1** – West Yorkshire Combined Authority Summary budgets

**Appendix 2** – Draft Business Plan Summary

WYCA Summary - 2017/18 to 2018/19 (and 2019/20 - 2020/21)

	2017/18 Forecast	2018/19					2019/20	2020/21
	Total £	Salary & Pay Related £	Salary Recovery £	Other Expenditure £	Other Income £	Total £	Total £	Total £
Transport Services								
Subsidised Services	19,181,000	0	0	27,397,250	(8,710,000)	18,687,250	17,345,421	15,851,650
Bus Station & Services	4,917,328	3,649,676	0	6,349,153	(5,654,284)	4,344,546	4,417,539	4,491,993
Concessions + Integrated Ticketing	55,755,478	0	0	56,270,200	0	56,270,200	57,676,955	59,118,879
Prepaid Tickets Income	0	0	0	31,500,000	(31,500,000)	0	0	0
Passenger Information	1,303,055	1,478,349	0	323,024	(617,993)	1,183,380	1,212,947	1,243,105
Travel Centres	498,516	568,798	0	40,340	(80,000)	529,138	540,514	552,117
Telematics	810,118	200,382	0	763,050	(226,000)	737,432	741,440	745,527
Transport Services	82,465,495	5,897,205	0	122,643,017	(46,788,277)	81,751,945	81,934,816	82,003,271
Delivery	(145,262)	3,401,966	(3,740,650)	56,200	0	(282,484)	(289,258)	(296,167)
Economic Services	1,356,314	2,657,421	(576,725)	5,738,783	(6,958,932)	860,548	1,092,161	1,134,608
Policy, Strategy & Communications	4,210,592	5,219,803	(317,596)	855,771	(254,224)	5,503,754	5,515,798	5,545,803
Resources	5,219,319	3,107,347	0	2,088,408	0	5,195,755	5,213,902	5,277,292
Corporate	7,292,512	830,952	(1,355,000)	8,992,287	(2,379,520)	6,088,719	6,263,226	6,618,793
Other Directorates	17,933,475	15,217,489	(5,989,971)	17,731,449	(9,592,676)	17,366,292	17,795,830	18,280,329
Capitalisation	(1,000,000)	0	(1,500,000)	0	0	(1,500,000)	(1,530,000)	(1,560,600)
Enterprise Zone Receipts	(712,000)	0	0	0	(1,968,000)	(1,968,000)	(3,804,000)	(6,525,000)
Transport Levy	(95,198,000)	0	0	0	(94,198,000)	(94,198,000)	(93,198,000)	(92,198,000)
Other	(96,910,000)	0	(1,500,000)	0	(96,166,000)	(97,666,000)	(98,532,000)	(100,283,600)
Further Resources Required	3,488,971					1,452,237	1,198,646	0
Transfer from Reserves	(3,488,971)					(1,452,237)	(1,198,646)	(0)
Balanced Budget	0					0	0	0

		Table 3			
CAPITAL FUNDING	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	TOTAL £000
Local Growth Fund	72,228	74,349	73,510	100,338	320,425
Local Growth Fund C/Fwd	73,160				73,160
Leeds Public Transport Investment Programme	21,000	48,700	49,100	54,700	173,500
Local Transport Plan Integrated Transport	13,104	13,104	13,104	13,104	52,416
Local Transport Plan Integrated Transport C/Fwd	780				780
Highways Maintenance Block	25,971	23,507	23,507	23,507	96,492
Highways Maintenance Incentive Funding	2,432	4,896	4,896	4,896	17,120
Pothole Action Fund	3,857	2,231			6,088
National Productivity Investment fund	6,925				6,925
DfT Cycle City Ambition Grant	14,641				14,641
West Yorkshire Cycling and Walking Fund	2,140				2,140
Ultra Low Emission Vehicles	495	495	990		1,980
European Regional Development Fund	2,968	1,823			4,791
Broadband UK (BDUK)	2,968	1,823			4,791
Growing Places Fund	3,740	4,426	4,929	2,365	15,460
HS2	1,079				1,079
One Public Estate	385	160			545
Capital Receipts	600				600
Carry forward from prior year		73,653	59,469	7,500	
WY+TF Borrowing	0	5,300	13,537	103,369	122,206
TOTAL	248,473	254,467	243,042	309,779	915,139

		Table 5			
CAPITAL EXPENDITURE	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	TOTAL £000
Growth Deal	100,150	102,080	105,960	129,350	437,540
Call For Projects	0	14,282	42,847	85,693	142,822
Leeds Public Transport Investment Programme	2,000	15,000	40,000	50,000	107,000
Local Transport Plan Integrated Transport	13,100	13,104	13,104	13,633	52,941
Ultra Low Emissions Vehicles	180	1,027	1,028	0	2,235
Highways Maintenance Block	25,970	23,507	23,507	23,507	96,491
Highways Maintenance Incentive Funding	2,432	4,896	4,896	4,896	17,120
Pothole Action Fund	3,857	2,231	0	0	6,088
National Productivity Incentive Fund	6,925	0	0	0	6,925
DfT Cycle City Ambition Grant	10,547	4,094	0	0	14,641
West Yorkshire Cycling and Walking Fund	1,019	1,121	0	0	2,140
WY Broadband Programme	5,936	3,646	0	0	9,582
Growing Places Fund	800	4,550	2,000	2,000	9,350
HS2	1,079				1,079
One Public Estate	385	160			545
WYCA Corporate Projects	440	5,300	2,200	700	8,640
TOTAL	174,820	194,998	235,542	309,779	915,139

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## WYCA 2018/19 Draft Business Plan Summary

DELIVERY DIRECTORATE	
<p><b>Delivering the right projects whilst providing value for money</b></p> <p>Ensuring the delivery of a portfolio of projects and programmes within the agreed cost, time and quality framework, which meet our strategic priorities and derive maximum benefit for the region</p>	
2018/19 Priorities	Resource Lead
<p>Facilitating partner delivery of 57 No. projects, value c£72.971m in the West Yorkshire Transport Fund (WYTF), Leeds Public Transport Infrastructure Programme and City Connect Ambition Grant (CCAG) programme:</p> <ul style="list-style-type: none"> <li>• Provision of new and enhanced cycle routes from the completion of CCAG phase 2 projects at: Castleford to Wakefield phase 2&amp;3; Canals projects; York Scarborough Bridge; Bradford Canal Road; &amp; Leeds City Centre.</li> <li>• Completion of the WY+TF schemes at Kirkgate, Wakefield and A629 (1a) Halifax</li> <li>• Progression of the following schemes through the Assurance Framework to OBC stage: LBIA Link road; Tong Street; Bradford to Shipley Corridor; M2D2L (A653); A62/A644 Cooper Bridge; Halifax Station Gateway; A629 Phase 5; Corridor Improvement Programme junction improvements across West Yorkshire.</li> <li>• Progression of the following schemes through the Assurance Framework to FBC stage: Ings Road Wakefield; York Outer Ring Road (further junctions); ELOR; A629 Phase 1b; A629 Phase 2; Bradford Forster Square; Hard Ings Road, Bradford; UTMIC Phases 1 &amp; 2; Corridor Improvement Programme junction improvements across West Yorkshire</li> <li>• Provision of direct project manager and transport planner expertise (x8 FTE) to West Yorkshire &amp; York partners to support delivery of WY+TF projects.</li> <li>• Contract management of consultancy support commission to West Yorkshire &amp; York partners to support delivery of WY+TF projects.</li> </ul>	<p>Transport Partnerships Team (including x8 FTE supporting direct delivery for WY districts)</p>
<p>Leading the implementation of other significant Transport Projects (46 No.; value c£15.762m) in 2018/19 including:</p> <ul style="list-style-type: none"> <li>• Completion of Bradford Interchange Accessibility &amp; Upgrade Works to provide H&amp;S improvements with improved operational practices.</li> <li>• Progress preferred option for Halifax Bus Station to outline business case and full business case approval to achieve operational, economic and social benefits.</li> <li>• Start on site for first phase of West Yorkshire's ULEV (taxis) project with aim to achieve 5.1% ULEV taxis by 2020 positively contributing to improvements in air quality.</li> <li>• Completion of detailed design, GRIP5 and start on site for Castleford Rail Station Gateway to provide enhanced passenger facilities.</li> </ul>	<p>Transport Projects Team (direct delivery)</p>

<ul style="list-style-type: none"> <li>• Implementation of the New Station Street scheme in Leeds to improve the public realm, pedestrian experience and public safety.</li> <li>• Provide funding contract management support to facilitate completion of 10 bus hotspot schemes to reduce congestion impacts &amp; improve the customer experience</li> <li>• Progress preferred option for a Rail accessibility scheme at Horsforth Rail station whilst coordinating proposals at Cross Gates and Morley with Network Rail's TRU Programme.</li> <li>• Commencement on-site of 3 rail station car park extensions as part of a +2000 parking spaces programme.</li> <li>• Develop outline designs for four new West Yorkshire rail stations. Achieving Approval in Principle for the preferred option from Network Rail, and Outline Business Case approval under WYCA's Assurance Framework.</li> <li>• Closing final accounts for rail legacy projects at Kirkstall Forge, Apperley Bridge, Low Moor and LSSE.</li> <li>• Completion of Real Time Information installations at Morley and South Elmsall Hubs.</li> </ul>	
<p>Facilitating Economic Regeneration 61 No. Projects with a value of c£45.166m (including skills capital &amp; innovation, Housing &amp; Regeneration, Broadband and Better Homes), with targets of:</p> <ul style="list-style-type: none"> <li>• Completing phase 2a and 2b of skills capital &amp; Innovation projects (delivering 6,684 sqm of new build floorspace and 2,500 sqm of refurbished floorspace)</li> <li>• Enabling 200 new homes at Bolton Woods and Beech Hill</li> <li>• Enabling 8,000 sqm of commercial floorspace across York Central/York Guildhall</li> <li>• £3.2m LGF spend on tackling fuel poverty</li> <li>• Delivery of 524 CHS as part of the Warm Homes Fund</li> <li>• Broadband infrastructure to cumulatively deliver 43,086 Total Homes Passed of which 35,679 superfast (&gt;24mb/s)</li> <li>• Enable a further 250 homes and 200 jobs through Growing Places Fund loans</li> <li>• £4m GD spend on Leeds District Heat; £20m total project spend (total contract value £21.3m, Heat On via gas Q1 1920, Heat On via RERF Q2 1920)</li> <li>• 1,000 homes improved through Better Homes Yorkshire Programme</li> <li>• Finding innovative ways to unlock further housing and economic growth with partners to enhance viability, improve developer confidence and deliver essential upfront infrastructure.</li> </ul>	<p>Economic Regeneration Team (currently non-direct delivery, but may adapt during year to assist partner delivery)</p>
<p>Completion of the current Smartcard and information Programme (SCIP) projects (5 No., £1m value) with significant improvements to our customer offer and Phase 5 going live in March 2019, including:</p> <ul style="list-style-type: none"> <li>• Handover of 5 new Mcard ticket machines to Transport Services directorate, enabling customer self-serve</li> <li>• "Hotlisting" capability launch to block lost, stolen, damaged smartcards and improve the customer refund offer</li> <li>• Launch operator only bus products on the Mcard smartcard platform</li> </ul>	<p>Smart Card Implementation Programme Team (direct delivery)</p>

<ul style="list-style-type: none"> <li>• Launch of the “travly” journey planning and mobile ticketing app</li> <li>• Launch of blind/ disabled, personal annuals and corporate annuals on the online card management system for self-serve functionality</li> <li>• Review future programme potential with Policy directorate and future resource requirement</li> </ul>	
To monitor and manage delivery efficiency through robust governance procedures and resource planning. Explore innovative ways to minimise delivery constraints such as skills shortages and district capacity constraints and to stimulate land owner & market interest to achieve jobs and homes targets	Director and Heads of Service in partnership with Policy and Economic Services Directorate
Providing Feasibility and Assurance services across all portfolio’s work including overseeing further calls for projects and re-profiling of programmes. The estimated value of the call projects for 2018/19 is £14.2m	Feasibility and Assurance Team
Managing the Assurance process, monitoring and reporting of progress, spend and benefits, (including the oversight of the £30.6m Highways Maintenance block) further development of project management controls, including risk & cost management and embedding the Portfolio Information Management System (PIMS).	PMO Team
Leading the head office refurbishment project (£3.5m) and supporting the flexible ways of working project	Staff from the PMO team
Further development of policies, processes and working practices to maximise staff retention and embed the culture of a high performing team with ambition to become the ‘Go To’ source of project/programme management expertise for the organisation and partners	Led by Director and Heads of Service
Develop and implement a strategy for resourcing corporate projects and revenue funded projects, through further workforce resource planning and cross-directorate liaison on pipeline requirements	Led by Director in partnership with Director, Resources
Further work with the Policy Directorate to better define the boundary between the Policy and Delivery Directorates and agreeing handover terms	Led by Director and Heads of Service in partnership with Policy Directorate

#### Budget and Resources

<b>2017/18 Revenue Budget</b>	<b>Expenditure</b>	£2.451m
	Income	(£2.450m)
	Net	£0.001m
<b>2018/19 Revenue Budget</b>	Expenditure	£3.458m
	Income	(£3.741m)
	Net	(£0.283m)
<b>Net Revenue Budget change between years</b>		(£0.284m)
<b>Capital spend under the direct control of Delivery 2018/19</b>		£183m (of the total £195m for 2018/19)
<b>2018/19 FTE</b>		71.72

<b>ECONOMIC SERVICES DIRECTORATE</b>	
<p align="center"><b>Delivering effective services to drive inclusive growth</b></p> <p align="center">To attract global investors, support businesses to be more productive and inspire people to gain relevant skills, working with partners across all sectors.</p>	
<b>2018/19 Priorities</b>	<b>Resource Lead</b>
<p>Continue to provide support to help businesses grow and become more productive through the LEP Growth Service, and embed a range of ESIF funded business support programmes, with the targets of:</p> <ul style="list-style-type: none"> <li>• Supporting up to 2,750 businesses that want to grow</li> <li>• Providing intensive support to 900 growth businesses</li> <li>• Supporting the creation of 500 jobs in businesses receiving intensive growth support, investing £5m in capital projects with an average cost per job of £12.5k</li> <li>• Supporting 100 high growth businesses to develop strategic growth plans</li> <li>• Delivering 12 'Pop-Up' business advice events including 6 in more disadvantaged areas</li> </ul>	<p>Business Support Team including: Growth Service, Strategic Business Growth Programme and Business Grants Team plus those below, with support from Comms</p>
<p>Provide Resource Efficiency funding and advice to businesses with a target of supporting 80 businesses to reduce costs on energy, water and waste.</p>	<p>Resource Efficiency Team</p>
<p>Provide support and advice on accessing innovation services and funding with a target to support a further 70 businesses to undertake innovation activity.</p>	<p>Access Innovation Team</p>
<p>Deliver sustainable travel plan advice and services to businesses, recruiting 75 new businesses to the Travel Plan Network and generating over £7m in M-card sales.</p>	<p>Travel Plan Network Team</p>
<p>Work with schools and business leaders to deliver an enhanced model of employability, enterprise and careers education to reach over 160 schools and 12,000 disadvantaged students.</p>	<p>Enterprise in Education Team (+ new posts tbc subject to new funding )</p>
<p>Promote and advise on the benefits of apprenticeships to over 1,000 businesses (smaller funding envelope for 2018/19).</p>	<p>Skills Funding Manager and Apprenticeship Grants Team</p>
<p>Continued skills support for businesses, sector skills initiatives which upskill 1400 individuals in shortage areas; and development &amp; monitoring of delivery agreements with FE colleges in readiness for the proposed devolved Adult Education Budget, in order to secure the right kind of vocational education &amp; training provision to meet the skills demands on our economy.</p>	<p>Skills Funding Manager, Sector Skills Manager plus Digital Skills Coordinator &amp; Economic Intelligence Manager (in Policy &amp; Comms Directorate)</p>
<p>Attract global investors to the Region, undertake inward investment lead generation and deploy targeted grant funding,</p>	<p>Inward Investment Team and support from Comms team</p>



with the aim of creating 1,500 new jobs for the region and bringing 40 inward investment projects to the LCR.	
Promote Leeds City Region investment propositions in the key sectors of advanced manufacturing; digital including fintech; healthcare and life sciences; and financial & professional services, with 180 investor meetings leading to 40 inbound visits hosted.	Sector leads in Advanced Manufacturing, Health & Life Sciences and Digital and support from wider Inward Investment Team above and Comms Team
Promote investor development, safeguard UK jobs and seek 'floating' investment opportunities within 120 internationally owned firms, in partnership with local authorities, seeking to identify 48 new investment projects from 240 meetings.	Key Account Managers ( <i>new posts subject to funding</i> )
Inspire over 100 additional LCR businesses to export and 100 existing exporters to increase global trade, through the improved co-ordination of international trade services with partners, including through 10 new export initiatives.	International Trade Manager
Embed further the principles of inclusive growth into mainstream services through the targeting of employment & skills programmes towards low paid workers, focusing education support onto disadvantaged pupils, implementing employment brokerage to support employers to fulfil social value obligations within WYCA contracts, inspiring businesses to adopt leadership practices which support the progression of low paid workers, considering the application of specific grant conditions, adapting the inclusive growth narrative for inward investment and monitoring appropriate outputs.	To be led by the Executive Head of Economic Services and senior managers with support from PSC Directorate
Collaborate with Policy, Strategy & Comms colleagues on new digital and productivity-led services linked to the inclusive industrial strategy, including reviewing the application of sector prioritisation and considering productivity outputs alongside job outcomes.	To be led by the Executive Head of Economic Services and senior managers with support from the Head of Economic Policy
Refine the efficiency and effectiveness of our grant programmes and implement the recommendations from the grant review process, in line with the Assurance Framework, including a new partnership agreement for delivering support for smaller grants, as well as the inclusive growth principles above.	Head of Business Support & Business Grants Manager to lead with support from specific grant teams including T&I input
Accelerate digital careers activity and develop a digital talent offer as well as activity to address the future infrastructure skills needs linked to HS2 and other transport/regeneration investments, and replacement demand in manufacturing and engineering, including by securing and delivering additional ESIF programmes.	Head of Employment & Skills & Digital Skills Coordinator (in Comms) to lead with support from Enterprise in Education team to promote in schools and T&I team to connect to inward investors. Additional resources subject to ESIF & other bids.
Introduce/test activity to maximise local employment opportunities through major capital investments, including a business facing Gateway for local employment.	Head of Employment & Skills to lead, working with Delivery Directorate and Jobcentre Plus/Local Authority partners
Review the options for increasing the effectiveness of export support within the region, in collaboration with the Policy,	Head of T&I plus International Trade Manager to lead working with the network of trade partners.

Strategy and Communications Directorate, in order to help increase the region's export performance.	
Attract a greater number of transformational inward investments and assist to create a more resilient economy through strengthening links with existing foreign owned businesses.	Head of T&I plus Inward investment team to lead working closely with Comms & Marketing
Establish a specific KAM function within the Trade and Investment Team.	New KAM staff to be recruited (subject to funding being secured)
Work to develop a coordinated approach with local authorities to packaging investment opportunities more effectively in order to create more attractive offers for global investors.	To be led by Head of T&I with additional resource to be identified
Working with colleagues in Policy and Delivery to further develop the strategy for securing end user investment in Enterprise Zones.	To be led by Head of T&I with additional resource to be identified

Budget and Resources		
<b>2017/18 Revenue Budget</b>	Expenditure	£9.901m
	Income	(£8.620m)
	Net	£1.281m
<b>2018/19 Revenue Budget</b>	Expenditure	£8.396m
	Income	(£7.536)m
	Net	£0.860m
<b>Net Revenue Budget change between years</b>		£0.421m
<b>2018/19 FTE</b>		60.53

TRANSPORT SERVICES DIRECTORATE	
<p style="text-align: center;"><b>Connecting people to places</b></p> <p style="text-align: center;">To transform, through strong relationships with local partners and transport providers, the services provided by the CA to be efficient, community led and customer focused.</p>	
2018/19 Priorities	Resource Lead
<b>Information</b>	
Providing direct customer contact services including Metroline and driving efficiencies in running costs	Metroline and Customer Services teams
Coordinating the efficient production of passenger information and considering a range of alternative formats	Service Development Team (inc real time information)
Timetable data and content preparation and working with operators to drive a step change in the quality of raw data to increase efficiency	Data Team
Increase the proportion of information interactions/enquiries that are online to 98%	All
<b>Retail</b>	
Ensuring robust financial process are in place for administering concessions and Integrated ticketing services	Financial Processes Team
Delivering direct customer sales and information through Travel Centres including back office and reshaping the customer sales and information offer	Travel Centres team
Managing WYCA offices including the provision of a reception services and high levels of customer care for staff, partner organisations and visitors	Office Facilities Team
Increase the proportion of MCard sales via self-service/travel centre alternatives to 75% and increase the % of concessionary permits online to 70%	
<b>Asset Management</b>	
Managing our buildings, bus shelters and other on-street public transport infrastructure, aiming to increase income from property rental by 10%	Facilities and Assets team
Day to day running of our staffed and unstaffed bus station facilities continuing to seek efficiencies in running costs while delivering a quality customer experience	Bus Station Services team Cleaning staff
<b>Bus Services</b>	
Cost effectively coordinating and delivering transport services for those with personalised travel needs through AccessBus and home to school transport services for children with Special Educational Needs, seeking to reduce cost per passenger	Door to Door Transport Team and SEN team
Monitoring performance of local transport against contract specifications with the aim of increasing the quality of service.	Monitoring and Survey team
Procuring bus services, coordinating bus network changes and highway liaison, aiming to reduce overall expenditure by a net figure of 5% (taking account of inflation)	Bus Network and Highways Liaison team
Coordinating education transport services on behalf of District Councils to meet educational needs.	Education Transport Team

<b>In 2018/9 the Directorate will also deliver a programme to transform Transport Services through:</b>	
<b>Information</b> Devise and implement new strategy by June 2018 to move from a paper based information provision to a fully digital self service provision focused on live travel information “on the move” to drive efficiency and savings	Led by HoS and Information and Marketing Manager Policy Manager + assistant from PSC to support high level policy/horizon scan R&I analysis support
<b>Retail</b> Devise and implement new strategy by June 2018 to grow market for MCard with WY Ticketing Company introducing new retail channels including mobile phone ticketing. Modernise the service offer at Travel Centres to streamline these and realise savings	Led by HoS and Service Delivery Manager and involving Retail Teams Policy Manager + assistant from PSC to support high level policy/horizon scan R&I analysis support Finance support to deliver changes
<b>Asset Management Strategy</b> Develop a five year plan to maximise rental income and cost effectively maintain the CA’s portfolio of operational and non-operational property with an initial target to increase income generation from property rental by 10% in 2018/19	Led by HoS and Facilities and Assets Manager Involving Asset Development Team PSC support – to support strategic view Legal/Procurement and Finance support Delivery support – interface with Transport Fund teams
<b>Bus Services Strategy</b> Support the transformation of bus services in partnership with bus operators through Bus 18 and the Leeds PTIP Ensure the effectiveness of the young people’s concessionary fare scheme seeking to increase patronage at a reduced cost to the taxpayer Devise and implement a new policy for bus service support which promotes inclusive growth at a reduced cost to the taxpayer Working with Policy and Strategy Directorate to develop a new delivery model for public transport services in the future	Led by Director HoS and involving Bus Services Team Support from PSC – Policy Manager input and Consultation team
Scope out/agree new delivery frameworks for operational services with transport operators/partners. <ul style="list-style-type: none"> <li>Improving management information to develop a more transparent approach to the unit costs of service provision</li> <li>Develop Bus 18 and LPTIP Bus Delivery Board into effective, strong customer focussed partnerships</li> <li>Scope out how the Joint Venture Company for ticketing can be developed into a means by which WYCA and operators share the cost of providing public transport infrastructure, information and ticketing products</li> </ul>	Led by Director, HoS and Service Development Manager
Coordinating WYCA operational plans and liaison with bus operators to meet emerging local and national Air Quality requirements and Clean Air Zones	Led by Director, HoS and with input from other Directorates

Budget and Resources		
<b>2017/18 Revenue Budget</b>	Expenditure	£127.300m
	Income	(£44.969m)
	Net	£82.331m
<b>2018/19 Revenue Budget</b>	Expenditure	£128.540m
	Income	(£46.788m)
	Net	£81.752m
<b>Net Revenue Budget change between years</b>		£0.579m
<b>2018/19 FTE</b>		194.7

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## POLICY, STRATEGY & COMMUNICATIONS DIRECTORATE

### Leading thinking, securing funding

To develop a leading, inclusive Industrial Strategy, a radically new economic policy framework for Leeds City Region; a new vision for the kind of place we want the City Region to be, and use this as part of our pitch for securing a devolution deal that covers the City Region; and to agree a long term funding settlement with Government

2018/19 Priorities	Resource Lead
<b>POLICY, STRATEGY &amp; RESEARCH</b>	
<b>Strengthen our local powers and secure investment to maintain and enhance the CA's investment in the region (currently c.150m a year)</b> <ul style="list-style-type: none"> <li>Continue to make the case for an ambitious devolution deal.</li> <li>Develop proposals for future local growth funding.</li> <li>Be "bid ready" for opportunities that arise from Government where they support our priorities.</li> <li>Deliver the current ESIF programme and influence the design and implementation of the successor national programme (shared prosperity fund).</li> </ul>	<p>Core function of all roles – all policy team input led by Director. With specific input on devolution and on future funding.</p> <p>Support from Delivery and Economic Services and in demonstrating the case for investing here through case studies</p>
<b>Development over the course of 2018 of a single, bold Local Inclusive Industrial Strategy which will be owned by both the LEP and CA with inclusive growth at its core</b> <ul style="list-style-type: none"> <li>This will be an agile, long-term framework aimed at driving growth, boosting productivity and earning power for a post 2030 economy. This will be produced in partnership with key stakeholders including Districts, Universities, and business representative groups.</li> </ul>	<p>Led by HoS supported by policy managers and policy officers</p>
<b>Support Private Sector Growth through proposals to enhance the region's digital and innovation capabilities and through a focus on improving skills.</b> <ul style="list-style-type: none"> <li>Explore ways to lever private sector-led collaboration and mutual improvement to raise the productivity of firms Develop a City Region wide digital framework recognising the importance of the development of a digital and technology strategy for the region covering the 5 pillars of "every business a digital business", digital skills and inclusion, digital as a sector digital infrastructure/connectivity and a smarter city region,.</li> <li>Work with University partners and other stakeholders to take forward the Leeds City Region Med-tech Science &amp; Innovation Audit, supporting the development of investible propositions.</li> <li>Develop proposals for an ambitious retraining programme</li> <li>Develop the case for further enhancement of the Combined Authority's engagement with the education system</li> </ul>	<p>Led by HoS with input from policy managers/officers and input from Economic Services</p>
<b>Deliver improvements to Place to deliver inclusive and clean growth</b>	<p>Led by HoS with input from policy managers/officers and input from</p>

<ul style="list-style-type: none"> <li>• A web-based map product to transform our ability to align investments and use it to support identification of the pipeline of projects.</li> <li>• Deliver the EZ Programme to Outline Business Case stage</li> <li>• Support development of housing growth, including through supporting development of an LCR Housing Deal, working with districts to identify the resources needed to deliver sites, and making the case for investment in strategically important sites.</li> <li>• Identify and capture opportunities from the Government's Clean Growth Strategy, including through the Green/Blue Infrastructure Delivery Plan and LCR Energy Strategy.</li> <li>• Support a refreshed corporate approach to clean growth, through the CA's Accommodation Strategy and embedding Environmental Impact Assessment into the Assurance Framework.</li> <li>• Support the move to cleaner air through cleaner buses through taking opportunities to bid for funding and working with bus operators to test new technology here.</li> <li>• Deliver the Energy Accelerator to create a pipeline of innovative projects in districts.</li> <li>• Secure developer contributions for public transport from new developments</li> </ul>	<p>Delivery on business case development and challenge of policy agenda.</p>
<p><b>Develop policies to transform our City Region connectivity</b></p> <ul style="list-style-type: none"> <li>• <b>Integrated Local Transport</b> Develop the policies within the Transport Strategy into actions</li> <li>• Lead engagement on the LCR Connectivity Strategy and develop defined inclusive growth corridor plans.</li> <li>• Develop Local Cycling and Walking Infrastructure plans.</li> </ul> <p><b>Developing our approach to rail</b></p> <ul style="list-style-type: none"> <li>• Shape the development of Leeds Station, High Speed Two Northern Powerhouse Rail, Calder Valley improvements, Transpennine Route Upgrade and East Coast Mainline.</li> <li>• Influence and shape the regional and national rail policy and work with operators on the operational performance of the current franchises.</li> <li>• Develop and establish a new WYCA rail plan Develop proposals for four new rail stations to OBC</li> </ul> <p><b>Developing our approach to bus services</b></p> <ul style="list-style-type: none"> <li>• Support the delivery of the Leeds Public Transport Investment Programme</li> <li>• Support Transport Operations with their transformational programme including a review of tendered bus services and how 'mobility as a service' could benefit passengers.</li> </ul> <p><b>Influencing the regional and national agenda</b></p> <ul style="list-style-type: none"> <li>• Influence Highways England's Road Investment Strategy</li> <li>• Shape Transport for the North's investment programme.</li> </ul>	<p>Led by HoS with input from policy managers/officers and input from Delivery on business case development and challenge of policy agenda.</p>

<b>Develop a research programme to support our evidence-based decisions</b>	Led by Research and Intelligence
<b>Develop our approach to appraisal.</b> <ul style="list-style-type: none"> <li>• Directly shape government business case guidance including the evolution of Webtag</li> <li>• Lead the economic appraisal and monitoring &amp; evaluation of the West Yorkshire Transport Fund and support to appraisal of ESIF and ERDF</li> </ul>	Led by Research and Intelligence
<b>Provide a range of intelligence services to city region partners</b> <ul style="list-style-type: none"> <li>• Develop an intelligence product portfolio</li> <li>• Build a research and economics function with the capacity and capability to undertake pan city region work</li> <li>• Drive improvements in data capture to inform service improvements and development an “Open Data” Strategy.</li> </ul>	Led by Research and Intelligence
<b>Provide evidence for policy-making</b> <ul style="list-style-type: none"> <li>• New research mapping key LCR supply chains and their relationships to support development of the LIIS and ongoing Brexit Impact Assessment.</li> <li>• New primary research into firm characteristics and business culture</li> <li>• Finalise the HS2 Growth Strategy</li> <li>• Employment Land Review (to ensure we are planning for the new jobs and transformed economy we need.</li> </ul>	Led by Research and Intelligence
<b>Provide business case intelligence and scrutiny for projects through delivery</b> <ul style="list-style-type: none"> <li>• Market intelligence for route development to support bus operators in the development of the bus network.</li> <li>• SMART card transactional analysis</li> <li>• LPTIP Monitoring and Evaluation framework</li> <li>• Development of the CA’s GIS tools to support project and program monitoring (within the context of formally agreed GIS strategy for the CA).</li> <li>• Impact assessment of the Growth Service, the LEP Capital Grants Programme, the Travel Plan Network, the large capital grant applications (over £100K).</li> <li>• Development of LCR Labour market information</li> <li>• Impact of Northern Powerhouse Rail, rail policy and CA interventions in the bus industry.</li> </ul>	Led by Research and Intelligence
<b>COMMUNICATIONS, ENGAGEMENT &amp; MARKETING</b>	
<b>Market services and delivery of CAs, initiatives and programmes</b> <ul style="list-style-type: none"> <li>• Communications and Engagement support across all major programmes – Provide Agency value (over £1m) worth of advice and delivery. Providing a link between communities of interest and decision making internally and with partners.</li> <li>• Market Employment &amp; Skills offerings delivering higher take up rates than comparable regions in the UK.</li> <li>• Market Leeds City region as the Digital centre of the UK driving increases in trade &amp; inward investment opportunities.</li> <li>• Market Economic Services through the ‘Growth Service’ (14 different groups of offerings) and ‘Invest Leeds City Region’.</li> </ul>	Head of Involvement, Communications & Engagement formerly Head of Communications  Heads of Corporate Communications & Engagement  Head of Marketing  Marketing Team Design Team Corporate Communications



<p>Target 66% in next 3 years from base of which is an agency value of over £0.5m worth of advice &amp; delivery.</p> <ul style="list-style-type: none"> <li>• Market Transport Services and TravelCard offerings. Agency value (over £1m) worth of advice and delivery.</li> <li>• Policy &amp; Strategy reports and analysis amplification – (over £0.3m) worth of advice &amp; delivery.</li> <li>• Amplify the achievements of the CA and partners in delivering large scale transformative infrastructure projects establishing credibility with funders.</li> <li>• Establishment of single overarching place based narrative for the region.</li> <li>• Promotion, engagement and marketing of cycling and active travel and the required infrastructure</li> </ul>	<p>Market Research CCAG team</p>
<p><b>Create a full service Digital engagement, marketing and communications function delivering efficient and valued engagement channels</b></p> <ul style="list-style-type: none"> <li>• A single web presence £0.3m Investment to save £0.3m per annum.</li> <li>• A social media strategy delivered through fewer channels in a more targeted and measurable way. Double followers &amp; Treble engagement scores. Cost of PR/Consultation transaction to be reduced by 50%.</li> <li>• Establish a modern intranet platform that enables true partnership working across WYCA/LEP but also across district partners and external third parties. Cost savings target £100k p.a.</li> <li>• Create ICT / Communications strategy working group with savings target on planned expenditure equal to £250k p.a.</li> <li>• Establish a central and available Consultation &amp; Engagement team offering advice and services to all partners and programmes to the value of £0.5m via Engagement Hub.</li> </ul>	<p>Head of Involvement, Communications &amp; Engagement – formerly Head of Communications</p> <p>Head of Digital</p> <p>Head of Marketing</p> <p>Digital Team Design Team</p>
<p><b>Create a strategic communications and external affairs function promoting inclusive growth measures, policy choices &amp; the region</b></p> <ul style="list-style-type: none"> <li>• Overall Advertising Value Estimate measure target 2018/19 of £5m (2015/16 = £1m).</li> <li>• Establish real awareness and sense of presence in Whitehall &amp; Westminster with MP partners and Officials. Devise and measure a metric. In addition minimum of 3 Westminster/London events a year and build a team WY/LCR/Yorkshire amongst MPs.</li> <li>• In region partnerships built upon and value delivered e.g. Welcome to Yorkshire, YEN, National Parks, IoD, CBI, Chambers, FSB, NPP and many more. Devise measure for value.</li> <li>• Establish an ongoing partnership programme with districts and other key delivery partners</li> <li>• Devolution – establish the support for and create conditions for a deal on a preferred geography with required powers.</li> </ul>	<p>Head of Involvement, Communications &amp; Engagement– formerly Head of Communications</p> <p>Heads of Corporate Communications &amp; Engagement</p> <p>Head of External Affairs</p> <p>External Affairs Team Design Team Corporate Communications</p>
<p><b>Use internal communications to embed the organisation's values &amp; Enable Transformation</b></p>	<p>Head of Involvement, Communications &amp; Engagement formerly Head of Communications</p>

<ul style="list-style-type: none"> <li>Establish a professional, high value, service orientated values driven culture across the organisation.</li> <li>Support and enable transformation programmes with internal communications, channel shift, external engagement assistance. Working with all Directorates especially Transport Services and Resources Directorates.</li> </ul>		Heads of Corporate Communications & Engagement  Corporate Communications
<b>Budget and Resources</b>		
<b>2017/18 Revenue Budget</b>	Expenditure	£3.597m
	Income	(£0.134m)
	Net	£3.463m
<b>2018/19 Revenue Budget</b>	Expenditure	£6.076m
	Income	(£0.572m)
	Net	£5.504m
<b>Net Revenue Budget change between years</b>		£2.041m
<b>2018/19 FTE</b>		105.15

## RESOURCES DIRECTORATE

### Enabling the right solution

To transform our processes and support for the organisation around a business partner model ensuring that we have our own house in order as a champion for Inclusive Growth. We need to ensure high value for money, given the financial pressures we and our partners face.

2018/19 Priorities	Resource Lead
Embedding a new structure for Finance to enable more strategic focus and updating key processes to better meet customer needs and maximise efficiencies. Achieving a balanced financial outturn at year end, achieving 100% statutory compliance and paying all undisputed invoices within 30 days.	Finance Team
Embed the new procurement team and implement the procurement strategy with a specific focus on further embedding social value principles into procurement practices, ensuring there are no successful legal challenges to procurement decisions and on devising an efficiency savings programme for revenue budgets with a target of delivering 5 savings initiatives	Procurement Team
Embedding the new OD structure for the Legal Team and introducing new working practices to enable a greater customer focus. Fully implementing the GDPR action plan and new processes to ensure ongoing statutory compliance, including meeting 100% of FOI/EIR deadlines	Legal Team
Develop new process for delegations and more streamlined decision making across officers and committees to drive efficiencies, while ensuring 100% compliance with statutory requirements regarding committee agenda publication.	Governance Team
Implement year 1 of the Corporate Technology Strategy to improve the service offer and ensure efficiency - including developing a customer service management system (ITIL), defining a flexible working technology strategy, security and compliance enhancements and review of mobile equipment. Ensuring that the core network and Microsoft cloud services are available for at least 99% of the time and limiting non-critical open service desk request to 100 or below	ICT Team
Embedding the new HR structure and implementing the new HR strategy, moving to a model of more strategic focus and greater efficiency	HR Team
Updating and implementing new HR policies/strategies including the workforce development strategy and diversity strategy and initiatives to support the organisation in delivering STEM activities. Working with managers across the organisation to ensure that average recruitment times do not exceed 30 days,	HR Team

sickness absence does not exceed 6 days per annum and to achieve 11 apprentices in post across the organisation	
Implement year 1 of the 5 Year Health and Safety strategy and continue training of senior managers in Managing Safely	Health and Safety Team
Coordinate the delivery of the Phase 2 One Organisation programme to drive organisational change and further work to embed new risk and performance management processes across the organisation	Corporate Planning and Performance team
Carry out a programme of independent internal Audit reviews to enable an opinion on control environment and risk management arrangements, and to drive continuous improvement. Achieve at least 80% positive feedback through client feedback questionnaires	Internal Audit team
Moving to a partnering model across all Resources teams, creating a seamless customer service offer for corporate functions and embedding a customer service culture suited to the specific needs of the organisation	Led by Director with all teams
Further developing a seamless corporate team which provides high quality strategic advice and supporting services to the organisation in an efficient manner	All
Updating corporate systems and processes to include the specification /implementation of integrated new systems for Finance, budgeting, payroll, HR, procurement, offering a seamless resource planning offer for internal customers	All teams
Improve transparency across data and information for all Resources functions	All teams
Driving culture change through embedding our values and behaviours in all of our corporate functions and rolling these out across the organisation	All teams
Ensuring statutory compliance across all Resources functions	All teams

#### Budget and Resources

<b>2017/18 Revenue Budget</b>	Expenditure	£14.629m
	Income	(£98.184m)
	Net	(£83.555m)
<b>2018/19 Revenue Budget</b>	Expenditure	£15.019m
	Income	(£100.401m)
	Net	(£86.382m)
<b>Net Revenue Budget change between years</b>		(£2.827m)
<b>2018/19 FTE</b>		75.41



**MINUTES OF THE MEETING OF THE  
BUSINESS INVESTMENT PANEL  
HELD ON MONDAY, 11 DECEMBER 2017 AT COMMITTEE ROOM B,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

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**Present:**

Councillor Judith Blake CBE (Chair)	Leeds City Council
Michael Allen	NatWest Bank
Councillor Graham Swift	Harrogate Borough Council
Simon Pringle	Project Rome
Simon Wright	Yorkshire Bank

**In attendance:**

Paul Hyde	Leeds City Council
Phil Cole	Leeds City Council
Henry Rigg	WYCA
Neill Fishman	WYCA
Elizabeth Courtney	WYCA
Chris Brunold	WYCA
Lorna Holroyd	WYCA
Samuel Lewis	WYCA
Janette Woodcock	WYCA

**1. Apologies for absence**

Apologies for absence were received from Councillors Shabir Pandor, Tim Swift and Roger Marsh.

**2. Declarations of Disclosable pecuniary interests**

There were no pecuniary interests declared.

**3. Exempt Information - 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 Appendices 1 and 2 of Agenda item 5, Appendices 1 and 2 of Agenda item 6 and Appendix 1 of Agenda item 8 on the grounds that, in view of the nature of the business to be transacted, 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.

**4. Minutes of the meeting of the Investment Panel held on 14 November 2017**

**Resolved:** That the minutes of the Business Investment Panel held on 14 November 2017 be approved.

**5. Strategic Inward Investment Fund Update**

The Panel considered a report providing an update on the progress in committing grants through the LEP Strategic Inward Investment Fund.

In Private Session the Panel considered one new application (reference number SIIF 003) as detailed in paragraph 3.1 and in confidential Appendix 1 of the submitted report.

The Panel was provided, in private session, with an update on an application (reference number 1094369) which it had previously considered and approved, but which had subsequently been withdrawn by the applicant as detailed in confidential Appendix 2.

**Resolved:**

- (i) That the update on progress in committing grants through the Strategic Inward Investment Fund be noted.
- (ii) That application number SIIF 003 be supported and recommended for approval to WYCA's Managing Director
- (iii) That the update on the previously approved application (reference number 1094369) as detailed at Appendix 2 of the submitted report be noted.

**6. Business Grants Programme Update**

The Panel considered a report providing an update on the current position regarding progress within the LEP Business Grants Programme (BGP).

**BGP Update**

The Panel was provided with a progress update on committing grants through the BGP.

**Grant Applications**

At the last Panel meeting on 14 November 2017, members had considered two grant applications (references 1093427 and 1094831). Both applications had been

deferred after the Panel had requested further information / clarification in respect of

a number of issues in relation to each project.

It was reported that 1094831 had now submitted a new application (reference number 1095568) for consideration by the Panel.

In private session, the Panel considered the further information relating to the two applications.

**Resolved:**

- (i) That the Business Grants Programme update be noted.
- (ii) That application reference number 1093427 be rejected and that officers provide feedback to the applicant on the reasons why the grant could not be approved.
- (iii) In regard to application reference number 1095568 (previously 1094831), it was agreed that a lower level of grant be offered to the applicant.

**7. Flexing Economic Services to Deliver inclusive Growth Outcomes**

The Panel considered a report on proposals to introduce new grant criteria from April 2018.

The report set out the LEP/WYCA's approach to inclusive growth which included developing a single, top-level city region strategy with inclusive growth at its core and reflecting the government's emerging approach to industrial strategy.

A work-stream has also been underway to look at ways in which the city region may explicitly target its policy and programmes to inclusive growth outcomes, including the LEP's programme of grants. The LEP Capital Grants programme was launched in February 2013 with a focus on job creation. Since that time unemployment has fallen by 43%, however there has been an increase in in-work poverty highlighting the need to focus on the quality of jobs created.

The Panel considered the proposed new criteria for determining grants (set out in Appendix 1 of the submitted report) which included more stretching inclusive growth conditions to ensure jobs created and/or safeguarded were of a better quality and could support career progression within businesses.

The report also set out the ongoing testing and consultation with private sector partners, including previous grant recipients to ensure desired impacts were achieved.

The Panel discussed the approach to inclusive growth and the proposed new grant criteria and provided their feedback to officers.

**Resolved:**

- (i) That the feedback and views of the Panel be noted.
- (ii) That, following a wider consultation exercise, a further report be brought to the next meeting in advance of any of the proposed changes being finalised.

## **8. Growing Places Fund Loans Update**

The Panel considered a report on the progress in committing loans through the LEP Growing Places Fund (GPF).

In private session the Panel was also provided with an update on the live loan with changed circumstances, as detailed at paragraph 3.1 and in confidential Appendix 1 of the submitted report.

### **Resolved:**

- (i) That the update be noted.
- (ii) That feedback on the live loan with changed circumstances as detailed in Appendix 1 be noted.

## **9. Date of Next Meeting**

Thursday 18 January 2018 11:30 AM, Committee Room B, Wellington House, Leeds





**MINUTES OF THE MEETING OF THE  
BUSINESS INVESTMENT PANEL  
HELD ON THURSDAY 18 JANUARY 2018  
IN COMMITTEE ROOM B, WELLINGTON HOUSE, LEEDS**

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**Present:**

Councillor Judith Blake (Chair)  
Marcus Mills  
Councillor Shabir Pandor  
Councillor Tim Swift  
Simon Wright

Leeds City Council  
Big Word  
Kirklees Council  
Calderdale Council  
Yorkshire Bank

**In attendance:**

Paul Hyde  
Chris Brunold  
Neill Fishman  
Lorna Holroyd  
Kate Thompson  
Janette Woodcock

Leeds City Council  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority

**1. Apologies for Absence**

Apologies for absence were received from Councillor Graham Swift, Michael Allen, Jonathan King, Roger Marsh and Gareth Yates.

**2. Declarations of Disclosable Pecuniary Interests**

There were no pecuniary interests declared by members of the meeting.

**3. Exempt Information - 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 Appendices 1 and 2 of Agenda Item 6 and Appendices 1 and 2 of Agenda Item 7 on the grounds that it is 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 circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**4. Minutes of the meeting of the Business Investment Panel held on 11 December 2017**

**Resolved:** That the Minutes of the Business Investment Panel held on 11 December be approved.

**5. Strategic Inward Investment Fund Update**

The Panel considered a report outlining the current position regarding progress in committing grants through the LEP Strategic Inward Investment Fund (SIFF)

Members considered one application at the last panel meeting on 11 December 2017 project reference SIIF 003. The company has now accepted the offer and a funding agreement is being prepared.

**Resolved:** That the update be noted.

**6. Business Grants Programme Update**

The Panel considered an update on the progress in committing grants through the LEP Business Grants Programme (BGP)

At the last meeting on 11 December 2017 members considered two applications project references 1093427 and 1095568.

Project 1093427 had been informed of the decision to reject their application and had submitted an appeal in writing asking that it be reconsidered.

Project Reference 1095568 accepted the decision to offer a lower grant than was requested.

In private session members considered a written appeal from project reference 1093427 following rejection of their application.

**Resolved:**

- (i) That the Business Grant Programme update be noted.
- (ii) That the decision previously made at the meeting on 11 December 2017 to reject the grant was upheld

**7. Growing Places Fund Loans Update**

The Panel considered a report on the progress in committing loans through the LEP Growing Placed Fund (GPF)

In private session The Panel was updated and asked for feedback on the progress of:

- One new loan application appraised at the Outline Business Case.
- A Change Request for one live loan with altered circumstances.

- Update on the live loan with changed circumstances as detailed at paragraph 3.1 and in confidential Appendix 1 of the submitted report.

**Resolved:**

- (i) That the update be noted.
- (ii) That the Panel noted the application appraised at Outline Business Case, as detailed at 3.1 and in Appendix 1 and recommends for approval.
- (iii) That the Panel noted the Change Request received for one live loan with changed circumstances as detailed at 4.1 in Appendix 1 and recommends for approval.

**8. Date of Next Meeting**

Tuesday 6 March 2018, 14:00, Committee Room A, Wellington House, Leeds.

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