

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

**MEETING TO BE HELD AT 12.00 PM ON WEDNESDAY, 5 SEPTEMBER  
2018 IN COMMITTEE ROOM A, WELLINGTON HOUSE, 40-50  
WELLINGTON STREET, LEEDS**

---

### **A G E N D A**

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE  
PRESS AND PUBLIC**

1. To highlight Appendices 1 and 2 to Agenda Item 8 and Appendices 1 – 9 to Agenda Item 9 which officers have identified as containing exempt information within the meaning of Schedule 12A to the Local Government Act 1972, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.
2. To consider whether or not to accept the officers' recommendation in respect of the above information as set out in paragraph 4.1 of Agenda Item 8 and paragraph 4.1 of Agenda Item 9.
3. If the recommendation is accepted, to formally pass the following resolution:-

**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 the appendices to Agenda Items 8 and 9 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.

- 4. MINUTES OF THE MEETING OF THE WEST YORKSHIRE AND YORK INVESTMENT COMMITTEE HELD ON 4 JULY 2018**  
(Pages 1 - 10)
- 5. GOVERNANCE ARRANGEMENTS**  
(Pages 11 - 14)
- 6. CAPITAL PROGRAMME UPDATE**  
(Pages 15 - 38)
- 7. CAPITAL SPENDING AND PROJECT APPROVALS**  
(Pages 39 - 148)
- 8. LEEDS CITY COLLEGE QUARRY HILL PROJECT UPDATE**  
(Pages 149 - 160)
- 9. EUROPEAN STRUCTURAL AND INVESTMENT FUNDS (ESIF) - SUSTAINABLE URBAN DEVELOPMENT (SUD)**  
(Pages 161 - 164)

**For Information**

- 10. MINUTES OF THE BUSINESS INVESTMENT PANEL HELD ON 12 JUNE 2018**  
(Pages 165 - 168)
- 11. DRAFT MINUTES OF THE BUSINESS INVESTMENT PANEL HELD ON 9 AUGUST 2018**  
(Pages 169 - 172)

**Signed:**

A handwritten signature in black ink, appearing to read 'A Taylor'.

**Director of Resources  
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE  
WEST YORKSHIRE AND YORK INVESTMENT COMMITTEE  
HELD ON WEDNESDAY, 4 JULY 2018 AT COMMITTEE ROOM A,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

---

**Present:**

Councillor Barry Collins (Acting Chair)	Calderdale Council
Councillor Ian Gillies	City of York Council
Councillor Denise Jeffery	Wakefield Council
Councillor Richard Lewis	Leeds City Council
Councillor Peter McBride	Kirklees Council
Councillor Alex Ross-Shaw	Bradford Council

**In attendance:**

Councillor Eric Firth	Kirklees Council
Councillor Kim Groves	Leeds City Council
Melanie Corcoran	West Yorkshire Combined Authority
Rachel Jones	West Yorkshire Combined Authority
Polly Hutton	West Yorkshire Combined Authority
Fiona Limb	West Yorkshire Combined Authority
Andrew Norman	West Yorkshire Combined Authority
Khaled Berroum	West Yorkshire Combined Authority

**1. Apologies for Absence**

Apologies for absence were received from Councillor Peter Box and Roger Marsh.

**2. Chair of Meeting**

**Resolved:** That Councillor Barry Collins chair the meeting in the absence of the Chair and Deputy Chair.

**3. Declarations of Disclosable Pecuniary Interests**

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

**4. 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 7 to Agenda Item 7 and Appendix 1 to Agenda Item 9 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.

**5. Minutes of the Meeting of the West Yorkshire and York Investment Committee held on 5 June 2018**

**Resolved:** That the minutes of the West Yorkshire & York Investment Committee held on 5 June 2018 be approved and signed by the Chair.

**6. Governance Arrangements**

The Committee considered a report on governance arrangements in respect of the following:

- To note the revised terms of reference for the West Yorkshire and York Investment Committee, and the appointment of the Chair and Deputy Chair of this Committee.
- To appoint an advisory sub-committee of the West Yorkshire and York Investment Committee, the Business Investment Panel, its members and a Chair and Deputy Chair.

At its annual meeting on 28 June 2018, the Combined Authority appointed Councillor Peter Box as Chair of the Committee and Roger Marsh as Deputy Chair. They had also considered the terms of reference which were attached at Appendix 1 to the submitted report.

The Committee considered the appointment of the Business Investment Panel as an advisory sub-committee and the proposed terms of reference and membership which were attached at Appendices 2 and 3.

**Resolved:**

- (i) That the terms of reference for the West Yorkshire and York Investment Committee attached as Appendix 1 to the submitted report be noted.
- (ii) That the appointments made by the Combined Authority of the Chair and Deputy Chair of the West Yorkshire and York Investment Committee be noted.
- (iii) That the West Yorkshire and York Investment Committee appoints the Business Investment Panel on the terms of reference set out in Appendix 2 to the submitted report, with a quorum of 4 voting members, to include:
  - 1 member of the Combined Authority or local authority co-optee, and



- 1 private sector representative.
- (iv) That the West Yorkshire and York Investment Committee appoints to the Business Investment Panel, members of the Combined Authority as set out in Appendix 3 to the submitted report in accordance with Section 17 Local Government and Housing Act 1989, and other voting members to the Panel as set out in Appendix 3.
- (v) That the West Yorkshire and York Investment Committee appoints:
- Councillor Blake as Chair of the Business Investment Panel, and
  - a Deputy Chair for the Business Investment Panel.
- (vi) That the dates of Business Investment Panel meetings set out in the calendar of meetings approved by the Combined Authority at the Annual Meeting be noted.

## **7. Capital Programme Update**

The Committee considered a report on progress made on the implementation of the West Yorkshire Combined Authority's capital programme.

The report set out performance in relation the capital programme for 2018/19 and focussed on key issues and activity relating to the Growth Deal and the Leeds Public Transport Investment Programme (LPTIP).

Members noted the forecast spend across each Growth Deal priority in 2018/19 which was detailed in Table 2 of the submitted report. The profiled annual expenditure for the programme across its six years was attached at Appendix 1 and the Growth Deal dashboards at Appendices 2 and 3.

The Committee discussed proposals to revise the reporting of Growth Deal RAG ratings which were outlined in the submitted report. It was reported that a requirement of the Cities and Local Growth Unit (CLOG) was that all Growth Deal projects are rated in accordance with the Government RAG rating criteria which was attached at Appendix 4. It was noted that all projects are RAG rated using criteria previously agreed by the Investment Committee and it was proposed that both RAG ratings be reported to future meetings. It was also agreed that the in-year RAG rating be formalised and the proposed revised RAG rating was attached at Appendix 5.

### **Resolved:**

- (i) That the progress made in implementing the Combined Authority Capital Programme be noted.
- (ii) That the Investment Committee agrees to recommend the proposed revision of the Growth Deal RAG rating to include an overall RAG rating as detailed in Appendix 4 and an in-year RAG detailed in Appendix 5.

## **8. Capital Spending and Project Approvals**

The Committee considered a report on proposals for the progression of, and funding for, a number of West Yorkshire Combined Authority supported projects, including West Yorkshire plus Transport Fund and Growth Deal at stages 1, 2 and 3 of the Combined Authority's assurance process.

Members discussed the proposals for the progress of the following four schemes which were detailed in the submitted report:

- Rochdale Canal – Cycle Safety Fund
- Corridor Improvement Programme – A58/A672
- Corridor Improvement Programme – A646/A6033
- Beech Hill (Phase 1a and 1b) Halifax

The report also provided further details and outlined proposed recommendations for the following schemes which have had change request reports assessed in line with the Combined Authority's assurance process:

- Forge Lane/Dewsbury Riverside
- Kirklees Housing project
- Bradford One City Park
- Halifax Station Gateway

It was noted that the change request in respect of the Forge Lane/Dewsbury Riverside scheme had also resulted in a recommendation for a decision point 2 (case paper) approval which was also considered as part of the report.

The Committee was also provided with details of decisions made through delegation to the Combined Authority's Managing Director since the last meeting in respect of:

- LEP Loan 318 – Canal Road Urban Village Ltd (CRUVL), New Bolton Woods
- LEP Loan 308 (incl 319) – Citu Bridge
- Tackling fuel poverty
- Bus Hotspots

Summaries of the schemes' business cases were attached as Appendices 2-8 of the submitted report.

### **Resolved:**

- (i) In respect of Rochdale Canal - Cycle Safety Fund - Canal Towpath Improvement Phase 2 - Hebden Bridge to Todmorden, the Investment Committee recommends to the Combined Authority:

- (a) That the Rochdale Canal Towpath Improvement project proceeds through decision point 2 and work commences on activity 4 (full business case)
  - (b) That an indicative approval is given to the total project value of £1.553 million and the Combined Authority funding contribution of £1.473 million (from the Department for Transport – Cycle Safety Grant 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). The remainder will be funded by £80,000 from Calderdale Council,
  - (c) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report including at decision points 4 and 5 through a delegation to the Combined Authority's Managing Director following a recommendation by either Investment Committee or the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (ii) In respect of Corridor Improvement Programme - A58/A672, the Investment Committee recommends to the Combined Authority:
  - (a) That the Corridor Improvements Programme scheme - A58/A672 proceeds through decision point 3 and work commences on activity 4 (full business case)
  - (b) That an indicative approval to the total project value of £6.024 million 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).
  - (c) That the development costs of £706,665 are approved in order to progress the scheme to decision point 4 (full business case), and that the Combined Authority issue an addendum to the existing Funding Agreement with Calderdale Council for expenditure of up to £706,665 from the West Yorkshire plus Transport Fund taking the total approval to £941,665.
  - (d) That future approvals are made in accordance with the approval pathway and approval route set out in the submitted report, to include at decision points 4 and 5 through a delegation to the Combined Authority's Managing Director. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (iii) In respect of the Corridor Improvement Programme - A646/6033 Calderdale, the Investment Committee recommends to the Combined Authority:

- (a) That the Corridor Improvements Programme scheme - A646/6033 proceeds through decision point 3 and work commences on Activity 4 (full business case).
  - (b) That an indicative approval to the total project value of £5.092 million 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)
  - (c) That the development costs of £594,581 are approved in order to progress the scheme to decision point 4(full business case), and that the Combined Authority issue an addendum to the existing Funding Agreement with Calderdale Council for expenditure of up to £594,581 from the West Yorkshire plus Transport Fund taking the total approval to £789,581.
  - (d) That future approvals are made in accordance with the approval pathway and approval route set out in the submitted report, to include at decision points 4 and 5 through a delegation to the Combined Authority's Managing Director. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (iv) In respect of Beech Hill, Halifax, the Investment Committee recommends to Combined Authority:
- (a) That the Beech Hill project (phase 1a) proceeds through decision point 5 and work commences on activity 6 (delivery).
  - (b) That the Beech Hill project (phase 1b) proceeds through decision point 2 and work commences on activity 4 (full business case) through the provision of an updated business case for both phases 1a and 1b.
  - (c) That indicative approval is given to the total revised Combined Authority funding requirement of £2.197 million, to be funded from the Local Growth Fund. Phase 1b total forecast cost of £797,000 to be funded from over-programming against the Local Growth 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).
  - (d) That approval is given for expenditure of up to £1.4 million for Phase 1a of the project to be funded from the Combined Authority's Local Growth Deal and that the Combined Authority enter into a Funding Agreement with Calderdale Council for expenditure up to £1.4 million.
  - (e) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report to include for Phase 1b at decision points 4 and 5

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 the submitted report.

- (v) In respect of Forge Lane / Dewsbury Riverside, the Investment Committee recommends to the Combined Authority:
  - (a) That the change request is approved to omit the Forge Lane site from the Growth Deal Priority 4a programme and that this site is substituted with the Dewsbury Riverside site with an indicative allocation of a grant from the Local Growth Fund to the value specified in the exempt Appendix, 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)
  - (b) That the Dewsbury Riverside project proceeds through decision point 2 and work commences on activity 4 (full business case).
  - (c) That the funding support to the Dewsbury Riverside site is provided in the form of a grant to the value specified in the exempt Appendix, rather than a loan as previously approved for the Forge Lane site.
  - (d) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report, including at decision point 5, following a recommendation by the Combined Authority's programme appraisal team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (vi) In respect of Kirklees Housing, the Investment Committee recommends to the Combined Authority:
  - (a) That the change request to the Kirklees Housing project is approved to reduce the Local Growth Fund funding for Phase 1 (Ashbrow Housing and Soothill Housing Sites) to £700,000.
  - (b) That the change request is approved to omit the Stile Common site from the project and that this site is substituted with the Waterfront site (Phase 2) with an indicative allocation for a £300,000 loan from the Local Growth Fund, subject to Phase 2 being brought back through the assurance process in the form of an expression of interest and considered by Investment Committee and the Combined Authority at decision point 2 (case paper)

- (c) That the Combined Authority enters into an addendum to the existing loan agreement with Kirklees Council to reflect the change request.
  - (d) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (vii) In respect of One City Park, Bradford, the Investment Committee recommends to the Combined Authority:
- (a) That the change request to the One City Park project is approved to extension to the project timescales and that the project should reconfirm its business case as part of undertaking activity 5 (full business case with finalised costs).
  - (b) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report, including at decision point 5 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 the submitted report.
- (viii) In respect of Halifax Station Gateway, the Investment Committee recommends to the Combined Authority:
- (a) That the change request to the Halifax Station Gateway project of £793,000 additional development funds is approved. This takes the total approved development funds to £1.108 million.
  - (b) That the Combined Authority enters into a £793,000 addendum to the existing funding agreement with Calderdale Council for expenditure of up to £1.108 million from the West Yorkshire plus Transport Fund.
  - (c) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report including at decision points 4 and 5 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 the submitted report.

## **9. European Structural and Investment Funds (ESIF) - Sustainable Urban Development (SUD) Update**

The Committee considered a report which provided an update on progress made on the implementation of the European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD).

Members were updated on the current status of the four projects which had been selected by the Combined Authority to progress to full applications for SUD as part of the ESIF Programme and the one project placed on the reserve list. It was reported that following submission of full applications, two projects had been deemed ineligible by the Managing Authority (the Ministry of Housing, Communities and Local Government – MHCLG) under the EU Regulations and a third project had been withdrawn. This left one project which had submitted a full application and the reserve project which was now progressing to full application. A new Call had therefore been published by the Managing Authority with a closing date of 27 July 2018.

It was noted that MHCLG as Managing Authority for the funds, is responsible for the issuing of Funding Agreements, paying projects and general contract management. All finances go directly through MHCLG's accounts, not the Combined Authority's.

**Resolved:** That the progress made in implementing the ESIF SUD strategy be noted.

#### **10. Kirklees College Update**

The Committee considered a report in respect of Kirklees College.

Members noted the update on the current status of the Dewsbury Learning Quarter Skills Capital Project which was outlined in the submitted report. It was noted that the project consisted of two elements, a new build Springfield Centre and Pioneer House, which includes extensive landlord works by Kirklees Council followed by fit out from Kirklees College.

Consideration was given to the 'intention' to release monies from the Combined Authority held escrow account for the immediate completion of the Springfield Centre and thereafter for works at Pioneer House. This would ensure that Springfield Centre will complete by 2018 and the outputs associated with the centre will be realised. It was noted that there are no direct financial implications on the Combined Authority's budget and the Committee considered the details which were attached at exempt Appendix 1.

**Resolved:** That the Investment Committee recommends to the Combined Authority the intention to release monies through delegation to the Combined Authority's Managing Director from the Combined Authority escrow account for the immediate completion of the Springfield Centre and thereafter for works at Pioneer House, as detailed in exempt Appendix 1 to the submitted report.

This page is intentionally left blank





---

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

**Date:** 5 September 2018

**Subject:** **Governance Arrangements**

---

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

**Author(s):** Angie Shearon

---

**1. Purpose of this report**

1.1 To appoint a Deputy Chair to the Business Investment Panel.

**2. Information**

2.1 At the last meeting the Committee considered the appointment of the Business Investment Panel as an advisory sub-committee, the proposed terms of reference, its members and the Chair but deferred the appointment of a Deputy Chair.

2.2 The West Yorkshire and York Investment Committee is now asked to consider the appointment of Simon Wright as Deputy Chair of the Business Investment Panel.

**3. Financial Implications**

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

**4. Legal Implications**

4.1 The Committee may appoint a Deputy Chair.

**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 To consider the appointment of a Deputy Chair of the Business Investment Panel for the municipal year 2018/19.

**8. Background Documents**

None.

**9. Appendices**

None.

## **West Yorkshire and York Investment Committee on 5 September 2018**

### **Late Addendum to Item 5 – 'Governance arrangements'**

#### **Information**

At its meeting on the 31 August 2018, the Business Investment Panel recommended several changes to their governance following a discussion at their previous meeting on 9 August 2018, as follows:

- that the membership of the Panel should be equally distributed between local authority (including Combined Authority) and private sector members as it was in the previous municipal year (2017-18).
- that the quorum be changed from its current requirement (4 voting members to include 1 member of the Combined Authority or other local authority and 1 private sector representative), to ensure that there are sufficient private sector members at every meeting to support the Panel in the more technical aspects of the appraisal process.

These changes are now raised with Investment Committee for consideration as a late addendum, to facilitate governance changes being adopted before the next Business Investment Panel meeting on 5 October 2018 (the Panel meets monthly).

As an additional issue, the Investment Committee are asked to note that, due to other commitments, Roger Marsh (the Combined Authority's LEP Member) has stepped down from the Business Investment Panel.

#### **Recommendations**

That in addition to the recommendation set out in item 5, the Investment Committee:

- 1) Note that Roger Marsh has stepped down from the Business Investment Panel.
- 2) Agree that to secure the appointment of local authority (including Combined Authority) and private sector representatives in equal numbers to the Business Investment Panel,
  - no nominations for an appointment to the Panel are now required from Calderdale Council, Kirklees Council or Leeds City Council (reducing the total number of local authority members to six), and
  - an additional private sector member be appointed to the panel (increasing the total number of private sector representatives to six), and that the appointment of this additional member be delegated to the Head of Legal and Governance Services in consultation with the Chair of the Business Investment Panel and the Combined Authority's LEP Member.

- 3) That the quorum for the Business Investment Panel be changed to 4 voting members to include **2** members of the Combined Authority or other local authority, and **2** private sector representatives.

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

**Date:** 5 September 2018

**Subject:** Capital Programme Update

**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 West Yorkshire Combined Authority's capital programme.

1.2 The report also:

- sets out the current identified risks which could impact on the achievement of the Growth Deal 2018/19 expenditure target and sets out possible methods of mitigation; and
- seeks consideration of the proposals for Growth Deal impact sites currently subject to discussion with the Cities and Local Growth Unit (CLog).

## 2. Information

2.1 Table 1 below summarises the capital programme for 2018/19 including the budget approved by the Combined Authority at its meeting on 01 February 2018, expenditure up to the end of quarter 1 2018/19 and the outturn forecast 2018/19.

Table 1

Capital Funding Programme	Budget Expenditure 2018/19	Expenditure Quarter 1 2018/19	%	Outturn Forecast 2018/19
Growth Deal (including West Yorkshire + Transport Fund)	£102,080,000	£10,998,406	10.8%	£91,525,221
Call for Projects	£14,282,000	£0	0.0%	£0
Connecting Leeds (formerly Leeds Public Transport Investment Fund)	£15,000,000	£1,174,538	7.8%	£9,934,026
Local Transport Plan Integrated Transport Block and National Productivity Investment Fund (NPIF)	£13,104,000	£1,302,000	9.9%	£13,104,000
Highways Maintenance Block / Incentive Fund	£28,403,000	£4,420,000	15.6%	£28,403,000
Pothole Action Fund	£2,231,000	£209,000	9.4%	£4,647,000
DFT Cycle City Ambition Grant (CCAG)	£4,094,000	£2,079,741	50.8%	£10,801,433
WY Cycling and Walking Fund	£1,121,000	£141,756	12.6%	£1,304,022
Ultra Low Emission Vehicles	£1,027,000	£5,318	0.5%	£977,500
WY Broadband Programme	£3,646,000	£1,247,714	34.2%	£3,262,205
Growing Places Fund	£4,550,000	£0	0.0%	£1,350,000
WYCA Corporate Projects	£5,300,000	£70,531	1.3%	£1,735,000
Warm Homes	£0	£142,000		£1,369,000
<b>Total</b>	<b>£194,838,000</b>	<b>£21,791,004</b>	<b>11.2%</b>	<b>£168,412,407</b>

- 2.2 The outturn forecast is the latest estimate of expenditure for 2018/19; this represents a reduction against the original forecast for the year. The aim is to increase expenditure and accelerate delivery wherever possible. However, at the time the budget was submitted to the Combined Authority it was not clear how the projects within the 2017 call for projects would be funded. These will now be included within the Growth Deal programme (agreed at the Combined Authority meeting on 28 June 2018). These projects are currently progressing through the assurance process, the original expectation when the projects were agreed by the Combined Authority was that they would achieve £10.82 million in 2018/19, if this occurs it would support the programme to achieve its target spend.
- 2.3 Three programmes: Pothole Fund, Cycle City Ambition Grant and the Cycling and Walking Fund are forecast to spend more in 2018/19 than originally forecast, this is because the Pothole Fund received an additional allocation from the Department for Transport and the other two programmes are spending unspent funding from 2017/18. Warm Homes is a new programme which received approval after the Combined Authority in February 2018.
- 2.4 This report provides an update on the progress made in implementing the Growth Deal and Local Transport Capital Programmes.

## **Growth Deal**

### **Expenditure**

- 2.5 Table 2 below details expenditure on the Growth Deal programme in quarter 1 2018/19.

Table 2

	Target spend 2018/19	Spend Quarter 1 2018/19	% of 2018/19 target	Total Actual & Forecast Spend
Priority 1 - Business	£6,678,461	£1,274,184	19.1%	£6,692,790
Priority 2 - Skills Capital	£15,619,301	£5,648,736	36.2%	£15,619,301
Priority 3 - Environmental Infrastructure	£2,182,145	£382,487	17.5%	£2,182,145
Priority 4a - Housing and Regeneration	£6,326,179	£0	0.0%	£5,356,179
Priority 4b - West Yorkshire plus Transport Fund	£61,197,162	£3,693,000	6.0%	£51,656,458
Priority 4c - Flood Resilience	£2,618,348	£0	0.0%	£2,618,348
Priority 4d - Enterprise Zones	£5,400,000	£0	0.0%	£5,400,000
Combined Authority Programme Management	£2,000,000	£0	0.0%	£2,000,000
<b>Total</b>	<b>£102,021,596</b>	<b>£10,998,407</b>	<b>10.8%</b>	<b>£91,525,221</b>

- 2.6 The Growth Deal dashboards are attached as **Appendix 1 and 2**. Expenditure in Quarter 1 represents almost 11% of the annual target, this compares with quarter 1 spend in previous years of 6% in 2015/16, 2% in 2016/17 and 14% in 2017/18.
- 2.7 To support the performance management of the Combined Authority's portfolio, to ensure a greater focus on project delivery and associated costs and benefits, and to support and strengthen the Leeds City Region Assurance Framework a new IT system, Portfolio Information Management System

(PIMS) has been designed and recently implemented. All portfolio data has now been uploaded to PIMS and currently checks are being undertaken to validate this data to ensure that reporting is accurate. PIMS will be used for quarter 2 monitoring data and claims and the PIMS reporting dashboard will be presented to the next Investment Committee meeting.

### **Achievement of Programme Outputs and Benefits**

- 2.8 The outputs and benefits for the programme are detailed below. Match funding for the programme has increased by £41 million to £383.77 million.

Table 3

<b>Output</b>	<b>Target (includes Growth Deals 1, 2 and 3)</b>	<b>Achieved as at June 2018</b>	<b>%</b>
New jobs	19,595	5,443	27.78%
Jobs safeguarded (flood resilience programme)	11,100	22,000	198.20%
Houses*	2,300	254	11.04%
Public / private investment (match funding)	£1,031,000,000	£342,402,027	33.21%

- 2.9 The original Growth Deal agreement identified that in order to quantify the impacts of the programme each Local Enterprise Partnership should agree 'impact sites'. These are areas where the impact of Growth Deal investment would be assessed through modelling and evaluation. There has been no formal guidance issued on how impact sites should be identified. A discussion paper has therefore been developed for submission to the Cities and Local Growth Unit (CLOG) setting out a proposal for identification of impact sites. A draft copy is attached for consideration (**Appendix 3**). This provides details of how impacts can be captured and how double counting can be avoided. This document has been submitted to CLOG and a response is awaited.

### **Programme Level Risk**

- 2.10 One of the main areas of risk in relation to the Growth Deal programme is the achievement of annual expenditure targets. Failure to achieve the agreed target could result in the introduction of key performance indicators and possibly a loss of grant to the programme.
- 2.11 There are currently a number of quantifiable risk areas within the 2018/19 spend profile that, if realised, would mean the programme will not achieve its annual target spend of £102.02 million. These are:
- A number of projects that are expected to proceed this year have not yet been approved through the assurance process; this represents £7.44 million on Transport Fund projects and £7.94 million on Economic Development projects.
  - Economic Development projects where forecast spend has been reduced (Forge Lane originally forecast to spend £720,000 has now been replaced by Dewsbury Riverside which is not expecting any expenditure in 2018/19 and York Guildhall, where the scheme has been paused as

costs are being reviewed, there is currently forecast spend of £250,000. These projects are RAG rated red in the 'in year' RAG rating).

- Reductions across the Transport Fund from forecasts agreed in May 2018 totalling £6.22 million (includes 'in year' RAG rated projects due to go into the delivery in 2018/19 where likely start dates have slipped resulting in expected spend reductions these include: Castleford Growth Corridor, Leeds New Station Street and the Urban Traffic Management Control).
- Forecast expenditure identified as pipeline where funds have not been allocated to designated projects total £3.22 million in Housing and Regeneration and £18.49 million in the Transport Fund.

Total expenditure currently at risk: £44.28 million.

2.12 Whilst it is unlikely that all the identified risks on the Programme would be realised a number of contingencies to mitigate against realisation of these risks have been identified:

- Acceleration of delivery where contracts have been let, this will be subject to further discussion with project sponsors;
- Inclusion of call for projects in Growth Deal, this will be dependent both on projects progressing through the assurance process and the realisation of forecast spend. The spend forecast on these projects in 2018/19 was £10.82 million.
- On the Transport Fund an estimated forecast has been set for each project, however in response to discussions undertaken these represent worst case scenario rather than an ambitious forecast. Consequently in order to drive spend, in consultation with Chief Executives, a higher target spend will be considered for each partner council and the Combined Authority.

The Investment Committee is asked to consider whether to implement these contingencies.

#### **Local Transport Capital**

(Includes Highways Maintenance Block, Incentive Fund, National Productivity Investment Fund (NPIF), Pothole Action fund, LTP Integrated Transport Block)

#### **Integrated Transport Block**

2.13 Department for Transport Integrated Transport Block (IT) is granted to the Combined Authority as the local transport authority for West Yorkshire, for delivery of smaller scale improvements to transport networks and facilities, to be spent at local discretion. IT funding is used to deliver the Local Transport Plan (LTP) Implementation Plan 3 (IP3) programme which is the first of the five year Implementation Plans that are proposed to deliver the recently adopted West Yorkshire Transport Strategy 2040, covering the period 2017 – 2022.



- 2.14 The IP3 programme was developed with input from Transport Committee and approved by Combined Authority in April 2017 (endorsed by the Transport Committee) with a detailed programme identified for the first two years (2017/18 and 2018/19) and indicative allocations for the final three years. At approval, a mid-term review was proposed to develop the final three year programme.
- 2.15 The approach and timetable for the development of the detailed programme for years three, four and five (2019 – 2022) of IP3, endorsed by Transport Committee in July 2018, is:
- Agreement of programme shape – July – August 2018. A workshop was held on 6 August 2018 with Transport Committee members and partner council Portfolio Holders where a simplified programme shape was agreed, based around 3 core areas – One System Public Transport, Asset Renewal and Healthy Streets.
  - Detailed programme development – August – October 2018. Further input from Transport Committee members through potential workshops and formal reporting to Committee in November 2018 is proposed. Formal approval by partners – with Transport Committee endorsement sought in January or March 2019, Combined Authority approval sought in February or April 2019. Individual partner approval would be expected to be sought between January and April 2019.
- 2.16 As part of the process of developing the next three years of the IT block programme all partners will be required to quantify the expected outputs (and anticipated contribution to Transport Strategy objectives and targets) that will be achieved from IT block spend. Whilst collation of outputs achieved by the programme used to be undertaken this was no longer takes place, the proposal is to re-introduce both the setting and monitoring of targets.
- 2.17 The current LTP IT block and residual funding from the NPIF programme is spent across each partner council and the Combined Authority. This is against agreed designated projects. The LTP dashboard is attached as **Appendix 4**.
- 2.18 Highways Maintenance Block, Highways Incentive Fund and Pothole Action Fund and part of the NPIF funding are all paid to the partner councils directly based on Department of Transport formula. Expenditure against allocation on these programmes is monitored each quarter and reported to Chief Highways Officers. In the event of a significant underspend it would be possible to move funding between partner councils, this would be subject to an initial discussion by the Chief Highways Officers before any proposal was put forward for consideration by the Investment Committee. The table below sets out current expenditure levels across each programme and partner council:

Table 4

Funding Programme	Bradford		Calderdale		Kirklees		Leeds		Wakefield	
Highways Maintenance Block / Incentive Fund	£1.049	18%	£0.925	23%	£0.838	14%	£0.550	6%	£1.058	25%
Pothole Action Fund	£0.068	7%	£0.020	3%	£0.121	13%	£0.000	0%	£0.000	0%

All figures in £ (million)

### 3. Financial Implications

3.1 Financial implications are set out within the 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 made in implementing the Combined Authority Capital Programme;
- Considers the current risk in relation to underspend on the Growth Deal programme and the proposed measures to mitigate against this.
- Considers the attached proposals on Impact Sites (at **Appendix 3**).

### 8. Background Documents

8.1 None.

### 9. Appendices

Appendix 1 – Growth Deal Dashboard  
Appendix 2 – West Yorkshire plus Transport Fund Dashboard  
Appendix 3 – Growth Deal Impact Sites  
Appendix 4 – Local Transport Capital Dashboard

Growth Deal dashboard

Figures accurate up to: June 2018

2018/19 Target	£102,021,595	Actual	£10,998,406
-------------------	--------------	--------	-------------

Project name	District	Project responsibility	Approved budget	Overall RAG rating	Previous years spend			In-year spend and RAG rating (2018/19)					Future forecast spend		TOTAL spend (actual + forecast)
		Senior Responsible Officer			2015/16	2016/17	2017/18	Agreed Annual Forecast	Actual spend to date (June 2018)	Forecast spend (Jul 18 to Mar 19)	Total of actual and forecast	RAG rating	2019/20	2020/21	
Business Growth Programme	City Region	Sue Cooke	£27,000,000	GREEN	£6,660,742	£8,327,992	£3,913,816	£2,537,861	£232,500	£2,317,350	£2,549,850	GREEN	£2,773,801	£2,773,800	£27,000,000
Access to Capital Grants Programme	City Region	Sue Cooke	£15,700,000	GREEN	£0	£1,513,095	£4,964,840	£3,036,191	£1,039,342	£1,996,849	£3,036,191	GREEN	£3,092,897	£3,092,977	£15,700,000
Huddersfield Incubation & Innovation Programme	Kirklees	Liz Townes-Andrews	£2,922,000	GREEN	£0	£0	£2,922,000	£0	£0	£0	£0	GREEN	£0	£0	£2,922,000
Leeds University Innovation Centre	Leeds	Ceri Williams	£3,000,000	GREEN	£0	£2,416,585	£583,415	£0	£0	£0	£0	GREEN	£0	£0	£3,000,000
Business Expansion Fund - Strategic Inward Investment Fund	City Region	Sue Cooke	£12,450,000	AMBER	£0	£0	£758,457	£944,876	£2,341	£944,876	£947,217	AMBER	£5,360,260	£5,384,067	£12,450,000
Business Expansion Fund - Digital Inward Investment Fund	City Region	Sue Cooke	£1,000,000	AMBER	£0	£0	£16,831	£159,532	£0	£159,532	£159,532	AMBER	£411,756	£411,881	£1,000,000
Priority 1: Growing Business			£62,072,000		£6,660,742	£12,257,672	£13,159,358	£6,678,460	£1,274,183	£5,418,607	£6,692,790		£11,638,714	£11,662,724	£62,072,000
Shipley College Mill	Bradford	Nav Chohan	£119,000	GREEN	£119,000	£0	£0	£0	£0	£0	£0	COMPLETE	£0	£0	£119,000
Leeds City College Printworks	Leeds	Jane Pither / Lydia Devenny	£8,998,358	GREEN	£933,800	£7,794,608	£269,950	£0	£0	£0	£0	COMPLETE	£0	£0	£8,998,358
Calderdale College	Calderdale	Denise Cheng Carter	£4,977,000	GREEN	£2,000,000	£2,977,000	£0	£0	£0	£0	£0	COMPLETE	£0	£0	£4,977,000
Kirklees College	Kirklees	Ian Webster	£3,100,996	GREEN	£3,000,996	£100,001	£0	£0	£0	£0	£0	COMPLETE	£0	£0	£3,100,997
Wakefield College	Wakefield	John Foster	£3,327,000	GREEN	£0	£3,327,133	£0	£0	£0	£0	£0	COMPLETE	£0	£0	£3,327,133
Selby College	Selby	Liz Ridley	£693,748	GREEN	£0	£693,748	£0	£0	£0	£0	£0	COMPLETE	£0	£0	£693,748
Shipley College Salt Building	Bradford	Nav Chohan	£300,000	GREEN	£0	£300,000	£0	£0	£0	£0	£0	COMPLETE	£0	£0	£300,000
Bradford College	Bradford	Andy Welsh	£250,000	GREEN	£0	£250,000	£0	£0	£0	£0	£0	COMPLETE	£0	£0	£250,000
Leeds College of Building	Leeds	Ian Billyard	£14,000,000	GREEN	£0	£1,263,639	£2,786,030	£7,850,331	£1,862,757	£5,987,574	£7,850,331	AMBER	£0	£0	£11,900,000
Leeds City College Quarry Hill	Leeds	Jane Pither / Lydia Devenny	£33,400,000	AMBER	£0	£10,045,152	£15,585,878	£7,768,970	£3,785,979	£3,982,991	£7,768,970	AMBER	£0	£0	£33,400,000
Dewsbury Learning Quarter	Kirklees	Ian Webster	£15,121,218	RED	£0	£3,367,457	£6,429,128	£0	£0	£0	£0	AMBER	£657,524	£667,110	£11,121,218
Priority 2: Skilled People, Better Jobs			£84,287,320		£6,053,796	£30,118,737	£25,070,985	£15,619,301	£5,648,736	£9,970,565	£15,619,301		£657,524	£667,110	£78,187,454
Resource Efficiency Fund	City Region	Sue Cooke	£720,000	GREEN	£0	£0	£293,355	£322,742	£170,983	£151,759	£322,742	GREEN	£103,903	£0	£720,000
Energy Accelerator	City Region	Jacqui Warren	£820,000	AMBER RED	£165,992	£0	£0	£261,603	£0	£261,603	£261,603	AMBER	£196,202	£196,203	£820,000
Leeds District Heat Network	Leeds	Neil Evans	£4,000,000	GREEN	£0	£0	£0	£0	£0	£0	£0	GREEN	£4,000,000	£0	£4,000,000
Tackling Fuel Poverty	City Region	Liz Courtney	£6,000,000	AMBER GREEN	£0	£781,414	£2,857,882	£1,597,800	£211,504	£1,386,296	£1,597,800	GREEN	£762,903	£0	£6,000,000
Priority 3: Clean Energy and Economic Resilience			£11,540,000		£165,992	£781,414	£3,151,237	£2,182,145	£382,487	£1,799,658	£2,182,145		£5,063,009	£196,203	£11,540,000
East Leeds Housing Growth - Red Hall	Leeds	Martin Farrington	£4,000,000	GREEN	£2,000,000	£2,000,000	£0	£0	£0	£0	£0	N/A	£0	£0	£4,000,000
East Leeds Housing Growth – Brownfield Sites	Leeds	Martin Farrington	£1,100,000	AMBER GREEN	£0	£1,100,000	£0	£0	£0	£0	£0	N/A	£0	£0	£1,100,000
One, City Park, Bradford	Bradford	Steve Hartley	£5,200,000	AMBER	£400,000	£0	£0	£0	£0	£0	£0	N/A	£500,000	£4,300,000	£5,200,000
Barnsley Town Centre	Barnsley	David Shepherd	£1,757,000	GREEN	£1,757,000	£0	£0	£0	£0	£0	£0	N/A	£0	£0	£1,757,000
Kirklees Housing sites	Kirklees	Naz Parker	£1,000,000	AMBER GREEN	£200,000	£205,000	£104,000	£191,000	£0	£191,000	£191,000	GREEN	£300,000	£0	£1,000,000
Bath Road, Leeds	Leeds	Martin Farrington	£575,000	AMBER GREEN	£575,000	£0	£0	£0	£0	£0	£0	N/A	£0	£0	£575,000
Bradford Odeon	Bradford	Steve Hartley	£325,000	AMBER GREEN	£0	£0	£0	£325,000	£0	£325,000	£325,000	AMBER GREEN	£0	£0	£325,000
Forge Lane, Kirklees	Kirklees	Paul Kemp	£4,620,000	AMBER RED	£0	£0	£0	£720,000	£0	£0	£0	AMBER	£0	£0	£0
York Central	York	Neil Ferris	£2,550,000	AMBER GREEN	£0	£1,421,500	£1,128,500	£0	£0	£0	£0	GREEN	£0	£0	£2,550,000
Wakefield Civic Quarter	Wakefield	Andy Wallhead	£1,100,000	GREEN	£0	£0	£1,055,737	£5,000	£0	£5,000	£5,000	GREEN	£0	£0	£1,060,737
York Guildhall	York	Neil Ferris	£2,347,500	AMBER RED	£0	£791,500	£603,000	£250,000	£0	£0	£0	RED	£953,000	£0	£2,347,500
New Bolton Woods	Bradford	Shelagh O'Neill	£3,600,000	GREEN	£0	£0	£3,600,000	£0	£0	£0	£0	GREEN	£600,000	£0	£3,600,000
Beech Hill, Halifax	Calderdale	Mark Thompson	pipeline	N/A	£0	£0	£0	£619,179	£0	£619,179	£619,179	GREEN	£380,821	£0	£1,000,000
Halifax Town Centre (Northgate House)	Calderdale	Mark Thompson	pipeline	AMBER	£300,000	£0	£0	£1,000,000	£0	£1,000,000	£1,000,000	AMBER	£0	£0	£1,300,000
Dewsbury Riverside	Kirklees	Naz Parker	pipeline	N/A	£0	£0	£0	£0	£0	£0	£0	N/A	£4,600,000	£0	£4,600,000
Balance of available funding			pipeline	N/A	£0	£0	£0	£3,216,000	£0	£3,216,000	£3,216,000	N/A	£2,024,000	£873,135	£6,113,135
Priority 4a: Housing and Regeneration			£28,174,500		£5,232,000	£5,518,000	£5,891,238	£6,326,179	£0	£5,356,179	£5,356,179		£9,357,821	£5,173,135	£36,528,372
Transport		various	£145,233,824	N/A	£19,656,322	£27,532,491	£40,862,891	£42,709,089	£3,693,000	£29,475,385	£33,168,384	N/A	£87,411,454	£97,125,587	£305,757,128
Priority 4b: Pipeline			pipeline	N/A	£0	£0	£0	£18,488,073		£18,488,073	£18,488,073	N/A	£0	£0	£18,488,073
Borrowing				N/A								N/A	£6,110,751	£37,234,451	£43,345,202
Priority 4b: Transport			£145,233,824		£19,656,322	£27,532,491	£40,862,891	£61,197,162	£3,693,000	£47,963,458	£51,656,458		£81,300,703	£59,891,136	£280,900,000
Mytholmroyd Flood Alleviation (GD3)	Calderdale	Adrian Gill	£2,500,000	AMBER GREEN	£0	£2,500,000	£0	£0	£0	£0	£0	GREEN	£0	£0	£2,500,000
Leeds Flood Alleviation (GD3)	Leeds	Martin Farrington	£3,786,981	GREEN	£0	£3,786,981	£0	£0	£0	£0	£0	COMPLETE	£0	£0	£3,786,981
Skipton Flood Alleviation (GD3)	Craven	Adrian Gill	£1,500,000	AMBER GREEN	£0	£1,500,000	£0	£0	£0	£0	£0	COMPLETE	£0	£0	£1,500,000
Natural Flood Management - Colne & Calder	Kirklees	Craig Best	£45,000	N/A	£0	£0	£0	£336,000	£0	£336,000	£336,000	GREEN	£578,000	£386,000	£1,300,000
Natural Flood Management - Upper Aire	Craven	Nick Simms	pipeline	N/A	£0	£0	£0	£0	£0	£0	£0	GREEN	£400,000	£0	£400,000
Wyke Beck Valley - Phase 1	Leeds	Adam Brannen	£975,000	AMBER GREEN	£0	£0	£317,652	£657,348	£0	£657,348	£657,348	GREEN	£0	£0	£975,000
Wyke Beck Valley - Phase 2	Leeds	Adam Brannen	pipeline	N/A	£0	£0	£0	£1,625,000	£0	£1,625,000	£1,625,000	AMBER	£0	£0	£1,625,000
Priority 4c: Pipeline	TBC	Adrian Gill	pipeline	N/A	£0	£0	£0	£0	£0	£0	£0	N/A	£2,949,019	£4,942,498	£7,891,518
Priority 4c: Flood Resilience			£8,806,981		£0	£7,786,981	£317,652	£2,618,348	£0	£2,618,348	£2,618,348		£3,927,019	£5,328,498	£19,978,499
Leeds Aire Valley EZ	Leeds	Martin Farrington	pipeline	AMBER RED	£0	£0	£0	£4,400,000	£0	£4,400,000	£4,400,000	AMBER	£0	£0	£4,400,000
LCR EZs M62 sites	City Region	David Walmsley	pipeline	AMBER RED	£0	£0	£0	£1,000,000	£0	£1,000,000	£1,000,000	AMBER	£4,000,000	£10,600,000	£15,600,000
Priority 4d: Enterprise Zones					£0	£0	£0	£5,400,000	£0	£5,400,000	£5,400,000		£4,000,000	£10,600,000	£20,000,000
WYCA Delivery costs				N/A	£314,131	£750,465	£2,079,080	£2,000,000		£2,000,000	£2,000,000	N/A	£2,000,000	£0	£7,143,675
Total Growth Deal expenditure			£340,114,625		£38,082,982	£84,745,760	£90,532,441	£102,021,595	£10,998,406	£79,526,815	£91,525,221		£117,944,789	£93,518,808	£516,350,000

This page is intentionally left blank

West Yorkshire Transport Fund dashboard

Figures accurate up to: June 2018

2018/19	Target	Actual
	£61,197,162	£3,693,000

Project name	Project responsibility			Overall RAG rating	Previous years spend				In-year spend and RAG rating (2018/19)				RAG rating	Future forecast spend		TOTAL spend (actual + forecast)
	Senior Responsible Officer	Category	Approved		Prior Years	2015/16	2016/17	2017/18	Agreed annual allocation	Actual spend to date (Jun 2018)	Forecast spend (Jul - Mar 2019)	Total (Forecast + Actual)		2019/20	2020/21	
Transport Delivery Cost																
Priority 4b (WTTF) WYCA Delivery Costs	Melanie Corcoran	Development			0	1,975,083	1,988,383	-48,624	1,377,675		1,377,675	1,377,675	GREEN	1,530,717	1,900,000	8,723,234
Transport projects Complete																
Wakefield Eastern Relief Road	Neil Rodgers	Development	37,593,000	Complete	0	0	0	2,299,000	0	0	0	0	Complete	0	0	2,299,000
		Delivery			0	15,284,765	14,435,236	3,239,685	538,960	510,004	33,000	543,004		0	0	33,502,690
Rail Parking Package - South Elmsall	Melanie Corcoran	Development	670,000	Complete	0	0	120,000	0	0	0	0	0	Complete	0	0	120,000
		Delivery			0	0	0	484,604	5,000	0	5,000	5,000		0	0	489,604
Aire Valley, Leeds Integrated Transport Package - Phase 1: Aire Valley P&R	Gary Bartlett	Development	9,597,000	Complete	0	277,672	245,500	310,000	0	0	0	0	Complete	0	0	833,172
		Delivery			0	0	5,459,649	2,314,234	175,000	41,300	137,900	179,200		0	0	7,953,083
Rail Parking Programme - Fitzwilliam	Neil Rodgers	Development	687,000	Complete	0	0	0	0	0	0	0	0	Complete	0	0	0
		Delivery			0	0	0	445,073	108,461	26,189	16,000	42,189		0	0	487,262
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	GREEN	302,000	160,000	1,442,043	1,436,702	0	0	0	0	GREEN	0	0	3,340,745
		Delivery			0	0	0	2,273,570	2,304,991	642,445	1,662,546	2,304,991		163,337	0	4,741,898
Wakefield City Centre Package Phase 1 Kirkgate	Neil Rodgers	Development	5,556,000	GREEN	0	0	76,972	98,878	0	0	0	0	GREEN	0	0	175,850
		Delivery			0	0	0	3,647,458	1,282,000	1,025,930	605,907	1,631,837		0	0	5,279,295
Rail Parking Package - Hebden Bridge	Melanie Corcoran	Development	754,445	RED	0	0	0	0	0	0	0	0	AMBER	0	0	0
		Delivery			0	0	0	14,000	631,000	0	695,000	695,000		0	0	709,000
York Northern Outer Ring Road - Phase 1	Neil Ferris	Development	3,600,000	GREEN	0	0	0	0	0	0	0	0	GREEN	0	0	0
		Delivery			0	0	0	27,111	0	214,614	3,339,150	3,553,764		35,000	0	3,615,875
Transformational Projects - LCR Inclusive Growth Corridor Plans	Liz Hunter	Development	2,395,000	GREEN	0	0	0	0	0	25,132	0	25,132	GREEN	0	0	25,132
		Delivery			0	0	0	0	0	0	0	0		0	0	0
Transformational Projects - NE Calderdale Transformational Programme Study	Steven Lee	Development	400,000	GREEN	0	0	0	0	0	0	0	0	GREEN	0	0	0
		Delivery			0	0	0	0	0	0	0	0		0	0	0
Rail Parking Package - Mirfield (A)	Melanie Corcoran	Development	308,863	GREEN	0	0	0	0	0	0	0	0	GREEN	0	0	0
		Delivery			0	0	0	0	298,863	0	298,863	298,863		0	10,000	308,863
Transport projects at Stage 2 that will commence 2018/19																
Leeds Station Gateway - New Station Street	Liz Hunter	Development	166,037	AMBER RED	0	0	0	103,144	18,222	0	21,857	21,857	RED	0	0	125,001
		Delivery			0	0	0	0	1,875,630	0	410,500	410,500		0	0	410,500
Urban Traffic Management Control	Steven Lee	Development	450,000	AMBER	0	0	9,041	149,048	270,000	49,287	22,776	72,063	AMBER	0	0	230,152
		Delivery			0	0	0	0	1,190,000	0	93,224	93,224		1,200,000	1,960,000	3,253,224
Leeds ELOR and North Leeds Outer Ring Road	Gary Bartlett	Development	25,865,000	AMBER	0	929,199	1,554,106	2,095,867	1,000,000	508,500	491,500	1,000,000	GREEN	1,000,000	750,000	7,329,172
		Delivery			0	0	0	2,056,852	4,700,000	0	4,700,000	4,700,000		9,000,000	10,000,000	25,756,852
Rail Parking Package - Mytholmroyd	Melanie Corcoran	Development	0	GREEN	0	0	0	0	0	0	0	0	AMBER GREEN	0	0	0
		Delivery			0	0	0	0	1,040,000	0	1,000,000	1,000,000		2,600,000	0	3,600,000
Rail Parking Package - Shipley	Melanie Corcoran	Development	0	AMBER GREEN	0	0	0	0	0	0	0	0	GREEN	0	0	0
		Delivery			0	0	0	0	0	0	0	0		2,500,000	0	2,500,000
Rail Parking Package - Steeton and Silsden	Melanie Corcoran	Development	897,000	AMBER GREEN	0	0	0	0	0	0	0	0	GREEN	0	0	0
		Delivery			0	0	0	0	0	0	1,000,000	1,000,000		2,500,000	0	3,500,000
Rail Parking Package - Normanton	Melanie Corcoran	Development	45,000	AMBER RED	0	0	0	0	0	0	0	0	AMBER GREEN	0	0	0
		Delivery			0	0	0	0	340,000	0	0	0		1,000,000	0	1,000,000
Rail Parking Package - Garforth	Melanie Corcoran	Development	45,000	AMBER GREEN	0	0	0	0	45,000	0	45,000	45,000	AMBER RED	0	0	45,000
		Delivery			0	0	0	0	395,000	0	0	0		430,000	0	430,000
A650 Hard Ings Road - Phase 1: Hard Ings Road Only	Julian Jackson	Development	1,142,000	AMBER GREEN	0	0	0	1,005,841	404,821	140,582	0	140,582	GREEN	0	0	1,146,423
		Delivery			0	0	0	0	1,532,522	0	1,946,561	1,946,561		5,704,850	10,000	7,661,411
A65-LBIA Link Road	Gary Bartlett	Development	1,785,000	RED	210,000	8,688	266,812	365,849	667,000	63,200	603,800	667,000	GREEN	0	0	1,518,349
		Delivery			0	0	0	0	0	0	0	0		0	0	0
Castleford Station Gateway	Kate Thompson	Development	338,000	AMBER GREEN	0	0	20,329	20,598	266,083	2,195	294,878	297,073	AMBER RED	0	0	338,000
		Delivery			0	0	0	0	1,485,000	0	0	0		1,485,000	730,000	2,215,000
Glasshoughton Southern Link Road	Neil Rodgers	Development	733,000	AMBER GREEN	0	80,000	0	441,103	211,897	87,010	124,858	211,868	AMBER	0	0	732,971
		Delivery			0	0	0	0	293,103	0	165,200	165,200		4,652,618	2,824,114	7,641,932
York Northern Outer Ring Road	Neil Ferris	Development	2,448,000	GREEN	0	0	0	824,891	840,489	140,832	1,134,945	1,275,777	GREEN	463,047	214,557	2,778,272
		Delivery			0	0	0	0	3,391,511	0	0	0		6,431,015	2,463,433	8,894,448
A629 Phase 1b: Elland Wood Bottom to Jubilee Road	Mark Thomson	Development	5,670,394	GREEN	0	169,994	198,719	611,800	1,111,079	75,392	580,291	655,683	GREEN	0	0	1,636,196
		Delivery			0	0	0	0	532,154	0	932,154	932,154		13,360,762	0	14,292,916
Transport projects at Stage 2 that will commence post 2018/19																
Castleford Growth Corridor Scheme	Neil Rodgers	Development	200,000	AMBER GREEN	0	67,000	73,917	18,203	910,150	0	40,880	40,880	RED	0	0	200,000
		Delivery			0	0	0	0	720,730	0	0	0		2,129,002	8,990,000	11,119,002
Rail Park and Ride (Phase 1) Programme	Melanie Corcoran	Development	1,117,464	GREEN	58,908	108,336	409,181	395,796	160,000	7,693	165,000	172,693	GREEN	0	0	1,144,914

23

		Delivery		GREEN	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rail Parking Package - Knottingley	Melanie Corcoran	Development	474,259	AMBER RED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Delivery			0	0	0	0	1,474,000	0	0	0	0	0	0	0	0	0
Bradford Interchange Station Gateway - Phase 1	Julian Jackson	Development	180,000	GREEN	0	25,000	20,838	131,394	124,360	2,768	0	2,768	0	0	0	0	180,000	0
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bradford Interchange Station Gateway - Phase 2	Julian Jackson	Development	512,000	GREEN	0	0	0	6,279	360,210	4,680	342,000	346,680	0	0	0	0	145,511	498,470
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bradford Forster Square Station Gateway	Julian Jackson	Development	3,885,314	AMBER GREEN	0	20,000	116,717	123,040	830,360	9,544	660,500	670,044	0	0	0	1,641,693	0	2,571,494
		Delivery			0	0	0	0	0	0	0	0	0	0	0	6,000,000	6,000,000	0
A650 Tong Street	Julian Jackson	Development	185,000	AMBER RED	50,000	0	21,038	83,777	388,365	27,505	2,680	30,185	0	0	0	0	0	185,000
		Delivery			0	0	0	0	0	0	0	0	0	0	0	3,324,211	3,324,211	0
South East Bradford Access Road	Julian Jackson	Development	91,000	AMBER GREEN	0	0	0	56,041	623,640	34,959	0	34,959	0	0	0	0	0	91,000
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bradford to Shipley Corridor	Julian Jackson	Development	1,597,000	GREEN	0	30,000	5,011	524,541	653,285	72,119	823,000	895,119	0	0	0	384,663	0	1,839,334
		Delivery			0	0	0	0	0	0	0	0	0	0	0	665,000	665,000	0
Harrogate Road / New Line	Julian Jackson	Development	1,885,000	AMBER RED	0	146,399	15,601	1,213,153	412,440	82,933	267,354	350,287	0	0	0	0	0	1,725,440
		Delivery			0	0	0	0	0	0	0	0	0	0	0	1,871,790	1,871,790	0
Halifax Station Gateway	Mark Thomson	Development	1,108,000	AMBER	5,000	156,738	44,171	63,055	470,782	63,196	403,338	466,534	0	0	0	0	0	735,498
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
A629 Phase 2: Phase 2a, 2b and 2c	Mark Thomson	Development	3,016,000	AMBER RED	340,000	44,591	280,192	1,232,314	1,541,388	137,666	859,032	996,698	0	0	0	0	0	2,893,795
		Delivery			0	0	0	0	0	0	0	0	0	0	0	1,195,488	0	1,195,488
A641 Bradford - Huddersfield Corridor	Mark Thomson	Development	730,000	GREEN	0	0	60,829	68,572	322,813	11,323	292,435	303,758	0	0	0	158,242	0	591,401
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
A629 Phase 4: Ainley Top	Mark Thomson	Development	670,000	GREEN	0	0	51,736	62,724	388,839	65,127	306,969	372,096	0	0	0	0	0	486,556
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
A653 Leeds to Dewsbury Corridor (M2D2L)	Simon Taylor	Development	210,000	GREEN	80,000	0	59,261	30,614	140,000	13,637	26,488	40,125	0	0	0	0	0	210,000
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
Huddersfield Station Gateway	Simon Taylor	Development	165,000	GREEN	0	27,615	22,385	2,630	100,000	10,000	90,000	100,000	0	0	0	0	0	152,630
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
M62 Junction 24a	Simon Taylor	Development	70,000	AMBER RED	0	0	12,976	31,370	15,500	0	15,500	15,500	0	0	0	0	0	59,846
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
A629 Phase 5 - Ainley Top into Huddersfield	Simon Taylor	Development	4,418,000	GREEN	0	52,000	48,000	250,762	800,000	60,694	868,164	928,858	0	0	0	0	0	1,279,620
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
A62 and A644 Corridors incorporating Cooper bridge	Simon Taylor	Development	750,000	AMBER GREEN	0	0	0	516,735	600,000	36,901	196,364	233,265	0	0	0	0	0	750,000
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leeds Station Gateway - Yorkshire Hub	Liz Hunter	Development	400,000	AMBER GREEN	0	0	54,468	117,583	203,860	0	227,949	227,949	0	0	0	0	0	400,000
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
Thorpe Park Station	Liz Hunter	Development	500,000	AMBER RED	0	0	3,382	184,675	156,998	43,610	118,668	162,278	0	0	0	0	0	350,335
		Delivery			0	0	0	0	0	0	0	0	0	0	0	10,000,000	10,000,000	0
A6110 Leeds Outer Ring Rd	Gary Bartlett	Development	268,000	AMBER GREEN	0	0	0	4,271	99,000	0	99,000	99,000	0	0	0	0	0	103,271
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leeds City Centre Network and Interchange Package	Gary Bartlett	Development	3,455,000	AMBER RED	319,000	31,337	278,000	468,289	643,000	117,600	525,400	643,000	0	0	0	1,709,711	309,252	3,758,589
		Delivery			0	0	0	0	0	0	0	0	0	0	0	5,340,672	5,340,672	0
Wakefield City Centre Package Phase 2 Ings Road	Neil Rodgers	Development	270,000	AMBER GREEN	0	0	0	30,379	277,000	4,181	106,000	110,181	0	0	0	0	0	140,560
		Delivery			0	0	0	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	AMBER	0	0	0	127,438	274,562	7,800	266,762	274,562	0	0	0	0	0	402,000
		Delivery			0	0	0	0	275,438	0	264,800	264,800	0	0	0	1,222,562	4,283,538	5,770,900
CIP - Phase 1 - Leeds Fink Hill	Gary Bartlett	Development	115,000	AMBER	0	0	0	105,529	115,000	4,800	4,671	9,471	0	0	0	0	0	115,000
		Delivery			0	0	0	0	100,000	0	100,000	100,000	0	0	0	734,985	0	834,985
CIP - Phase 1 - Leeds Dawsons Corner	Gary Bartlett	Development	1,008,000	AMBER GREEN	0	0	0	243,698	710,000	54,100	655,900	710,000	0	0	0	54,302	0	1,008,000
		Delivery			0	0	0	0	0	0	0	0	0	0	0	5,876,000	7,115,000	12,991,000
CIP - Phase 1 - Kirklees Holmfirth Town Centre	Simon Taylor	Development	250,000	GREEN	0	0	0	99,358	161,500	7,573	143,069	150,642	0	0	0	0	0	250,000
		Delivery			0	0	0	0	0	0	0	0	0	0	0	500,000	3,800,000	4,300,000
CIP - Phase 1 - Kirklees Huddersfield Southern Gateways	Simon Taylor	Development	300,000	GREEN	0	0	0	167,206	225,000	42,320	90,474	132,794	0	0	0	0	0	300,000
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
CIP - Phase 1 - Kirklees A62 Smart Corridor	Simon Taylor	Development	250,000	AMBER GREEN	0	0	0	131,464	330,000	68,720	49,816	118,536	0	0	0	0	0	250,000
		Delivery			0	0	0	0	100,000	0	0	0	0	0	0	3,731,464	0	3,731,464
CIP - Phase 1 - Calderdale A58/A672 Corridor	Mark Thompson	Development	941,665	GREEN	0	0	0	72,192	99,501	2,937	95,893	98,830	0	0	0	0	0	171,022
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
CIP - Phase 1 - Calderdale A646/A6033 Corridor	Mark Thompson	Development	789,581	GREEN	0	0	0	62,382	84,555	25,061	60,823	85,884	0	0	0	0	0	148,265
		Delivery			0	0	0	0	0	0	0	0	0	0	0	0	0	0
CIP - Phase 1 - Bradford A6177 Great Horton Road / Horton Grange	Julian Jackson	Development	180,000	GREEN	0	0	0	93,646	86,356	11,890	74,464	86,354	0	0	0	0	0	180,000
		Delivery			0	0	0	0	83,284	0	0	0	0	0	0	410,000	2,330,160	2,740,160
CIP - Phase 1 - Bradford A6177 ORR/Toller Lane	Julian Jackson	Development	225,000	GREEN	0	0	0	29,472	185,690	8,057	187,471	195,528	0	0	0	0	0	225,000
		Delivery			0	0	0	0	0	0	0	0	0	0	0	2,225,000	6,847,000	9,072,000

CIP - Phase 1 - Bradford A6177 ORR/Great Horton Road	Julian Jackson	Development	180,000	AMBER GREEN	0	0	0	76,173	179,069	47,007	56,820	103,827	GREEN	0	0	180,000
		Delivery			0	0	0	0	0	0	0	0		320,000	1,585,000	1,905,000
CIP - Phase 1 - Wakefield A650 Newton Bar	Neil Rodgers	Development	75,000	AMBER GREEN	0	0	0	39,259	161,160	32,425	3,316	35,741	GREEN	0	0	75,000
		Delivery			0	0	0	0	0	0	0	0		1,204,498	1,508,680	2,713,178
CIP - Phase 1 - Wakefield Owl Lane	Neil Rodgers	Development	75,000	GREEN	0	0	0	5,516	173,120	10,366	59,118	69,484	AMBER GREEN	0	0	75,000
		Delivery			0	0	0	0	0	0	0	0		1,920,557	430,000	2,350,557
Rail Park and Ride (Phase 2) Programme	Melanie Corcoran	Development	138,000	N/A	0	0	137,997	0	0	0	0	0	N/A	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	AMBER GREEN	0	0	0	0	113,000	0	113,100	113,100	GREEN	0	0	113,100
		Delivery			0	0	0	0	0	0	0	0		350,000	650,000	1,000,000
Rail Park & Ride (Phase 2) - Guiseley	Melanie Corcoran	Development	143,000	AMBER GREEN	0	0	0	0	143,000	0	143,000	143,000	GREEN	0	0	143,000
		Delivery			0	0	0	0	0	0	0	0		3,000,000	4,000,000	7,000,000
Rail Park & Ride (Phase 2) - Moorthorpe	Melanie Corcoran	Development	110,500	AMBER GREEN	0	0	0	0	110,500	0	110,500	110,500	GREEN	0	0	110,500
		Delivery			0	0	0	0		0	0	0		500,000	0	500,000
Rail Park & Ride (Phase 2) - Outwood	Melanie Corcoran	Development	110,500	AMBER GREEN	0	0	0	0	110,500	0	110,500	110,500	GREEN	0	0	110,500
		Delivery			0	0	0	0	0	0	0	0		500,000	0	500,000
Rail Parking Package - Mirfield (B)	Melanie Corcoran	Development	0	AMBER RED	0	0	0	0	0	0	0	0	GREEN	0	0	0
		Delivery			0	0	0	0	0	0	0	0		0	0	0
Calder Valley Line Elland Station	Mark Thompson	Development	834,748	GREEN	0	61,905	0	163,437	618,162	3,561	625,457	629,018	GREEN	69,254	0	923,614
		Delivery			0	0	0	0	0	0	0	0		0	0	0
Corridor Improvement Programme (formerly HEBP)	Melanie Corcoran	Development	408,000	N/A	0	0	0	8,200	100,000	0	100,000	100,000	GREEN	100,000	158,000	366,200
		Delivery			0	0	0	0	0	0	0	0		0	0	0
York Central Access	Neil Ferris	Development	2,100,000	AMBER GREEN	0	0	0	413,137	1,070,000	337,849	732,151	1,070,000	AMBER	0	0	1,483,137
		Delivery			0	0	0	0	454,000	0	0	0		6,000,000	5,577,587	11,577,587
Transformational -South Featherstone Link Rd - Feasibility Study	Neil Rodgers	Development	284,000	AMBER GREEN	0	0	0	72,468	165,380	19,855	155,677	175,532	GREEN	46,152	0	294,152
		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	GREEN	0	0	0	9,588	223,000	13,100	234,000	247,100	GREEN	0	0	256,688
		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	GREEN	0	0	0	10,000	295,000	2,391	282,609	285,000	GREEN	0	0	295,000
		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	0		0	0	0		0	0	0
		Delivery			0	0	0	0		0	0	0		0	0	0
Aire Valley, Leeds Integrated Transport Package – Phase 3: Motorway Junction Improvements		Development	0		0	0	0	0		0	0	0		0	0	0
		Delivery			0	0	0	0		0	0	0		0	0	0
Corridor Improvement Programme Phase 2		Development	0		0	0	0	0		0	0	0		0	0	0
		Delivery			0	0	0	0		0	0	0		0	0	0
Corridor Improvement Programme Phase 3		Development	0		0	0	0	0		0	0	0		0	0	0
		Delivery			0	0	0	0		0	0	0		0	0	0
Clifton Moor Park and Ride		Development	0		0	0	0	0		0	0	0		0	0	0
		Delivery			0	0	0	0		0	0	0		0	0	0
Other																
Historic Pre-payments		n/a						9,099,845	-4,785,869	-1,365,559	-3,420,310	-4,785,869		-4,313,976		0
Pipeline, Transfers and Pre-payments		n/a									0					
Development inc Management Costs			145,233,824		1,364,908	4,371,557	7,637,605	17,260,459	22,168,311	2,598,077	15,489,890	18,087,967		7,303,292	3,331,809	59,357,598
Delivery			-		-	15,284,765	19,894,885	14,502,587	25,326,647	2,460,482	17,405,805	19,866,286		84,422,138	93,793,778	247,764,439
Total Transport			145,233,824		1,364,908	19,656,322	27,532,491	40,862,891	42,709,089	3,693,000	29,475,385	33,168,384		87,411,454	97,125,587	307,122,036

This page is intentionally left blank



## Leeds City Region Growth Deal - Impact Sites

### Discussion Paper - DRAFT

#### Introduction

This report identifies the proposed approach and progress to date in determining the impact sites associated with the Combined Authority's Growth Deal projects and programmes.

The Leeds City Region is currently delivering the Growth Deal that it entered into with the UK Government in 2014. The programme is in operation for six years from 2015/16 to 2020/21.

The objective of the programme is to facilitate economic growth through the delivery of a range of projects and programmes, the achievement of this objective is monitored and measured. Whilst monitoring of direct and indirect outputs and benefits of the programme is ongoing it is important to measure the wider impact of the initiatives undertaken.

The Growth Deal states that to this end each Growth Deal area will identify the impact site for the different projects supported. The aim of this paper is to:

- set out the methodology used to identify these areas; and
- provide an insight into the impact sites for different types of projects.

#### Purpose

This discussion paper will:

1. Consider how best to develop the impact sites for Growth Deal projects.
2. Explore the role that Geographic Information Systems (GIS) can play in terms of presenting, managing and gathering relevant information.
3. Consider how the process of determining and attributing impacts to projects can be consistent.
4. Identify any areas where further clarification or decisions are required.

#### Context

The Growth Deal involves the delivery of a series of projects and programmes. Funding is received from Government to support these schemes through the Local Growth Fund which provides a total of £513.35 million for the six year period.

The projects and programmes included in the Growth Deal support the delivery of the Leeds City Region Strategic Economic Plan and are grouped into the four priority areas of the plan, these are:

- **Priority 1 Businesses, Economic Output and Productivity** – projects include business grant schemes and support to universities to help the development of business innovation.

- **Priority 2 Employment Skills and Inclusion** – involves support for colleges to develop the training facilities.
- **Priority 3 Environment and Low Carbon** – includes support to help businesses reduce waste, energy reduction projects aimed at assisting households and developing district heat networks and other new and innovative technologies.
- **Priority 4 Place and Infrastructure** – covers housing and regeneration, transport, enterprise zone development and flood resilience.

There are currently over 100 individual projects within the programme. Numbers of projects continue to increase as individual projects within programmes of activity come forward and as projects are phased to allow early delivery.

### Measuring the Benefits

Leeds City Region undertakes the measurement of the benefits achieved by delivering Growth Deal projects in three ways, these are:

1. **Direct outputs** - arise directly from the project activity and do not require further investment or activity to be achieved. These are directly reported and evidenced by the project sponsor.
2. **Indirect outputs** - do not result directly but are unlocked or facilitated by the delivery of the project but require further investment or activity for them to be achieved. Once again these are directly reported and evidenced by the project sponsor. An example would be homes built following creation of a new road, these would be evidenced through planning permissions and reported new builds.
3. **Wider impacts** - are the catalytic impacts that the project may deliver. They are likely to be realised in the longer term and by their nature less directly linked to the project being undertaken. These can only be evidenced through evaluation of the project and may require modelling. Identification of impact sites will allow consistent evaluation of these benefits across the programme and will take into consideration wider levels of activity rather than single projects.

### Impact Sites

The impact site for a project or scheme is effectively the location of where the associated outputs and benefits (listed above) would be expected to materialise. The size of each impact site will reflect the scope and nature of the scheme being undertaken.

The development of impact sites should be underpinned by a clear rationale that incorporates aspects of the projects business case and logic model. These will be agreed with project sponsors.

Whilst impact sites will be considered individually for each scheme the type and scale of the project will be a key determinant of the scale of impact site identified. Hence, support to an individual business is likely to impact at the location where the investment is made whilst large-scale transport schemes would be expected to register impacts over a much larger impact area.

In reality the impact site for the majority of project types will effectively be the premises where the intervention is taking place. The major exceptions to this, where buffer zones are likely to apply around the location of the project intervention are:

- Transport projects
- Enterprise Zones
- Large scale housing and regeneration projects
- Flood Alleviation schemes

A key consideration in terms of determining the size of a projects impact site will be the ability to be able to attribute the impacts identified with the activity taking that has taken place. In general the larger the impact site then the greater the level of complexity in terms of attributing the identified impacts within an area to an intervention.

The Growth Deal has a focus on transport with eight transport projects already underway and a pipeline of projects being developed.

### **Our Approach**

The use of Geographic Information Systems (GIS) will be a key tool in terms of supporting the identification of impact sites and in the planned monitoring and analysis that will follow. The approach to employing GIS will include:

- Where impacts occur at a specific location e.g. a supported business or skills capital college, to identify the postcode and to map the location to higher geographies as appropriate;
- The same where there is development of a specific site or transport intervention at a location;
- Drawing boundaries around specific spatial priority areas, including housing growth areas and Enterprise Zones;
- Identifying all postcodes touched by transport interventions, then identifying buffers at 250m/500m/1km and 1.5 km; and
- Identifying all employment and housing sites in close proximity to each of the impact sites that interventions help to unlock.

**Table 1: Proposed impact areas by policy area and project**

<b>Growth Deal/SEP Policy Area</b>	<b>Project Examples</b>	<b>Proposed Impact Area</b>
P1 – Business Support	Business Growth Programme	Location of supported facility
P1: Innovation/R&D	Nexus - University of Leeds & University of Huddersfield Innovation Project	Location of facility or building receiving investment
P2: Employment Skills & Inclusion	Skills Capital	Location of college facility
P3 – Environment & Low Carbon	Resource Efficiency Fund Energy Accelerator Programme	Location of supported facility
P4: Housing / Regeneration	Housing Enabling Programmes Site Development Enterprise Zones	Location of site / development buffer where catalytic impacts would be anticipated.
P4: Transport	WT+ Transport Scheme	Buffer areas of 250m / 500m / 1km / 1.5km
P4: Flood Resilience	Flood Alleviation Schemes Natural Flood Management	Buffer reflecting effect on likely flood impacts

## Issues

The **double counting of impacts** by either attributing them to more than one funding source or project can be a significant problem which ultimately impacts on determining the performance and value for money of a project. The process and the use of GIS will help in terms of attribution as it provides an opportunity to better understand the spatial relationship between projects and outputs and benefits.

However, crucial to this will remain the need for the appropriate rigour to be used in terms of attributing impacts to projects and key to this will be an informed understanding of individual projects and the respective logic model that underpins them.

It would obviously not be appropriate to attribute all changes identified within a buffer zone and attributing impacts to projects. Transport projects and other large-scale capital projects are likely to generate their full impact in the much longer-term and so requires a long-term approach to monitoring and evaluation and brings with it additional challenges regarding attribution.

For many benefits identified it is likely to be the case that we would claim that interventions have ‘contributed to’ or ‘enabled’ the generation of impacts rather than being solely the result of a single programme or project.

There are likely to be similar issues where the **impact sites for different projects overlap** and this could be a particular issue the greater the size of the projects buffer zone. Where projects are located relatively close to each there is also the potential that further or additional outputs and benefits maybe generated through the potential interaction between them and their associated outputs and benefits.

The application of GIS will include **the existing monitoring data** that is gathered for projects. This will be used within the GIS application but it is important that clarity is

maintained as to how impacts are calculated and attributed to projects and that a consistent approach is used in terms of identification and reporting.

The development of impact sites and use of GIS is anticipated to play an important role within project and **programme evaluation**. One key area will be the identification and use of comparator areas which can be used to explore the counterfactual around projects and better understand the net additionality that is attributable to projects.

### **Indicators and Monitoring**

There are a total of 23 output and benefit types against which Growth Deal (GD) projects should report these are in seven different categories:

- Employment
- Housing
- Transport
- Skills and Education
- Commercial
- Flood Alleviation
- Business and Enterprise

For many projects the specified outputs and benefits are likely to be sufficient to demonstrate the impact of projects. However, for some projects there will be 'additional outputs and benefits' and this approach should help to both identify and quantify these.

These indicators will form the basis for the monitoring work but discussions with local partners will help to determine the full indicator set that will be used. This will build upon local data already collected by partners and incorporate data from the Combined Authority's economic impact assessment models - the Regional Econometric Model (REM) and Urban Dynamic Model (UDM)). Once developed this indicator set will be shared with the Department for Business, Energy & Industrial Strategy (BEIS).

Many projects are likely to deliver a number of different outputs and benefits and so a range of indicators will be considered against projects, examples include:

- Commercial floor space constructed (site development);
- Employment on occupied commercial premises (site development);
- Employment in supported enterprises (business or innovation support such as the Business Grants Programme);
- Increased learner numbers and Improved learner outcomes (Skills Capital);
- Number of new homes built (site development).

To capture all of these, two key tools have been developed. The first is a GIS tool that identifies all of the impact sites on a single GIS map and allows this to be interrogated and overlaid on areas as required. Geographical information, including postcode data for all Growth Deal funded projects has been collected and then mapped to a point, a specific boundary or a route (line).

The second (partly produced by the first) is a set of Excel based lookups that match postcodes and other small area geographies to investments and interventions. A spreadsheet has also been developed which explains the data we have for each project.

Currently, these tools cover direct impact sites and buffers drawn around transport interventions. The maps and Excel files also identify locations that might be influenced by more than one investment or intervention.

## **Reporting and Access to Information**

The information gathered through project monitoring and reporting will be available electronically through an ESRI software application. This has already been constructed by the Leeds City Region (LCR) Local Enterprise Partnership (LEP) and the Combined Authority and will support the spatial and temporal reporting of GD outputs and benefits. This package will be made available as part of our reporting to Cities and Local Growth Unit (CLOG) and to partners engaged in the delivery of the Growth Deal.

This will be complemented by an annual report that will provide the detail of the outputs and benefits and impacts attributable to the GD projects. This will incorporate the approach to the establishment of the buffer zones (where they are applicable) to projects. As already stated these zones will vary in size according to the nature and scale of the project.

Incorporated within this annual report will be an annual assessment of the socio-economic conditions in the communities and areas near to the impact sites designated for projects. It is currently proposed that these assessments would be based on the location of the project boundary - with a 5km buffer around it. This can then be contrasted with the wider LCR geography and will also enable the comparison with similar communities where no intervention has taken place.

In terms of partners being able to access the information:

- Key partners will be provided secure access to the ESRI ArcGIS Online application. This will allow users to view the outputs and benefits resulting from the Growth Deal mapped on to the impact sites. Users will be able to view all of the relevant impact boundaries and be able to filter the different sites and buffers. Data can then be exported in the shape of a map or in an excel spreadsheet.
- This application would be maintained by Research and Intelligence function of the Combined Authority and it is proposed that this would be updated on a quarterly basis. There is also potential to incorporate analytical reporting into the application (beyond just spatial mapping) but further work will be required. A separate quarterly outputs and benefits summary will also be produced.
- The Combined Authority proposes that the monitoring of Growth Deal outputs and benefits would sit within an Annual Impact and Outcome Assessment Report at the LCR, Local Authority and local level where the wider benefits (and their trend)

would be quantified across a broader range of indicators (putting the growth deal delivery outputs and benefits in their wider local and city region context).

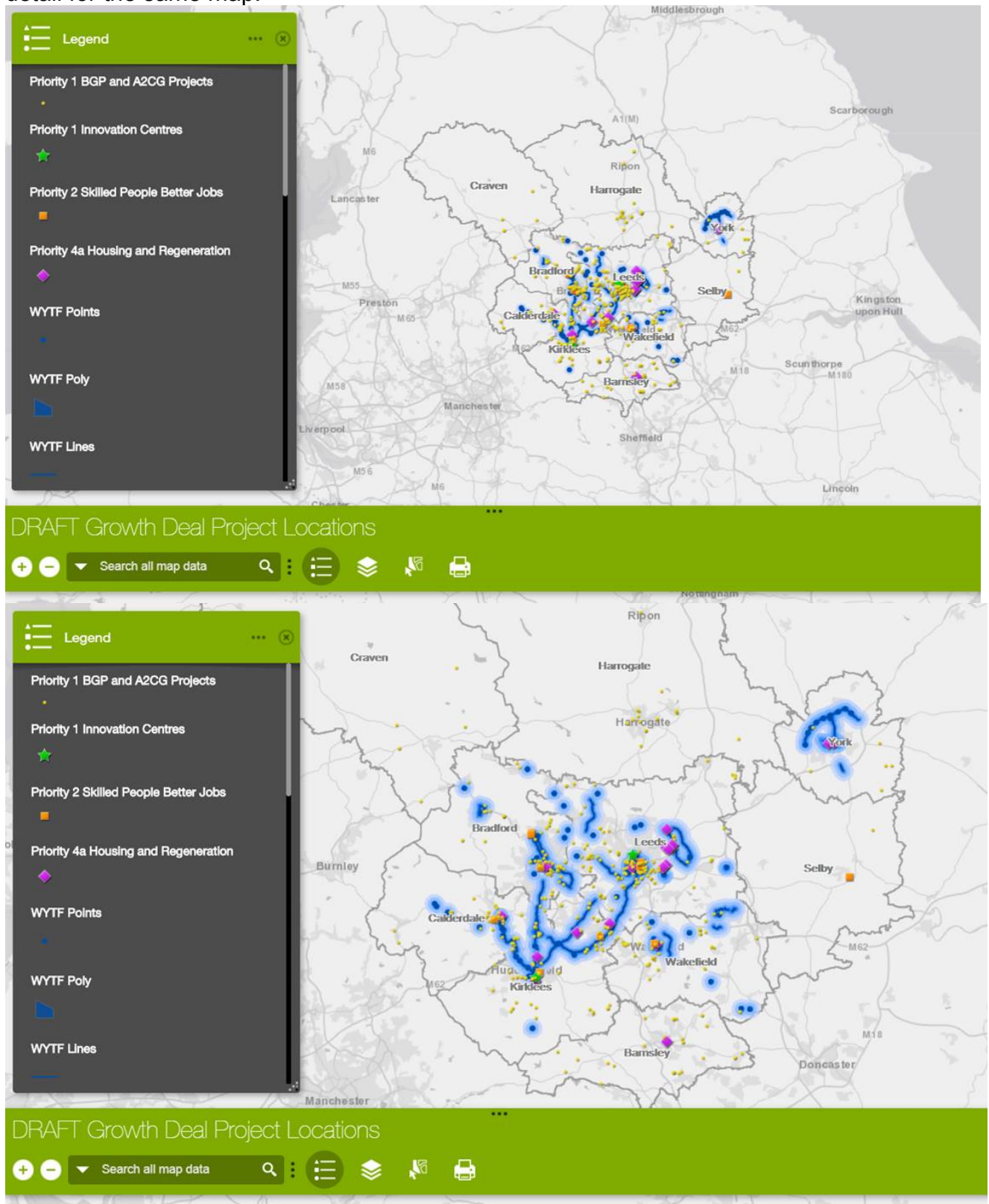
- This approach would allow LCR partners to clearly specify to government how the Growth Deal sites will be identified, direct outputs and benefits monitored (and analysed) within a wider local and city region monitoring and evaluation framework. This would consider these within the context of wider local and city region socio-economic change and look to incorporate aspects of inclusive growth, deprivation and wider environmental and social impacts.

### **Next Steps:**

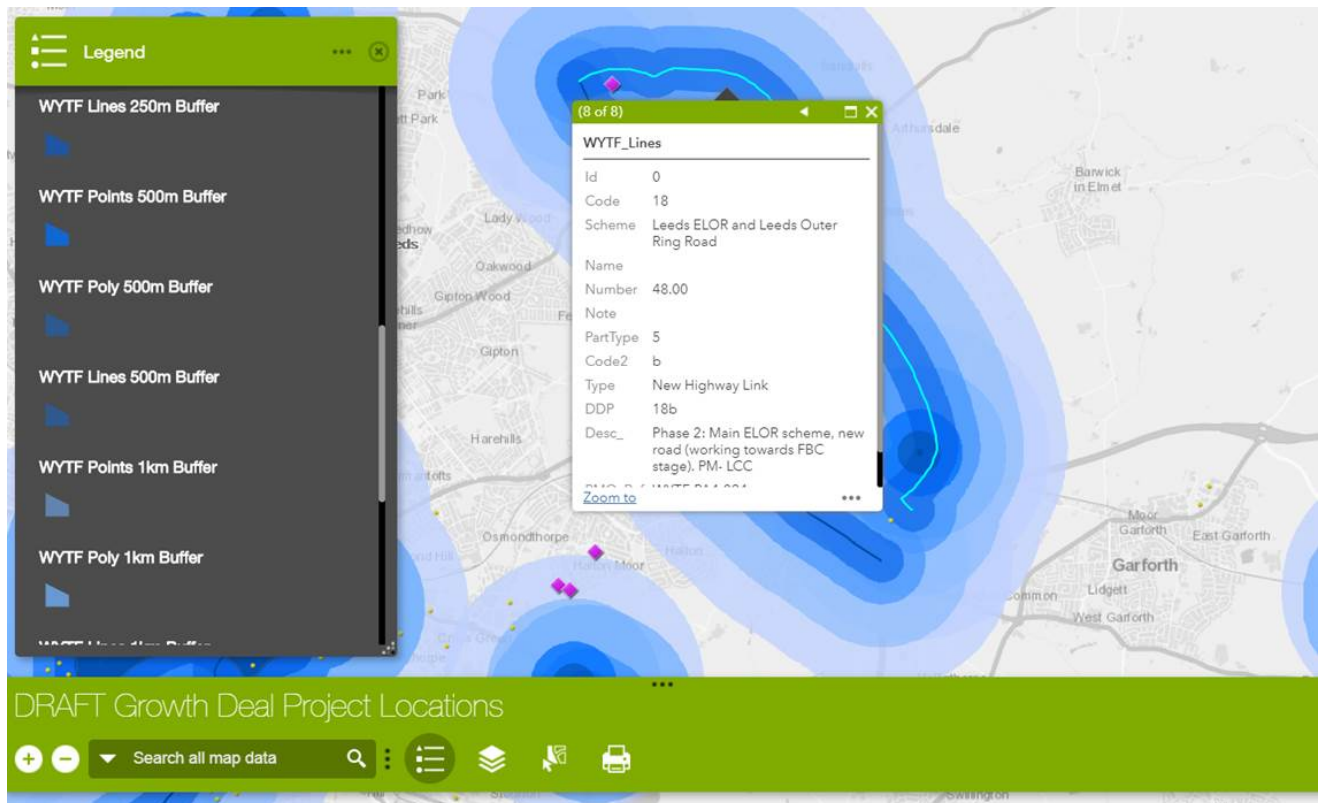
1. Need to agree and finalise the approach to impact sites and the associated monitoring.
2. Ensure that the approach takes account of the current SQW evaluation work and does not duplicate activity.
3. Consider how the information gathered through impact site analysis will be used to evaluate projects and programmes.
4. What role will a qualitative analysis play in the evaluation of projects and the wider Growth Deal programme?
5. Test the approach in terms of specific projects and the monitoring information that will be gathered.
6. Agree whether buffer zones of between 250m to 1.5km are the appropriate size to fully take account of the impacts of the different interventions.
7. Determine how the different size of buffer zone will be applied to different project types.
8. Determine whether the approach enables a measure of the total impact of the Growth Deal?
9. There remains a need to better understand the cost and resource implications of the approach and determine how best value can be derived from the process.
10. Need to better understand how best changes in land values could and should be incorporated within the process and analysis.
11. Need to consider how best the process could be embedded within the project monitoring and evaluation plans.

## Appendix 1: Examples of the GIS mapping tool

The images below provide an example of the mapping tool with increasing levels of detail for the same map.







GIS layers have been prepared which present the following information:

- Enterprise Zone locations
- Spatial Priority Areas
- Priority 1 – LCR Business Grants projects
- Priority 1 – Innovation Centres
- Priority 2 – Skilled People Better Jobs
- Priority 4a – Housing and Regeneration
- Priority 4b – WY Transport Fund Projects

These have been developed into a web map and formatted into a presentation which provides the functionality to zoom, pan and click points to see further information. Access to this functionality will be made available to partners.

Appendices (to be included in the final document):

- List of Projects
- Growth Deal outputs and benefits
- Transport Fund outputs and benefits

This page is intentionally left blank

LOCAL TRANSPORT CAPITAL DASHBOARD: LTP IT BLOCK + NPIF & LTP HM BLOCK

Figures accurate up to: Jul 2018

WYCA LTP Q1 Spend	£35,800	WYCA LTP Spend to date 17/19	£3,478,013	WYCA % of ALLOCATION	19%
DISTRICT LTP Q1 Spend	£1,205,000	DISTRICT LTP Spend to date 17/19	£7,923,000	DISTRICT % of ALLOCATION	52%

17/19 allocations				17/18 position				2018/19 spend / forecast				17/19 LTP Position			Future forecast			TOTAL Outturn (actual + forecast)	
Project name	Project Manager	Total 17/19 IP3 allocation (LTP + match)	Total 17/19 IP3 allocation (LTP only)	17/18 Spend	LTP spend 17/18 (spend less 3rd party and NPIF)	NPIF spend 17/18	% Total spend 17/18 of total IP3 allocation	% LTP spend of LTP only IP3 allocation	Q1 actual spend	18/19 Actual spend + forecast	IP3 LTP Spend to date 18/19	Match spend 18/19	IP3 LTP Spend to date (17/19)	% LTP Spend 17/19 of LTP allocation	2019/20	2020/21	Identified risk		
DISTRICT IT BLOCK + NPIF:																			
Bradford		4,557,000	3,721,000	2,503,000	1,695,000	808,000	55%	46%		179,000	2,054,000	151,000	28,000	1,846,000	50%	-	-	-	4,557,000
Calderdale		2,429,000	1,911,000	1,445,000	927,000	518,000	59%	49%		75,000	984,000	75,000	-	1,002,000	52%	-	-	-	2,429,000
Kirklees		3,758,000	2,922,000	2,011,000	1,280,000	731,000	54%	44%		474,000	1,747,000	469,000	5,000	1,749,000	60%	-	-	-	3,758,000
Leeds		5,747,000	4,553,000	3,183,000	2,239,000	944,000	55%	49%		380,000	2,564,000	380,000	-	2,619,000	58%	-	-	-	5,747,000
Wakefield		2,839,000	2,242,000	1,031,000	577,000	454,000	36%	26%		194,000	1,808,000	130,000	64,000	707,000	32%	-	-	-	2,839,000
DISTRICT Sub Total		19,330,000	15,349,000	10,173,000	6,718,000	3,455,000	53%	44%	1,302,000	9,157,000	1,205,000	97,000	7,923,000	52%	-	-	-	19,330,000	
WYCA IT BLOCK + NPIF:																			
CYCLING AND WALKING																			
CCAG	Fiona Limb	23,120,000	7,100,000	4,094,977	-	-	18%	0%	2,221,497	6,442,295	-	2,221,497	-	0%	456,933	312,000	-	11,306,205	
Strategic Cycle Development	Ambrose White	186,000	100,000	-	-	-	0%	0%	-	186,000	-	-	-	0%	-	-	50,000	186,000	
Sub Total		23,306,000	7,200,000	4,094,977	-	-	18%	0%	2,221,497	6,628,295	-	2,221,497	-	0%	456,933	312,000	50,000	11,492,205	
ONE SYSTEM PUBLIC TRANSPORT																			
Rail Strategy	James Nutter	300,000	300,000	-	-	-	0%	0%	-	250,000	-	-	-	0%	50,000	-	-	300,000	
Bus Strategy	Helen Ellerton	438,000	438,000	1,650	1,650	-	0%	0%	1,215	437,565	1,215	-	2,865	1%	-	-	-	439,215	
Access bus refurbishment	Fiona Whitehead	895,000	473,000	348,070	-	-	39%	0%	25,762	546,930	-	25,762	-	0%	-	-	-	895,000	
Rail contingency	Kate Thompson	400,000	400,000	-	-	-	0%	0%	-	400,000	-	-	-	0%	-	-	-	400,000	
Bus hotspots	Asif Abed	930,793	330,793	46,481	-	46,481	5%	0%	287	475,768	-	287	-	0%	237,536	-	200,000	759,785	
Morley Public Transport Hub	Steve Butcher	150,000	150,000	93,524	93,524	-	62%	62%	1,244	36,476	1,244	-	94,768	63%	20,000	-	-	150,000	
South Elmsall c/forward	Steve Butcher	18,000	18,000	14,046	14,046	-	78%	78%	-	-	-	-	14,046	78%	5,000	-	-	19,046	
Bradford Northern Powerhouse Rail c/forward	Rebecca Cheung	70,000	70,000	52,381	52,381	-	75%	75%	-	10,000	-	-	-	75%	-	-	-	62,381	
CP6 Demand and Capacity Study c/forward	Michael Sasse	61,000	50,000	60,778	49,778	-	100%	100%	-	-	-	-	49,778	100%	-	-	-	60,778	
Sub Total		3,262,793	2,229,793	616,930	211,379	46,481	19%	9%	28,508	2,156,739	2,459	26,049	213,838	10%	312,536	-	200,000	3,086,205	
SMART FUTURES																			
Smartcard	James Bennet	2,254,000	2,154,000	1,148,606	1,016,606	-	51%	47%	20,442	768,442	20,442	-	1,037,049	48%	436,558	-	-	2,353,607	
Bus real time evolution	Peter Radcliffe	847,000	519,000	227,020	227,020	-	27%	44%	17,289	610,504	-	17,289	227,020	44%	-	-	9,476	837,525	
Sub Total		3,101,000	2,673,000	1,375,627	1,243,627	-	44%	47%	37,732	1,378,947	20,442	17,289	1,264,069	47%	436,558	-	9,476	3,191,131	
ASSET MANAGEMENT																			
Health & safety works at bus stations	TBC	500,000	500,000	-	-	-	0%	0%	-	500,000	-	-	-	0%	-	-	-	500,000	
Bus Shelter invest to save	Phil Burton	700,000	700,000	-	-	-	0%	0%	-	700,000	-	-	-	0%	-	-	-	700,000	
Bus shelter real time display renewal	Peter Ratcliffe	2,000,000	2,000,000	720,761	720,761	-	36%	36%	-	1,279,239	-	-	720,761	36%	-	-	-	2,000,000	
Bus Station CCTV	Mark Auger	1,045,000	500,000	560,000	15,000	545,000	54%	3%	8,688	505,000	8,688	-	23,688	5%	-	-	-	1,065,000	
Bus shelter refurbishment	Nick Fairchild	300,000	300,000	322,059	322,059	-	107%	107%	-	-	-	-	322,059	107%	-	-	-	322,059	
ICT strategy infrastructure	David Gill	59,000	59,000	891	891	-	2%	2%	-	57,297	-	-	891	2%	-	-	-	58,188	
ICT strategy desktop replacement	David Gill	148,000	148,000	25,871	25,871	-	17%	17%	-	121,382	-	-	25,871	17%	-	-	-	147,253	
ICT strategy improved telephony	David Gill	350,000	350,000	160,190	160,190	-	46%	46%	-	161,303	-	-	160,190	46%	-	-	28,000	321,493	
ICT strategy desktop virtualisation	David Gill	58,000	58,000	1,354	1,354	-	2%	2%	-	56,646	-	-	1,354	2%	-	-	-	58,000	
Bradford Interchange Access (IP2 remaining 18/19)	Nick Fairchild	210,000	70,000	14,269	0	14,269	7%	0%	-	195,731	-	-	-	0%	-	-	-	195,731	
LSSE	Tom Murphy	629,508	142,508	142,508	142,508	-	23%	100%	7,215	108,294	-	7,215	142,508	100%	189,353	-	-	297,647	
Sub Total		5,999,508	4,827,508	1,947,902	1,388,634	559,269	32%	29%	15,903	3,684,892	8,688	7,215	1,397,321	29%	-	-	28,000	5,367,723	
CROSS CUTTING THEME																			
ULEV	Asif Abed	3,180,000	1,200,000	38,713	13,713	-	1%	1%	5,318	1,247,818	-	5,318	13,713	1%	1,893,469	-	-	3,180,000	
Sub Total		3,180,000	1,200,000	38,713	13,713	-	1%	1%	5,318	1,247,818	-	5,318	13,713	1%	1,893,469	-	-	3,180,000	
PROGRAMME WIDE ACTIVITIES																			
Monitoring, evaluation and bid development	Steve Heckley	150,000	150,000	25,281	25,281	-	17%	17%	-	124,719	-	-	25,281	17%	150,000	150,000	-	450,000	
Sub Total		150,000	150,000	25,281	25,281	-	17%	17%	-	124,719	-	-	25,281	17%	150,000	150,000	-	450,000	
IP2 programme codes still open*	various	-	-	295,181	295,181	-	0%	0%	4,211	29,211	4,211	-	299,392	-	-	-	-	-	
IP2 old SCIP/Smartcard codes now closed	James Bennet	-	-	189,965	189,965	-	0%	0%	-	-	-	-	189,965	-	-	-	-	-	
IP2 old codes now closed	various	-	-	74,434	74,434	-	0%	0%	-	-	-	-	74,434	-	-	-	-	-	
WYCA Sub Total		38,999,301	18,280,301	8,659,010	3,442,213	605,750	22%	19%	2,313,169	15,250,620	35,800	2,277,369	3,478,013	19%	3,249,496	462,000	287,476	26,767,265	
TOTAL		58,329,301	33,629,301	18,832,010	10,160,213	4,060,750	32%	30%	3,615,169	24,407,620	1,240,800	2,374,369	11,401,013	34%	3,249,496	462,000	287,476	46,097,265	

\* 1858 IP2 Feasibility and Monitoring; 1895 LTP Scheme Development 2015-2017; 1770 Low Moor Rail Station; 1890 Toilet Charging Leeds; 1817 Rail Growth Package; 1930 Web project 2 (Smartcard proj still open re OSI)

This page is intentionally left blank



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

**Date:** 5 September 2018

**Subject:** Capital Spending and Project Approvals

**Director:** Melanie Corcoran, Director of Delivery

**Author(s):** Craig Taylor / Cath Pinn

## 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 Fund, 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 7 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 £43.086 million when fully approved, of which £25.756 million will be funded by the Combined Authority. A total expenditure recommendation to the value of £4.678 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.

Scheme	Scheme description	Decision sought
Warm Homes Fund round 2a West Yorkshire and York	<p>A scheme which is part of a wider programme to help households across Leeds City Region lower their fuel bills and keep their homes warm. Phase 2a will enable more homes to benefit from modern gas central heating.</p> <p>The scheme is funded by the National Grid Warm Homes Fund</p> <p>National Grid benchmark against average grant/system installed for their contribution and the</p>	<p>Approval to proceed through decision point 2 and work commences on activity 5 (full business case with finalised costs) subject to external funding being secured</p> <p>Total value - £4.688 million</p> <p>Total value of Combined Authority funding - £3.451 million</p> <p>Funding recommendation sought - £0</p>

	<p>scheme represents good value for money at this stage</p> <p>The scheme's wider social benefits also include health benefits by supporting people to heat their home to stay warm and healthy</p>	
Calderdale multi-modal transport model	<p>A new Multi-Modal Transport Model for Calderdale which will incorporate variable demand, a highways model and public transport models to support the development, appraisal, delivery and evaluation of Calderdale's West Yorkshire plus Transport Fund programme</p> <p>The project is funded from the West Yorkshire plus Transport Fund and Calderdale Council.</p> <p>The scheme represents good value for money at this stage.</p> <p>The scheme's wider health social benefits will lead in the longer term to improving traffic flow and the benefits of cycling and walking.</p>	<p>Approval to proceed through decision point 2 and work commences on activity 5 (full business case with finalised costs) subject to external funding being secured</p> <p>Total value - £629,000</p> <p>Total value of Combined Authority funding - £389,000 *</p> <p>Funding recommendation sought - £0</p> <p>* £325,000 is sourced from previously approved development funding from each of the projects in Calderdale's West Yorkshire plus Transport Fund programme and £64,000 from over-programming against the Transport Fund.</p>
<p>Superfast Broadband West Yorkshire and York – Contract 3</p> <p>West Yorkshire and York</p>	<p>The project will deploy broadband infrastructure across the West Yorkshire and York geography within some of the hardest to reach urban and rural areas, areas not already targeted through a commercial roll out and areas not targeted by the previous phases.</p> <p>The project is funded through: Broadband Delivery UK; the Department for Environment, Food and Rural Affairs; European Structural Investment Funds and West Yorkshire Combined Authority Broadband Contract One Gainshare and Business Rates Pool.</p> <p>The scheme will lead to a gross value added (GVA) over 15 years of around £100 million.</p>	<p>Approval to proceed beyond decision point 2 and work commence on decision point 4 (full business case) subject to required external funding being secured</p> <p>Total value - £16.428 million</p> <p>Total value of Combined Authority funding - £16.428 million</p> <p>Funding recommendation sought - £120,000</p>

	<p>The scheme's wider social benefits include improving the sustainability of local businesses and allows expansion and increased access to employment.</p>	
<p>Corridor Improvement Programme Phase 1 – A62 Smart Corridor</p> <p>Kirklees</p>	<p>This scheme forms part of Phase 1 of the Corridor Improvement Programme (CIP). The CIP is a programme of low and medium cost highway interventions on strategic highway corridors on the Key Route Network (KRN).</p> <p>The project is funded from the West Yorkshire plus Transport Fund and European Structural Investment Fund.</p> <p>The scheme currently has a high benefits to cost ratio of 37.4:1 which will be refined through further business case development.</p> <p>The scheme's wider social benefits include improving access to employment.</p>	<p>Approval to proceed through decision point 3 and work commences on activity 4 (full business case).</p> <p>Total value - £8.756 million</p> <p>Total value of Combined Authority funding - £7.906 million</p> <p>Funding recommendation sought - £605,000</p>
<p>Glasshoughton southern link road</p> <p>Wakefield</p>	<p>The Glasshoughton southern link road (GSLR) scheme is the provision of a 7.3 meter wide single carriageway road with footways and a segregated cycle route and provide an alternative route around the leisure and retail area and will therefore reduce congestion and increase accessibility.</p> <p>The scheme is funded by the West Yorkshire plus Transport Fund.</p> <p>The value for money for the scheme has been assessed as high</p> <p>The scheme's wider social benefits include providing access to employment.</p>	<p>Approval to proceed through decision point 4 and work commences on activity 5 (full business case with finalised costs).</p> <p>Total value - £7.320 million</p> <p>Total value of Combined Authority funding - £7.320 million</p> <p>Funding recommendation sought - £245,000</p>
<p>Leeds New Station Street improvements</p> <p>Leeds</p>	<p>To improve the environment for pedestrians on New Station Street and around the entrance to the main concourse of Leeds Station.</p>	<p>Approval to proceed beyond decision point 4 and work commence on activity 5 (full business case with finalised costs).</p>

	<p>The project is funded by the West Yorkshire plus Transport Fund</p> <p>The scheme's benefits to cost ratio has been calculated at 1.6:1 over 10 years</p> <p>The scheme's wider social benefits are to provide an improved civic gateway and a more welcoming and accessible space for all visitors.</p>	<p>Total value – £2.120 million</p> <p>Total value of Combined Authority funding - £2.120 million</p> <p>Funding recommendation sought - £563,000</p>
<p>Skills [re-boot] project</p> <p>Leeds City Region</p>	<p>To offer individuals the chance to upskill, gain new skills and qualifications and enter employment through delivery of interventions to help people back into work through training courses and tailored support programmes. It will actively target: individuals in work, graduates who are underemployed or under-utilised and therefore disadvantaged in the labour market, individuals who are returning to the labour market after a period of absence; and people considering a career change.</p> <p>The scheme is funded through European Social Fund, Combined Authority Section 31 reserves, the private sector and Leeds Trinity University.</p> <p>This scheme represents good value for money as it will contribute to improving in-work productivity for the region through upskilling individuals to secure jobs in growth sectors. Additionally the unit cost for the scheme is lower than the European Structural Investment Fund bid requirements at £1,310.61.</p> <p>There is a strong focus on social mobility through the programme and the outputs support the Combined Authority's inclusive growth priorities.</p>	<p>Approval to proceed beyond decision point 5 and work commence on activity 6 (delivery) subject to securing external funding.</p> <p>Total value – £3.145 million</p> <p>Total value of Combined Authority funding - £2.870 million</p> <p>Funding recommendation sought - £3.145 million</p>



- 1.3 Since the Investment Committee's meeting on 4 July 2018, the following change requests and decision points 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 £4.518 million has been approved.

Scheme	Scheme description	Decision
Rail Park & Ride Programme phase 1 - Hebden Bridge	A project that will improve access to the main urban centres and deliver an increase in car parking capacity at Hebden Bridge Rail Station.	The change request is for an increase in funding from £692,200 to £754,445 - an increase of £62,245 to ensure sufficient spaces and for a 3 month extension in project.
New integrated Combined Authority website ('Web3' transformation project)	The Web3 project is focused on the design, development and launch of a new website for the West Yorkshire Combined Authority which will improve value for money, reliability and transparency (meeting Government requirements set out in the Ney review).	Decision point 5 (full business case with finalised costs) for total project value of £300,000 and work commence on activity 6 (delivery).
Door to door transport digital hub Leeds	A project that will provide information and access to door to door transport in Leeds, focusing on providing information to older and disabled residents and their carers.	Decision point 3 (outline business case) for indicative approval for the total project value of £1.478 million (Combined Authority contribution £1.227 million) and enter into a funding agreement with Leeds City Council for up to £339,000 for preliminary work to progress to full business case.
Energy Accelerator scheme Leeds City Region	While the Accelerator will not deliver capital programmes, it will bridge a current market failure by providing robust technical and commercial advice that will enable projects to develop and proceed to implementation. It is an innovative project development programme that offers specialist expertise to local low carbon projects, acting as an 'enabler' to move them from concept to the point of investment, by providing project development support to remove current barriers	Decision point 5 (full business case with finalised costs) for expenditure of up to 3.513 million Euros * from the European Investment Bank ELENA fund and £820,000 from the Combined Authority Local Growth Fund and enter into project sponsor agreements for the provision of services.

	relating to a lack of project development funding and expertise for energy efficiency schemes.	
--	--	--

\*Approximately £2.997 million at current rates which is the figure used for total in this paragraph 1.3.

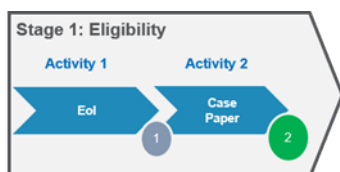
- 1.4 The Combined Authority's intranet and digital workplace project was approved by the Combined Authority on 28 June, as part of the corporate priorities report, to proceed through decision point 2 and commence work on activity 3 (outline business case). The Combined Authority's Managing Director approved decision point 5 (full business case with finalised costs) for the scheme to enter into activity 6 (delivery) on 6 July 2018.
- 1.5 The Combined Authority's head office accommodation project was approved by the Combined Authority on 28 June 2018, as part of the corporate priorities report, to proceed through decision point 3 and work commence on activity 4 (full business case).
- 1.6 The Leeds City Region Employment Hub scheme was approved at Combined Authority on 2 August 2018 to proceed beyond decision point 2 and work commence on activity 5 (full business case with finalised costs) with full approval to spend granted if the scheme has been successful in securing European Social Fund funding, through a delegated to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team.

## 2 Information

- 2.1 The background information on the Combined Authority's assurance framework through which each of the schemes outlined in this report are being approved is provided in **Appendix 1**. In addition, this appendix also provides a description of the approach for the future assurance approval pathway and the assurance tolerances for each scheme.

## **Programmes and projects for consideration**

### **Projects in stage 1: Eligibility**



- 2.2 Projects at the eligibility stage are seeking entry into the portfolio and should demonstrate a strategic fit in terms of project outcomes, with further project definition including costs and detailed timescales to be developed as the project progresses through the assurance process. At this stage funding may be sought to enable this work to progress.

<b>Project Title</b>	<b>Warm Homes Fund round 2a</b>
<b>Stage</b>	1 (Eligibility)
<b>Decision Point</b>	2 (Case paper)

### **Background**

- 2.3 The Warm Homes Fund (WHF) is a £150 million grant fund from National Grid designed to support local authorities, registered social landlords and other organisations working in partnership with them, to address some of the issues affecting fuel poor households.
- 2.4 The WHF is administered by National Grid's partner organisation Affordable Warmth Solutions across England, Wales and Scotland. The Fund is primarily designed to address some of the issues in fuel poor households who do not use mains gas as their primary heating fuel, by incentivising the installation of affordable heating solutions. It is envisaged that the fund will be used to supplement local strategic plans and other funds available.
- 2.5 Leeds City Region has an above national average rate of fuel poverty which affects around 156,000 homes. Those in fuel poverty are unable to heat their home to the temperature needed to stay warm and healthy. As well as being on low incomes many of these households are also faced with the additional burden of relying on heating systems that are expensive to run and/or inadequate for their needs. Furthermore, because of their circumstances or property type they may not currently be able to benefit from existing mandated schemes. These 156,000 fuel poor households, represent an average fuel poverty rate of 11.5%, compared to 11.4% for England. There is also considerable variation across the Leeds City Region with rates of 7% in Selby to over 18% within some areas in other local authorities. This represents some of the worst in the country. Fuel poverty rates also vary by tenure, such that

the rate of fuel poverty in privately rented homes is twice that of owner-occupied homes.

- 2.6 The Combined Authority have been acting as programme and contract manager for an award of WHF to the city region under a phase 1 application. This phase is in delivery and is expected to see 704 gas central heating systems installed in eligible homes by March 2019.
- 2.7 National Grid is now receiving applications for additional grant through Phase 2a within the £150 million fund. A request for decision by the Combined Authority's Managing Director was approved in June 2018 to develop a Leeds City Region bid to this phase. This bid is for £3.451 million of WHF funding to continue the programme through two more seasons being 2019/20 and 2020/21, enabling more homes to benefit from modern gas central heating.
- 2.8 The Combined Authority will act as accountable body for funding provided by the National Grid with the Local Authority partners leading on marketing and driving applications.
- 2.9 The Local Authority partners involved in the scheme are:
- City of Bradford Metropolitan Borough Council
  - Barnsley Metropolitan Borough Council
  - Calderdale Metropolitan Borough Council
  - Kirklees Council
  - Leeds City Council
  - North Yorkshire district councils (Craven, Harrogate and Selby)
  - Wakefield Metropolitan District Council
  - City of York Council
- 2.10 This phase will have a focus on engagement with the Private Rented Sector, utilising the networks established by the Local Authority Partners. The Local Authority Partners will take the lead in generating applications and deliver the marketing required.
- 2.11 The scheme will deliver against the vision in the Strategic Economic Plan
- "To be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone"*
- 2.12 It specifically supports priority 3 – Clean energy and environmental resilience and priority 4 – Infrastructure for growth.
- 2.13 As with phase 1 the scheme will be delivered through the well-established Better Homes Yorkshire.
- 2.14 A summary of the scheme's business case is included in **Appendix 2**.

## **Outputs, benefits and inclusive growth implications**

- 2.15 The outputs and benefits noted are:
- 1045 properties receiving gas central heating systems
  - 447 new gas mains connections
  - 10 jobs safeguarded
- 2.16 Additionally but unquantified:
- Compliance with minimum energy efficiency standards required of private sector landlords
  - Housing insulation measures where required
- 2.17 The scheme is to run for two seasons being 2019/20 and 2020/21. All the outputs and benefits noted above will have been delivered by project closure in May 2021.
- 2.18 There is no national guidance about value for money assessment. National Grid do benchmark against average grant/system installed for their contribution. The benchmark is currently set at £3,200/system nationally and the Leeds City Region phase 2a bid is slightly higher at £3,302/system. However in broad terms the scheme represents good value at this stage.
- 2.19 Living conditions will improve in those homes which have the new, efficient modern central heating installed. It will help with health conditions caused by cold, damp properties. Health benefits accruing should be recorded as an outcome of the scheme and the method for doing this outlined at activity 5.
- 2.20 Householders will also benefit from lower heating bills, a Better Homes Yorkshire case study has shown that eligible occupants who receive a new heating system can save over £400 per annum on heating and hot water, raising the energy performance of the property.
- 2.21 It has been noted that the scheme will deliver carbon savings but this has not been quantified at expression of interest stage. The full business case should outline the levels of savings expected to be achieved.

## **Risks**

- 2.22 The Combined Authority is acting as accountable body for the Warm Homes Fund grant from National Grid, providing programme and contract management for the Leeds City Region. This means that financial risks to the Combined Authority are minimal. There are contractual and reputational risks associated with non-delivery against a contract with National Grid for the Warm Homes Funding. These are mitigated by continuing with the successful delivery model being used in phase 1 and applying the lessons learned.

2.23 The key risks and mitigating actions for the project itself are:

- Low uptake in the private rented sector – marketing will be through Local Authority partners who will work with stakeholders.
- Contractor pressure to increase prices reducing the number of outputs delivered and value for money of this phase of the scheme – work with Better Homes Yorkshire to ensure the contractor offers price stability.
- Match funding to cover the VAT payable on systems. The partners are actively involved in developing the match funding package. Letters of support from the Local Authority partners will be evidenced at activity 5.
- The Energy Company Obligate Scheme has yet to pass through Parliament. If this is not as expected then less will be delivered through this round.

2.24 The incidence of fuel poverty in the private sector is twice as high in private rented properties and the bid will target these by developing an offer to private sector landlords. Private sector match funding will come forward on a case by case basis as the programme is delivered. This is forecast to total £395,274 and based on 15% of properties being from the Private Rented Sector. It is recognised that engaging with this sector can be difficult and a co-ordinated campaign utilising partner council networks and knowledge will be needed to secure take up in these properties. It is also worth noting that subject to a current consultation, new Minimum Energy Efficiency Standards will require that landlords improve properties and will require a contribution of more than or equal to £2,500 from April 2019. This could encourage landlords to seek assistance from our programme in order to be compliant with the standards.

### **Costs**

2.25 The total forecast cost to deliver the project is £4.688 million, £3.451 million of which will be funded from the Warm Home Fund.

2.26 The Combined Authority will be the accountable body for the £3.451 million grant from National Grid only. The match funding will be managed through Better Homes Yorkshire working with the contracting partner Engie.

2.27 In addition to the Warm Homes Fund grant the Local Authority Partners and Social Housing providers are contributing public sector match funding totalling £842,250. This is currently unsecured but all the partners have been involved in developing the bid with Combined Authority officers.

2.28 Private sector match will come forward on a case by case basis as the programme is delivered. This is forecast to total £395,274.

2.29 Combined Authority staff costs will be covered by the scheme. These total £75,842 including 10% for overheads based on a Project Manager two days per week and a Programme Manager 1 day.

## Timescales

2.30 The timescales of the project are:

- National Grid Funding Award - November 2018
- Decision point 5 - November 2018
- Grant agreement in place - January 2019
- First referrals, visits and surveys - February 2019
- Begin installations - April 2019
- Scheme completion - May 2021

## Assurance pathway and approval route

Assurance pathway	Approval route
Decision point 2 (case paper)	Recommendation - Combined Authority's Investment Committee Approval - Combined Authority
Decision point 5 (Full business case with costs)	Recommendation – Combined Authority's Programme Appraisal Team Approval - Combined Authority's Managing Director

## Tolerances

Project tolerances
<p>Any cost increase that triggers a contract variation with National Grid will require additional approvals. This is for the £3.451 million for which the Combined Authority will be the accountable body.</p> <p>The timescales should remain within 6 months of the timescales set out in this report.</p> <p>No changes to costs or match funding profiles which would trigger a contract variation with National Grid will require further approvals by the Combined Authority. This is to cover any contractual or reputational risk for the Combined Authority.</p>

## Project responsibilities

Senior Responsible Officer	David Walmsley, Combined Authority
Project Manager	James Brass, Combined Authority
Combined Authority case officer	Jacquie Boulton

## Appraisal summary

2.31 The strategic case for Warm Homes Fund phase 2a has a clear fit with the Leeds City Region Strategic Economic Plan, specifically delivery against

priority 3c – energy efficient and empowering customers – reduce fuel poverty and priority 4 – action area A(ii) – improve energy performance of housing to address fuel poverty and health impacts.

- 2.32 The Combined Authority will act as accountable body, undertaking programme and contract management and as such the scheme represents a low financial risk. The main source of project funding is from National Grid's Warm Homes Fund with match funding contributions from the local authority partners and local authority housing, the energy company obligation scheme (a government energy efficiency scheme in Great Britain to help reduce carbon emissions and tackle fuel poverty, paid into by the energy companies) and private sector landlords. Approval to make an application to National Grid for the Warm Homes Fund phase 2a was given through an approved Request for Decision to Leadership Team on 29 June 2018.
- 2.33 The Combined Authority is already successfully delivering a Round 1 through the well-established Better Homes Yorkshire, which has provided lessons learned in the development of the current bid to National Grid. Delivery of phase 1 has demonstrated the demand for the scheme. Phase 2a is to deliver improvements to an additional 1045 homes.

### **Recommendations**

- 2.34 That Investment Committee recommends to the Combined Authority that subject to a successful Warm Homes Fund bid that:
- (i) The Warm Homes Fund phase 2a proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs)
  - (ii) That an indicative approval is given to the total project value of £4.688 million and the Combined Authority funding contribution of £3.451 million 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). The remainder will be funded by local authority partners, social housing providers and match with private sector match funding on a case by case basis.
  - (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 5 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.



<b>Project Title</b>	<b>Calderdale multi-modal transport model</b>
<b>Stage</b>	1 (Eligibility)
<b>Decision Point</b>	2 (Case paper)

## Background

- 2.35 This scheme is to deliver a new Multi-Modal Transport Model for Calderdale which will assist Calderdale Council to plan for a range of major new transport improvements in the area.
- 2.36 The model suite will incorporate variable demand, a highways model and public transport models to support the development, appraisal, delivery and evaluation of Calderdale's West Yorkshire plus Transport Fund programme, including:
- A629 Phase 1b, Phase 2 and Phase 4 improvements
  - A641 improvements
  - Halifax Station Gateway
  - Elland Station Access Package (Elland Station scheme is led by the Combined Authority)
  - Corridor Improvement Programme: A58 and A646 corridors
  - North East Calderdale Transformational Project
- 2.37 Calderdale Council is currently reliant on using the current Calderdale Strategic Transport Model (CSTM) which is 10 years old. Despite having undergone various updates it has been identified that the model has issues which bring into question its suitability to support the development and appraisal of full business cases for the projects listed above. The CSTM also has observed geographical and modal gaps in data which will be addressed in the new multi-modal model.
- 2.38 The scope of Calderdale's West Yorkshire plus Transport Fund programme is substantial; it incorporates public transport, highway and active pedestrian and cycling modes and collectively has the potential to drive and deliver more change and improvements to the ways people travel. WebTAG transport modelling sets out 'Logical Tests for Provisional Model Scope'. Test 1 asks 'Do the set of schemes to be appraised relate to only one of the modes; public transport and highway?' If NO, a multi-modal treatment will, in principle, be required.'
- 2.39 These issues have raised concerns that should there be a Public Inquiry (PI) held for any of the West Yorkshire plus Transport Fund schemes the analytical works (including modelling and appraisal using CSTM) will not stand up to

scrutiny and this may lead to the identified problems with existing CSTM giving unfavourable outcomes that scenario.

- 2.40 The decision was taken to procure a new, multi-modal model and a proportion of development funding allocated to each of the schemes in their West Yorkshire plus Transport Fund programme was identified to cover the costs of delivering the model.
- 2.41 The competitive procurement process has been undertaken and a preferred supplier has been selected. However, the tenders returned prices in excess of the total amount identified to deliver the type of model required to overcome the issues identified with the existing model. This is discussed in the costs section below.
- 2.42 As a multi-modal transport model, this project will support the development of transport fund schemes which will deliver outcomes in support of the Leeds City Region (LCR) Strategic Economic Plan (SEP) strategic priorities. Through these schemes this project aligns with the strategic priority 4, Infrastructure for Growth to:
- “Maximise the increase in employment productivity and economic growth across West Yorkshire and York (irrespective of boundaries) by the delivery of transport interventions.”*
- 2.43 Each of the projects supported by the model will need to demonstrate individual strategic case with alignment to the LCR SEP.
- 2.44 A summary of the scheme’s business case, is included in **Appendix 3**.

### **Outputs, benefits and inclusive growth implications**

- 2.45 This project will support the development, delivery and evaluation of Calderdale’s West Yorkshire plus Transport Fund programme. It is the delivery of the projects within that programme which will support the delivery of the LCR SEP.
- 2.46 The main, direct output of this project is the Calderdale Multi-Modal Transport Model.
- 2.47 As stated previously this will include the following outputs:
- Primary and secondary data collection (highway, public transport, journey times & other)
  - New highway and public modelled networks and new zone structure
  - Variable demand model (calibrated and realism tested)
  - Highway model (calibrated and validated)
  - Public transport model (calibrated and validated)
  - Development of a model reference case for defined future years

- All associated reporting including: model specification report, data Collection Report, Local Model Validation Report (Highway and PT), variable demand model development report and reference case report
- 2.48 The multi-modal transport model will be delivered in 2019, over a 15 month contract period.
- 2.49 The model will deliver value for money through an enhanced level of transport modelling. It should also be noted that Calderdale Council has already been out to the market through a competitive tendering process and this has identified a preferred supplier within their quality/cost ratio. The prices returned can be benchmarked against similar models procured by other partner authorities.
- 2.50 The benefits and implications for inclusive growth will come from successful delivery of the Transport Fund projects supported by use of the model.

### **Risks**

- 2.51 The key risks for this project are:
- Unable to deliver the model as required due to business case not being strong enough to secure sufficient funding.
  - Delays in decision making which mean data collection cannot be undertaken in the autumn 2018 neutral period which will push back delivery of the model.
- 2.52 To mitigate these risks Calderdale is appointing the preferred supplier now and will utilise existing approval to fund data capture in advance of decision point 5 approval.
- 2.53 The risk to the Combined Authority is weakened business cases will be submitted for each of the West Yorkshire plus Transport Fund projects dependent on using the model. This could mean projects being delayed in delivery and potentially failing in a public enquiry.

### **Costs**

- 2.54 The total cost to deliver the project is £629,000.
- 2.55 This price has been established through competitive procurement.
- 2.56 The Combined Authority's contribution to the scheme is £389,000. Of this £325,000 is sourced from previously approved development funding from each of the projects in Calderdale's West Yorkshire plus Transport Fund programme and £64,000 from over-programming against the Transport Fund.
- 2.57 Calderdale is contributing the balance amounting to £240,000.

## Timescales

2.58 The timescales of the project are:

- Contract award - June 2018
- Submit full business case - October 2018
- Data collection - October 2018
- Decision point 5 (full business case with costs) - December 2018
- Model completed - May 2019

## Assurance pathway and approval route

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

## Tolerances

Project tolerances
That Combined Authority costs should remain within 5% of the costs outlined in this report. That timescales should remain within 3 months of the timescales set out in this report. If the failure to deliver the Calderdale Multi-Modal Transport Model as described in the project brief risk occurs further approval for change of scope will required from the Combined Authority

## Project responsibilities

Senior Responsible Officer	Steven Lee, Calderdale Council
Project Manager	Sarah Callaghan, Calderdale Council
Combined Authority case officer	Jacque Boulton

## Appraisal summary

2.59 Over all the strategic rationale for the project is strong and it is vital for developing robust business cases for and allow other transport fund projects in Calderdale to progress in a timely manner.

- 2.60 The project is at an advanced stage of development having already been through a competitive procurement with a preferred supplier identified.
- 2.61 Management structures are in place and are based on professional project management guidance.
- 2.62 The economic case at full business case will be strengthened by articulating the indirect outputs and outcomes to be delivered by the transport fund programme, which use of the model is expected to support.

### **Recommendations**

- 2.63 That Investment Committee recommends to the Combined Authority that:
- (i) The Calderdale Multi-Modal Model project proceeds through decision point 2 (case paper) and work commences on activity 5 (full business case with finalised costs.).
  - (ii) An indicative approval to the West Yorkshire Combined Authority's contribution of £389,000 (which will be funded through £64,000 from the West Yorkshire plus Transport Fund and £325,000 from the other Transport Fund projects which are already approved) is given 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). The total project value is £629,000.
  - (iii) 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 West Yorkshire Combined Authority's Managing Director following a recommendation by West Yorkshire Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

<b>Project Title</b>	<b>Superfast Broadband West Yorkshire and York – Contract 3</b>
<b>Stage</b>	1 (Eligibility)
<b>Decision Point</b>	2 (Case paper)

## Background

- 2.64 The City Region's Strategic Economic Plan (SEP) under Priority 4: Infrastructure for Growth sets out an ambition to achieve 99% superfast broadband 30 Megabits per second (Mbps) connectivity across West Yorkshire by 2018/19. The Superfast West Yorkshire and York Broadband (SWYY) programme is well on the way to meeting this ambition with the first two contracts of the programme on track to deliver up to 98% by 2021.
- 2.65 The 'Superfast West Yorkshire and York – Contract Three' (SWYY) programme helps to deliver further roll out of fast and reliable superfast broadband at 30 Mbps to homes and businesses.
- 2.66 The project will deploy broadband infrastructure across the West Yorkshire and York geography within some of the hardest to reach urban and rural areas which have not already been targeted through a commercial roll out of superfast broadband and areas not targeted by the previous phases of the programme.
- 2.67 It is estimated that up to approximately 41,000 premises (homes and business) are eligible for public sector support to enable superfast broadband connectivity. This project will connect some of these premises but not all of them. Other project and programmes will be considered alongside the superfast project to connect other areas.
- 2.68 The delivery phase is scheduled to start around April 2019 and run until March 2022.
- 2.69 A summary of the scheme's business case is included in **Appendix 4**.

## Outputs, benefits and inclusive growth implications

- 2.70 This project focuses on connecting small and medium sized enterprises (SMEs) which is a requirement of government and European funding. As SMEs are connecting neighbouring homes and non SME businesses will also be connected.
- 2.71 It is estimated that approximately 3,700 small and medium sized enterprises (SMEs) can be connected to superfast broadband services by this project. This has the potential to deliver a gross value added (GVA) over 15 years of

around £100 million. The precise number of SMEs connected and other premises will be outlined by the preferred infrastructure supplier following an open procurement exercise. Deployment plans provided by potential suppliers will be considered a Value for Money approach (i.e. which seeks to maximise the number of premises connected). This approach is in line with the funding requirements and ensures our programme can deliver the outputs agreed with government.

## Risks

2.72 The key risks for this project are:

- Not building a strong enough business case to secure the grant funding that has been requested from the European Structural Investment Funds (ESIF) and the Department for Environment, Food and Rural Affairs (DEFRA). To mitigate this the project may be scaled back if funding awarded from government is lower than expected.
- The supplier not building sufficient broadband infrastructure within the timescales set by the funding bodies leading to clawback, particularly with regards ESIF (BDUK March 2020, DEFRA December 2020, ESIF March 2021). To mitigate the programme for delivery is clearly planned and the draw down cut off dates are incorporated into the tender documents so that suppliers are fully aware of the drawdown limitations.

## Costs

2.73 The forecast cost to deliver the project is £16.428 million as detailed below:

Funding	Cost £ (Millions)	Status
Business Rate Pool Allocation (Project Development and Procurement Costs)	0.090	Secured
<b>Capital</b>		
DEFRA Rural Broadband Initiative Funding Bid	9.912	Decision expected December 2018
ESIF Capital: Funding Bid	2.810	Decision expected October - December 2018
Contract One Gainshare	Up to 1.700	Secured
Broadband Delivery UK (Grant Confirmed)	1.110	Secured
<b>Capital Total</b>	<b>15.532</b>	
<b>Revenue</b>		

ESIF Revenue: Funding Bid	0.386	Decision expected October - December 2018
Combined Authority (BET Refund)	0.310	Secured
Business Rate Pool Allocation (ESIF Revenue Match Funding)	0.076	Secured
Business Rate Pool Allocation (Additional Revenue Funding)	0.034	Secured
<b>Revenue Total</b>	<b>0.806</b>	
<b>Total</b>	<b>16.428</b>	

- 2.74 The Combined Authority direct contribution to the scheme will use funding that is being held on behalf of the partner authorities through Contract One Gainshare. Contract One Gainshare is an investment fund that has been created due to the success of the Contract One of the superfast broadband programme.
- 2.75 The BET Refund was previously allocated to Contract 2. Currently work is ongoing to determine whether this is now required for Contract 2. Therefore, approval to reallocate all or part of this funding to Contract 3 is being sought.
- 2.76 Development costs of £120,000 are requested to complete the full business case with finalised costs.

### **Timescales**

- 2.77 The timescales of the project are that the full business case with finalised costs will be brought forward in January 2019, and then the project will be delivered through 2019 until April 2022.

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

<b>Assurance pathway</b>	<b>Approval route</b>
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



## Tolerances

Project tolerances
That the total project costs remain at or below the costs outlined in this report.
That the DEFRA and/or ESIF contributions should not reduce by more than 25%.
That the project delivery timescale remains within 12 months of the timescales identified within this report.

## Project responsibilities

Senior Responsible Officer	Kate Thompson, Combined Authority
Project Manager	John Bullivent, Combined Authority
Combined Authority case officer	Ben Manuja

## Appraisal summary

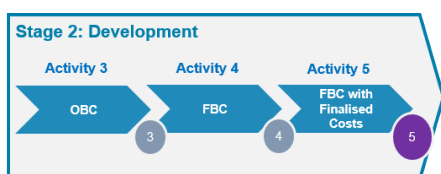
- 2.78 The project has a clear fit with Priority 4 in the SEP to support employment and quality environments. It is part of a programme of broadband delivery projects which have had considerable success in delivering benefits to the City Region. There is clear evidence that increasing internet speeds improves the sustainability of local businesses and allows expansion and increased employment. The Combined Authority partners have good knowledge and experience of delivering this type of scheme and has well established suppliers, so is confident in delivering the project competently within budget and timescale.

## Recommendations

- 2.79 That Investment Committee recommends to the Combined Authority that:
- (i) The superfast broadband contract 3 project proceeds through decision point 2 (case paper) and work commences on activity 5 (full business case with finalised costs).
  - (ii) An indicative approval to the total project value of £16.428 million from the funding sources outlined in this report for which the Combined Authority is the accountable body is given, 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).
  - (iii) Approval to reallocate all or part of the BET Refund funding from Contract 2 to Contract 3 as actioned at decision point 5 full business case with costs.
  - (iv) Development costs of £120,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs).

- (v) The Combined Authority enter into a Service Level Agreement/Funding agreement if required with Leeds City Council for expenditure up to £120,000 development funding.
- (vi) 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.

## Projects in Stage 2: Development



- 2.80 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 cost.

<b>Project Title</b>	<b>Corridor Improvement Programme – A62 Smart corridor</b>
<b>Stage</b>	2 (Development)
<b>Decision Point</b>	3 (Outline business case)

### Corridor Improvement Programme Summary

- 2.81 The Corridor Improvement programme is a programme of low and medium cost highway interventions on strategic highway corridors on the West Yorkshire Key Route Network (WYKRN), which aims to improve connectivity and accessibility to support economic growth. In order to achieve this the programme aims to deliver an 8% reduction in journey times for all traffic, with a higher target of 12% reduction in journey times for buses.
- 2.82 The creation of a West Yorkshire Key Route Network (WYKRN) is designed to facilitate economic growth and job creation by delivering reliable journey times for all modes across the core road network in West Yorkshire, regardless of authority boundaries. Improved reliability of the WYKRN will contribute to goals of the Leeds City Region Strategic Economic Plan (SEP) by improving connectivity and better connecting people, jobs and goods. Such improvements will help to attract investment and facilitate housing growth across the City Region.
- 2.83 It is intended that the Corridor Improvement Programme will be fully reviewed over the next 6 months and, if required, a change request approval sought to update the total forecast cost for Phase 1 schemes.

### Background

- 2.84 This scheme forms part of Phase 1 of the Corridor Improvement Programme (CIP). The CIP is a programme of low and medium cost highway interventions on strategic highway corridors on the Key Route Network (KRN). CIP aims to deliver benefits for all road users with an emphasis on reducing journey times,

in order to improve connectivity and accessibility to economic growth sites, including those located in spatial policy areas. In order to achieve this the programme aims to deliver an 8% reduction in journey times for all traffic, with a higher target of 12% reduction in journey times for buses.

- 2.85 The Corridor Improvement Programme will be delivered in three phases. The total forecast cost of the programme is £130.3 million, £125 million of which will be funded from the Combined Authority's West Yorkshire plus Transport Fund.
- 2.86 The Corridor Improvement Programme received decision point 2 approval (case paper) from the Combined Authority on the 29th June 2017 for the programme as a whole, as part of this approval it was agreed that the 13 projects within the programme would be progressed on an individual basis to outline business case. At decision point 2, a total forecast cost for phase 1 of the programme received an indicative approval of £67.8 million.
- 2.87 The A62 Smart Corridor project is part of Phase 1 of the Corridor Improvement Programme. At decision point 2 this scheme had an indicative allocation of £7.5 million.
- 2.88 The preferred option for the A62 Smart Corridor Phase 1 (ASCP) scheme, which is being promoted by Kirklees Council, starts at the junction of Huddersfield Ring Road / Southgate / Northumberland Street and ends at the junction of A62 / Old Fieldhouse Lane; a corridor length of approximately 2.0km.
- 2.89 There has been a change of scope since the approval of the case paper (decision point 2) in June 2017. The change in scope is detailed below.

**Option 1: Original scope - A62 Smart Corridor Phase 1 (as defined in Expression of Interest (Eoi) plus green infrastructure)**

- 2.90 This scheme includes works to Northumberland Street Junction; new signal controlled junction, the reallocation of road space and segregated cycle provision. The removal of the Gasworks Street gyratory and replacing with a signal controlled junction and improvements to the Thistle Street junction plus the inclusion of green infrastructure. This scheme has a corridor length of 0.936km.
- 2.91 Total scheme costs if this scheme progresses would be £8.060 million. An application has been submitted for European Structural and Investment Funds (ESIF) funding of £850,000, meaning the amount requested from the Combined Authority for this scheme would be £7.210 million (£290,000 less than the agreed budget at decision point 2).

**Option 2: Extended scope - A62 Smart Corridor Phase 1 (preferred option)**

- 2.92 This option includes the same elements from the Original scope scheme above and also includes on road cycle provision, enhanced bus stop improvements and the inclusion of green infrastructure along any extended

length or road corridor. This option also provides segregated cycle provision at Northumberland Street junction, including crossing facilities, enhanced “green” areas, widened footways and improved areas for public realm. The route also includes the reallocation of road space by amending lane widths to provide cycle lane facilities for a corridor length of 2km and also includes enhanced bus stop provision. This option is able to offer larger benefits to achieving the strategic ambitions of the Leeds City Region’s Strategic Economic Plan, the Transport Strategy and the Council’s draft Local Plan. The costs and relatively low risks to deliverability present this as a strong option, and therefore this option is presented as the preferred scheme.

- 2.93 Total scheme costs of the preferred option are £8.756 million. An application has been submitted for ESIF funding of £850,000, meaning the amount being requested from the Combined Authority for this scheme is £7.906 million, an increase of £696,289 Option 1 (original scope) (£406,000 more than the agreed allocation at decision point 2).
- 2.94 An option assessment against the Strategic Economic Plan (SEP) objectives and the critical success factors was completed and the ‘Do All’ scheme scored highest on both assessments. Whilst the Option 1 (original scope) scheme may be the most cost effective option, it is only able to partially deliver incremental benefits to meet the objectives of the Leeds City Region Strategic Economic Plan, the Transport Strategy and draft Local Plan (DLP), which is why the recommendation to proceed with the Option 2 scheme was approved at the Combined Authority’s Programme Appraisal Team.
- 2.95 A summary of the scheme’s business case and location map is included in **Appendix 5**.

### **Outputs, benefits and inclusive growth implications**

- 2.96 The key benefits associated with this scheme are:
- To ease congestion issues which are a lead cause of slow peak period journey times, an inefficient highway network and air quality issues
  - To improve access to existing and proposed employment sites, the Cooper Bridge Enterprise Zone and the strategic and primary route network
  - To improve the safety of the A62 road corridor, alongside improving the detrimental environmental issues
  - To enhance the accessibility of potential housing growth allocations in the Draft Local Plan
  - To support the housing and employment allocations through a sustainable transport network
  - To support a more sustainable transport network and modal shift from the private car
- 2.97 The project is aiming to complete construction by July 2020, with benefits realised by February 2021.

- 2.98 The scheme currently has a high benefits to cost ratio of 37.4:1 for a length of over 2km. The preferred option delivers a high level of benefits for the A62 Smart Corridor, and meets the objectives of the Leeds City Region Strategic Economic Plan the Transport Strategy and draft Local Plan. This scenario will ease congestion, unlock the potential development sites and deliver significant improvements for alternative modes of transport. Although the benefits to cost ratio is expected to significantly reduce during the full business case development stage as modelling works become more refined, it will still be expected to represent good value for money at decision point 5.
- 2.99 There are also expected to be wider social benefits with the scheme, including an increase in active modes and improved general fitness levels. The scheme also has the potential to have a two-fold beneficial impact on Air Quality – firstly the reduction in congestion and improvements to journey reliability would reduce the frequent stopping, idling and acceleration that generate the highest levels of emissions. Secondly, the provision of the green infrastructure and landscaping features will also help with natural air cooling, collecting nitrogen oxides and the absorption of carbon dioxide.

### **Risks**

- 2.100 A risk register and risk management strategy have been completed for the scheme.
- 2.101 The key risks are outlined below along with the mitigation are::
- £850,000 ESIF funding not received. Mitigation – complete value engineering to reduce scheme costs or seek alternative funding from other sources
  - Loss of stakeholder support. Mitigation - Ensure robust support and communication plans. Early involvement, active liaison groups
  - Unable to claim against part 1 claims if outline business case not strong enough to be approved. Mitigation – to be monitored
  - Scheme does not fulfil the objectives of the business case. Mitigation – Robust monitoring and evaluation plan to be put in place and monitored

### **Costs**

- 2.102 The total scheme costs are £8.756 million. An application has been submitted for ESIF funding of £850,000, meaning the amount being requested from the Combined Authority West Yorkshire plus Transport Fund is £7.906 million, an increase of £696,000 over the Option 1 (original scope) option, and an increase of £406,000 over the amount requested at decision point 2 (i.e. £7.5million). The reasons for this variation, as mentioned above, is due to the increase in scope of the project.
- 2.103 Phase 1 of the Corridor Improvement Programme received a total development cost approval of £4.483 million, of which £250,000 was allocated for the development of this scheme. The additional amount required to take the scheme to decision point 5 (full business case with finalised costs) is

£605,000, bringing the total development funding to £855,000. This equates to 10% of the total scheme costs.

2.104 The Combined Authority will be required to issue an addendum to the existing funding agreement with Kirklees Council for expenditure of up to £605,000 from the West Yorkshire plus Transport Fund taking the total approval to £855,000. This development funding is required for full business case development, design development, invitation to tender and evaluation of tenders for construction.

2.105 The approval of the increase in the indicative allocation for the full scheme costs by an additional £406,000, from £7.500 million to £7.906 million, is required to complete the preferred, Option 2 (extended scope scheme) scheme put forward by Kirklees Council. It is considered that this increase in scheme costs is affordable through a mix of over-programming of Phase 1 and also from the wider Phase 2 and 3 forecast programme costs. It is intended that the Corridor Improvement Programme will be fully reviewed over the next 6 months and, if required, a change request approval sought to update the total forecast cost for phase 1 schemes.

### **Timescales**

2.106 The timescales of the project are:

- Forecast full business case (decision point 4) approval - May 2019
- Forecast full business case plus costs (decision point 5) approval - May 2019
- Start of construction - July 2019
- End of construction - July 2020
- Forecast decision point 6 approval - July 2020

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

<b>Assurance pathway</b>	<b>Approval route</b>
Decision point 3 Outline business case	Recommendation: Investment Committee Decision: Combined Authority
Decision point 4 Full business case	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director
Decision point 5 Full business case with finalised costs	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director

## Tolerances

Project tolerances
That Combined Authority costs should remain within the revised approval of the costs set out in this report
That the scheme does not receive ESIF funding
The timescales should remain within 3 months of the timescales set out in this report

## Project responsibilities

Senior Responsible Officer	Melanie Corcoran, Combined Authority
Project Manager	Tracey Brewer, Kirklees Council
Combined Authority case officer	Laura Greenan

## Appraisal summary

- 2.107 The A62 Scheme is a key element of the strategy to provide the Huddersfield area with the infrastructure it needs to support growth. It will enable the local road network to operate efficiently by reducing congestion, improving journey times and providing capacity for growth. The scheme has a clear strategic fit to the Strategic Economic Plan and also identifies strategic fit to the Transport Strategy and the West Yorkshire Local Transport Plan 3 (LTP3).
- 2.108 There is evidenced demand for the scheme and if work is not completed it could result in possible constraint of potential development sites allocated in the draft Local Plan and employment opportunities will also not be accessible to local residents of the surrounding deprived areas. Procurement routes have been defined and a project team identified to manage the work.
- 2.109 £8.756 million is the total project costs for the preferred option, 90% of which is to be funded through the West Yorkshire plus Transport Fund and 10% through European Social Investment Fund (ESIF) funding, yet to be secured. This has been highlighted as a key risk to the Combined Authority.

## Recommendations

- 2.110 That Investment Committee recommends to the Combined Authority that:
- (i) The A62 Smart Corridor Phase 1 project proceeds through decision point 3 and work commences on activity 4 (full business case).
  - (ii) An indicative approval is given to the total project value of £8.756 million and the Combined Authority contribution (from the West Yorkshire plus Transport Fund) of £7.906 million (£406,000 increase from approved expression of interest scheme total) 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). The



remainder will be funded by £850,000 of ESIF funding yet to be confirmed.

- (iii) That development costs of £605,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs), and that the Combined Authority issue an addendum to the existing funding agreement with Kirklees Council for expenditure of up to £605,000 from the West Yorkshire plus Transport Fund taking the total approval to £855,000.
- (iv) 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 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.

<b>Project Title</b>	<b>Glasshoughton southern link road</b>
<b>Stage</b>	2 (Development)
<b>Decision Point</b>	4 (Full business case)

## Background

- 2.111 The Glasshoughton southern link road (GSLR) scheme is primarily the provision of a 7.3 metre wide single carriageway road with footways and a segregated cycle route which extends from the existing Whistler Drive and links into the Coalfields link road at the Flass Lane/Cutsyke Road/Premier Way roundabout. The scheme will open up substantial job creation opportunities by providing direct access to employers. The road acts as a link between the existing Whistler Drive and Flass Lane for business, leisure and commuter traffic and M62 (east) whilst also supporting housing and employment growth in the Glasshoughton strategic investment corridor. The route will provide an alternative route around the Glasshoughton leisure and retail area and will therefore reduce congestion and increase accessibility. Providing additional highway capacity will improve conditions for bus services, pedestrians and cyclists and open up further opportunities to provide complementary sustainable transport measures.
- 2.112 The scheme will enable Wakefield Council, as project promoter, to fulfil its own growth ambitions which strengthen and support the principles of the West Yorkshire-plus Transport Fund and the strategic pillars of the Leeds City Region (LCR) Strategic Economic Plan (SEP).
- 2.113 The scheme was assessed at Gateway 1 (equivalent to decision point 3, outline business case) and a recommendation was made by Investment Committee to progress the scheme on 20 December 2016.
- 2.114 A summary of the scheme's business case, together with a location map, is included in **Appendix 6**.

## Outputs, benefits and inclusive growth implications

- 2.115 The key benefits of the scheme are to:
- Ease congestion issues which are a lead cause of slow peak journeys and an inefficient highway network
  - Improve the safety of the arterial network into Glasshoughton and Castleford alongside improving the detrimental environmental issues
  - Enhance the accessibility of potential housing growth allocated in the local development framework and across the Leeds City Region

- Improve access to existing employment sites and the strategic and primary route network
- Support the housing allocations in Glasshoughton through a sustainable transport network

2.116 Support a more sustainable transport network and modal shift from private cars

2.117 The main output from the scheme is approximately 1.2km of single carriageway road with footways and a segregated cycle route. Improvements will also be made to a number of other junctions on the existing local road network. The main impacts of the scheme will be journey time savings for motorised users.

2.118 This scheme has been assessed as being high value for money.

### **Risks**

2.119 The scheme is relatively well developed and Wakefield has significant experience in delivering this type of scheme so the risks associated with delivery and the risks to the Combined Authority are low. The key construction risks are:

- Traffic management and safety of road users - night time working may be required during some construction phases;
- Drainage design - flood storage mitigation is required;
- Land stability and unknown ground conditions - site has been subject to extensive borehole, coring and further geotechnical surveys maybe required;
- Archaeology - whilst much of the site has already been worked (and the remains of a roman road found), some areas remain relatively untouched. Following discussions with the West Yorkshire Archaeology Services (WYAS) a watching brief has been advised during construction. However, as the works lie in an area that has previously had nationally important archaeological discoveries, substantial risk allowance has been made at this stage;
- Environmental issues, including the presence of protected species that may require mitigation. Discussions with West Yorkshire Ecology Services (WYES) have resulted in a number of surveys being carried out and whilst there are no protected species, mitigation works / enhanced habitats have been incorporated into the scheme design;
- Buried utilities - may need relocating;
- Land acquisition – land has been dedicated by Waystone and Harworth Estates, the landowning company in the scheme area, for the road corridor and land secured under licence for its construction.

## Costs

- 2.120 The current estimated total cost to deliver the project is £7.320 million. This is an increase on the total cost estimated at decision point 3 (outline business case) Gateway 1, which was £6.388 million (excluding optimism bias).
- 2.121 When original work to plan the scheme was undertaken it was not clear how optimism bias was accounted for and an assumption was made that it was included in the approval. Reviewing the scheme has led to contingency within project costs now being incorporated which will cover elements now needing to be managed including drainage mitigation, ecological improvements and changes to the embankment to incorporate a crossing. The Combined Authority contribution is 100% of the scheme costs.
- 2.122 Previous development costs total £733,000 and an additional £245,000 is requested to progress the scheme to decision point 5 (full business case with finalised costs). These development costs will be used for legal and land costs, Wakefield Council staff costs and external design fees. The total development costs are therefore £978,000 which represent 13% of the total cost to deliver the project.
- 2.123 The Combined Authority will need to enter into an addendum to the existing funding agreement with Wakefield Council for additional expenditure of up to £245,000 from the West Yorkshire-plus Transport Fund. This takes the total funding agreement amount to £978,000

## Timescales

- 2.124 Forecasted full approval (decision point 5, full business case with finalised costs) is anticipated in October 2018.
- 2.125 Construction is expected to commence in January 2019 and the scheme is expected to be completed in December 2019.

## Future assurance pathway and approval route

Assurance pathway	Approval route
Decision point 4 Full business case	Recommendation: Investment Committee Decision: Combined Authority
Decision point 5 Full business case with finalised costs	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director

## Tolerances

Project tolerances
That costs should remain within the total project cost set out in this report.
The timescales should remain within 3 months of the timescales set out in this report.

## Project responsibilities

Senior Responsible Officer	Brian Thomas, Wakefield Council
Project Manager	Tracey Brewer, WYG group (consultancy commissioned by Wakefield Council)
Combined Authority case officer	Matthew Page

## Appraisal summary

- 2.126 This is a relatively straightforward minor road scheme which will provide access to an employment growth development area and enhanced cycling provision. There are no significant issues with the business case.

## Recommendations

- 2.127 That Investment Committee recommends to the Combined Authority that:

- (i) The Glasshoughton Southern Link Road project proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs).
- (ii) An indicative approval to the total project value of £7.320 million is given 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).
- (iii) Development costs of £245,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs), taking the total project approval to £978,000.
- (iv) The Combined Authority enters into an addendum to the existing funding agreement with Wakefield Council for additional expenditure of up to £245,000 from the West Yorkshire plus Transport Fund. This takes the total funding agreement amount to £978,000.
- (v) 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 the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal

<b>Project Title</b>	<b>Leeds New Station Street improvements</b>
<b>Stage</b>	2 (Development)
<b>Decision Point</b>	4 (Full business case)

## Background

- 2.128 The aim of this scheme is to improve the environment for pedestrians both on New Station Street and also around the entrance to the main concourse of Leeds Station.
- 2.129 The scheme design involves rationalising the bus stops on New Station Street and a doubling of the area of footway available for pedestrian circulation. This will involve widening the footway along most of the distance from the concourse doors down to City Square and also to the east past the former City House building, now called 'Platform'. The complete length of New Station Street will be repaved, from the junction with Wellington Street/Bishopgate Street to the junction with Boar Lane.
- 2.130 The four bus stops will remain along the road, a new crossing facility will be provided and the taxi collection point will be unchanged as will access for cyclists.
- 2.131 The road is unadopted and owned by Network Rail (NR). The scheme has been developed with Network Rail and Leeds City Council, both of whom are very supportive of the project.
- 2.132 The scheme will precede both the Leeds Integrated Station Masterplan and Leeds City Centre Package schemes which are both proposed to have significant impacts on parts of the Leeds New Station Street site in the future.
- 2.133 Members of the New Station Project Board attend the Leeds City Centre Package (LCCP) and Leeds Integrated Station Masterplan (LISM) to ensure alignment between the projects. The promoters of both the LCCP and LISM schemes are supportive of the New Station Street scheme. Liaison with the promoters of LCCP and LISM will continue to ensure that abortive work is minimised and that the works carried out as part of the New Station Street scheme are compatible with future proposals.
- 2.134 The Combined Authority at its August 2018 meeting approved that the full business case and full business case with finalised costs for this scheme is delegated to the Combined Authority's Managing Director in consultation with the Chair of the Combined Authority following consideration of the full business case by the Combined Authority's Investment Committee.
- 2.135 The scheme was first approved at Gateway 1 (equivalent to decision point 3, outline business case) by the Combined Authority in July 2016. At this

approval, the total forecast scheme cost was £1.591 million and it was forecast to be completed in April 2018.

- 2.136 As part of the preparation of the full business case, outline design has been undertaken and subsequently as the design has developed the timescales for delivery have been extended to August 2019.
- 2.137 The scheme will be procured on a design and build approach and tender returns have now been received on this basis. This resulted in a total forecast scheme cost of £2.737 million, £1.146 million higher than those forecast in the Gateway 1 submission. Following value engineering, a second tender exercise was initiated and as a result the total forecast scheme cost is now £2.120 million.
- 2.138 Delivery of the scheme is now scheduled for completion in by 31 August 2019. This is to take account of the programme submitted by the preferred contractor and the incorporation of a second tender exercise.
- 2.139 A business case summary and location map for the scheme are included in **Appendix 7**.

### **Outputs, benefits and inclusive growth implications**

- 2.140 It is expected that the project will:
- Help the station to achieve its long term aim of being a major transport exchange; functional business; civic gateway; shop window for rail and for Leeds City Region, and major economic artery
  - Improve pedestrian flows between the city centre and the station leading to a reduced walking journey time in peak hours
  - Improve pedestrian visibility and links to and from the station to other key destinations in the city
  - Improve the general quality of the station environment and make it a more welcoming and accessible area to wait for buses and taxis, with the aim of creating an open environment for pedestrians such that guard railing can be minimised.
  - The benefits to cost ratio has been calculated at 1.6:1 over a 10 year period. This is in line with benefit cost ratios for schemes which are substantially urban realm improvements. It is acknowledged that because of the interfaces with future schemes some of the works may not remain for the full 10 year period (particularly the junction at City Square which forms part of the Leeds City Centre Package. However the majority of works will deliver benefits over the 10 year period. The scheme's wider social benefits include improved air quality and a more welcoming and accessible space for all visitors.

## **Risks**

2.141 The key risks are as follows:

- Timescales slip further and the lifespan of the scheme is compromised leading to the benefits from the scheme being reduced, resulting in a reduced value for money position. This project is intended to be a short to medium term upgrade to the station frontage which will be in place until the new integrated station can be delivered. Therefore there is only a limited window of opportunity for the delivery of this scheme before the LISM work commences.
- Mitigation; the prevention of further slippage to the scheme will be managed by working closely with Network Rail, and regularly reviewing the programme.
- Increased scheme costs following detailed design work as more detail is developed for each item.
- Mitigation; the Combined Authority are to enter a fixed price Implementation Agreement with Network Rail and therefore the design costs will not increase as the detailed design is developed unless the client changes the scope or unforeseen site issues arise.

## **Costs**

2.142 The total cost forecast for the project is £2.120 million, which will be funded from the West Yorkshire plus Transport Fund. However, other funding options are currently being explored to reduce the call on the West Yorkshire plus Transport Fund.

2.143 The project has an existing development cost approval for £166,000. As part of this report further development costs of £563,000 are requested to progress the scheme to full business case with finalised costs stage (decision point 5).

2.144 As part of the design and build procurement approach the Combined Authority will enter into a fixed price implementation agreement with Network Rail. The agreement will agree to funding of up to £1.596 million and will authorise expenditure of up to £563,000 on design development to decision point 5 with a break clause which enables the agreement to be terminated if required. Following decision point 5 approval the construction funding approved as part of the agreement will be released.

## **Timescales**

2.145 The timescales of the project are:

- Full business case with finalised costs approval at decision point 5 is forecast for March 2019
- Revised forecasted completion date (decision point 6) is August 2019



## Assurance pathway and approval route

Assurance pathway	Approval route
Decision point 4 (outline business case)	Recommendation – Investment Committee Approval – Combined Authority
Decision point 5 (full business case with finalised costs)	Recommendation – Programme Appraisal Team Approval – Combined Authority Managing Director

## Tolerances

Project tolerances
That the total Combined Authority costs remain within the costs identified within this report. That the project delivery timescale remains within 3 months.

## Project responsibilities

Senior Responsible Officer	Liz Hunter, Combined Authority
Project Manager	Steve Butcher, Combined Authority
Combined Authority case officer	Pete Coello

## Appraisal summary

- 2.146 The project has a clear fit to the Strategic Economic Plan and Transport Strategy and will deliver against the objectives of increasing access to employment to the region's centres and delivering growth. The project will help to integrate and enhance public transport and improving travel options whilst increasing rail patronage and customer satisfaction. Although the strategic drivers and fit are well listed, full collaboration with LISM, the Leeds City Centre Package and bus operation on New Station Street will be required on an on-going basis.
- 2.147 A careful approach to procure the delivery of the project is underway and the project's interface with Network Rail as landowners is being managed.
- 2.148 The project will deliver a number of benefits for station users, it is acknowledged that some of these benefits may be only be derived over a relatively short period of time (5 to 10 years) as a result of other proposed schemes in that location, however it is judged that it is so critical to make pedestrian improvements on New Station Street, that the investment still represents good value for money. The project has been appraised in line with web-tag transport appraisal methodology and as a result does not present a

high benefit cost ratio (1.6:1). This is because the scheme is primarily a public realm and place-making project which commonly do not derive a high level of benefit cost ratio through web-tag appraisal.

### **Recommendations**

2.149 That the Investment Committee recommend to the Managing Director that:

- (i) That the Leeds Station Gateway - New Station Street improvements proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs)
- (ii) That an indicative approval to the total project value of £2.120 million 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)
- (iii) That development costs of £563,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) from the West Yorkshire plus Transport Fund taking the total approval to £729,000.
- (iv) That the Combined Authority enters into a fixed price implementation agreement with Network Rail for future expenditure up to £1.596 million which will release funds of £563,000 to progress to decision point 5, with a break clause which enables the agreement to be terminated if required.
- (v) That future approvals are made in accordance with the approval pathway and approval route set out in this report, to include at decision point 5 through a delegation to the Combined Authority's Managing Director. This will be subject to the scheme remaining within the tolerances outlined in this report.

<b>Project Title</b>	<b>Skills and employment [re-boot] project</b>
<b>Stage</b>	2 (Development)
<b>Decision Point</b>	5 (Full business case)

## Background

- 2.150 [re]boot will offer individuals the chance to upskill, gain new skills/qualifications and enter employment within key regional sectors. It will actively target: individuals in work, graduates who are underemployed or under-utilised and therefore disadvantaged in the labour market, individuals who are returning to the labour market after a period of absence; and people considering a career change.
- 2.151 This scheme is a new type of skills project aimed at reducing skills shortage and supporting social mobility. Once successful, it is hoped this scheme will offer proof of concept for future delivery of similar schemes.
- 2.152 Individuals will advance their skills, gaining employability and sector specific skills relating to key sectors. Each individual's journey will be unique and developed based on their needs and ambitions. A tailored employability support programme will be available for individuals who require this support.
- 2.153 Sector specific training will be available relating to the Leeds City Region (LCR) key skills shortage sectors – digital, engineering & manufacturing and construction and infrastructure. Training will be at level 3 and above and will be tailored to employer and individual need with flexible delivery options. Individuals will then be supported to apply for employment in key sectors, to progress within their employment and enhance their career.
- 2.154 The scheme will benefit individuals aged 18 and over to meet their full potential and enter roles in key growth sectors across the Leeds City Region. Namely digital, engineering and manufacturing and construction/infrastructure. The programme will specifically target individuals in work who would like to develop new skills to change, graduates who are disadvantaged in the labour market, individuals who are returning to the labour market after a period of absence and people considering a career change.
- 2.155 The Combined Authority is the lead applicant and has overall responsibility for managing the project and ensuring targets and outputs are achieved. Two Delivery Partners have been identified, namely Leeds Trinity University (LTU) and West Yorkshire Consortium of Colleges (WYCC). Both of these organisations will deliver part of the project, for example LTU will deliver level 4 training aimed at developing skills linked to the digital sector. Prior to delivery commencing a Service Level Agreement (SLA) in place outlining their specific roles and responsibilities.

2.156 In addition, sub-contractors will be identified through a procurement exercise. The Combined Authority will undertake this procurement and be responsible for overall contract management of sub-contractors. The procurement exercise will commence in September 2018.

2.157 A summary of the scheme's business case is included in **Appendix 8**.

### **Outputs, benefits and inclusive growth implications**

2.158 The scheme will offer individuals the chance to upskill, gain new skills and qualifications and enter employment within key regional growth sectors. This will include qualifications, peer mentoring, confidence building and sector focused information regarding the workplace.

2.159 The benefits of [re]boot are developing sector focused skills to national skills level 3 and 4, to enable individuals to change and reshape their career, reach their potential and progress. Employers will benefit from new staff, who are skilled and ready to enter employment particularly within skills shortage areas.

2.160 [re]boot will seek to achieve the following outputs:

- Engage 2,400 individuals
- 1,600 individuals will gain a level 2 or a unit of a level 2 or below qualification
- 1,550 individuals will gain a level 3 or above or a unit of a level 3 or above qualification
- 675 employed females will gain improved labour market status

2.161 This scheme represents good value for money as it will contribute to improving in-work productivity for the region through upskilling individuals to secure jobs in growth sectors. Additionally the unit cost for the scheme is lower than the European Structural Investment Fund bid requirements at £1,310.61.

2.162 Employers from key sectors, many of whom have identified skills shortages, will also benefit from employing skilled individuals who have completed the available training.

2.163 This scheme is a new type of skills project aimed at reducing skills shortage and supporting social mobility thereby contributing to the City Region's inclusive growth.

### **Risks**

2.164 The key risks and mitigating actions for this project are:

- Difficulty in procuring suitable sub-contractors. Mitigation – consultation and engagement with possible sub-contractors has already begun. Procurement activities began in March 2018 and were widely advertised across Intend, the Combined Authority's procurement portal, and will

allow sufficient time for the Combined Authority to conduct a full procurement exercise.

- Loss of European Social funding (ESF) and / or private sector match funding resulting in less people upskilled. Mitigation – adapt budget and re-profile spend accordingly.

## Costs

2.165 The total cost to deliver the project is £3.145 million, of this amount the Combined Authority contribution is £2.870 million. This will be funded as follows:

- £1.573 million (European Social Fund - ESF)
- £1.297 million (Combined Authority Section 31 reserves)

NB the European Social Fund allocation is currently unconfirmed.

2.166 In addition the private sector and Leeds Trinity University will contribute £275,000.

## Timescales

2.167 The timescales of the project are:

- The project is aiming to start procurement of sub-contractors at risk in September 2018 with no delivery contract or recruitment to take place until a contract with the Department for Work and Pensions is in place. The project will run for three years until March 2021.

## Assurance pathway and approval route

Assurance pathway	Approval route
Decision point 5 (full business case)	Recommendation – Investment Committee Decision – Combined Authority's Managing Director

## Tolerances

Project tolerances
That scheme costs remain within Combined Authority funding identified in this report. That referral volumes remain within 15% of the projected 2,400 participants.

## Project responsibilities

Senior Responsible Officer	Sue Cooke, Combined Authority
Project Manager	Emma Longbottom, Combined Authority

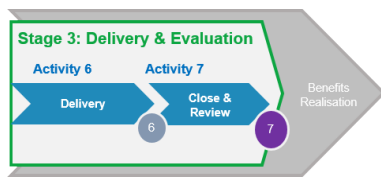
**Appraisal summary**

- 2.168 The outputs and outcomes that will be generated by the project align well with a range of objectives and priorities set out in the Leeds City Region Strategic Economic Plan and Employment and Skills Plan; specifically, raising the bar on high level skills and accessing jobs and realising potential. The scheme will develop sector focused skills and enable individuals to change, progress and reshape their career, reaching their full potential. The project is in a position to progress through decision point 5 full business case paper and move to decision point 6 delivery.
- 2.169 The biggest issue currently facing the scheme is funding uncertainty although this is expected to be resolved by the end of August / beginning of September. This is challenging, in terms of delivering the scheme objectives to the ESF required timescales.
- 2.170 Alternative funding scenarios have been identified and gained delivery partner agreement, however it is acknowledged that failure to secure ESF will require re-scoping of the scheme in line with the available local funding

**Recommendations**

- 2.171 That the Investment Committee recommend to the Managing Director that subject to an award of European Social Fund that:
- (i) The [re]boot project proceeds through decision point 5 and work commences on activity 6 (delivery).
  - (ii) An approval to the total project value of £3.145 million is given (of this, the Combined Authority's contribution will be £2.870 million which will be funded from an anticipated ESF grant of £1.573 and £1.297 million from Section 31 reserves). The remainder will be funded by the private sector and Leeds Trinity University.
  - (iii) Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at decision point 6 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Investment Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

### **Projects in Stage 3: Delivery and Evaluation**



2.172 There are no schemes requiring consideration at this assurance stage.

### **Decisions made through the delegation to the Managing Director**

2.173 Since Investment Committee's meeting on the 4 July 2018, decisions regarding the following schemes has been exercised. This decision was made though the delegation to the Combined Authority's Managing Director following a recommendation from Combined Authority's Programme Appraisal Team.

### **Rail Park & Ride Programme Phase 1 – Hebden Bridge – change request**

2.174 This change request relates to the Hebden Bridge Park and Ride Programme phase 1 which received Managing Director delegated approval for decision point 5 on 7 July 2017 and is now in delivery (activity 6). The purpose of the programme is to increase car parking capacity at selected stations including Hebden Bridge thereby increasing access to the rail network. An increase in costs of £62,245 and programme extension of 3 months in addition to those approved in the previous change request was required for Hebden Bridge. This change request was within the tolerances defined for the programme and as a result could be approved through a delegation to the Combined Authority's Managing Director. This approval was received on the on 6 July 2018.

### **New integrated Combined Authority website ('Web3' transformation project)**

2.175 The decision point 5 approval related to the Combined Authority website and work starting on activity 6 (delivery). The 'Web3 project' is focused on the design, development and launch of a new website for the West Yorkshire Combined Authority which will improve value for money and reliability for our approximately 1 million unique visitors per month, through the consolidation of the Combined Authority's existing websites (including the LEP, City Connect, Metro, Tickets and Passes and potentially MCard) into a single website. The scheme was first approved by the Combined Authority in December 2017. The Managing Director approved the decision point 5 total project value of £300,000 from the Combined Authority's corporate project allocation within the capital programme on 29 June 2018.

2.176 A summary of the scheme's business case is included in **Appendix 9**.

## **Door to door transport digital hub**

- 2.177 The decision point 3 approval related to the door to door transport digital hub scheme and work starting on activity 4 (full business case). The digital hub is a project that will provide information and access to door to door transport in Leeds, focusing on providing information to older and disabled residents and their carers through a digital hub and call centre. The scheme was first approved by the Combined Authority in June 2017. The Managing Director approved the decision point 3 indicative total project value of £1.478 million (Combined Authority contribution being £1.227 million) and to enter into a funding agreement with Leeds City Council for expenditure up to £339,000 for preliminary work on 15 August 2018.
- 2.178 A summary of the scheme's business case is included in **Appendix 10**.

## **Energy Accelerator**

- 2.179 The decision point 5 approval related to the Energy Accelerator scheme and work starting on activity 6 (delivery).
- 2.180 The Energy Accelerator is an innovative project development programme that offers specialist expertise to local low carbon projects. The Accelerator will act as an 'enabler' to low carbon and energy efficiency projects, moving them from concept to the point of investment. It will provide a project development support service to remove current barriers relating to a lack of project development funding and expertise for energy efficiency schemes. This current lack of support is preventing investment in low carbon capital projects across the Leeds City Region (City Region). It will provide a service to the public, private, academic and community sectors to develop projects. While the Accelerator will not deliver capital programmes, it will bridge a current market failure by providing robust technical and commercial advice that will enable projects to develop and proceed to implementation. It is anticipated that it will enable a minimum of £60 million of capital investment in low carbon projects to be realised across the City Region.
- 2.181 The scheme was first approved by the Combined Authority in October 2017. The Managing Director approved the decision point 5 project value for expenditure of up to 3.513 million Euros (approximately £2.997 million) from the European Investment Bank 'ELENA' energy efficiency fund and £820,000 from the Combined Authority Local Growth Fund and authority to enter into project sponsor agreements for the provision of services delegated to The Combined Authority's Head of Legal & Governance on 17 August 2018.
- 2.182 A summary of the scheme's business case is included in **Appendix 11**.

## **3 Inclusive growth implications**

- 3.1 The inclusive growth implications are outlined in each scheme, see above.



## **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 Combined Authority and local partner Council project, programme and portfolio management resources are or are in the process of being identified and costed for within the schemes in this report.

## **7 External consultees**

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

## **8 Recommendations**

### **Warm Homes Fund round 2a**

- 8.1 That Investment Committee recommends to the Combined Authority that subject to a successful Warm Homes Fund bid that:
- (i) The Warm Homes Fund phase 2a proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
  - (ii) That an indicative approval is given to the total project value of £4.688 million and the Combined Authority funding contribution of £3.451 million 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). The remainder will be funded by local authority partners, social housing providers and match with private sector match funding on a case by case basis.
  - (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 5 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.

### **Calderdale multi-modal transport model**

- 8.2 That Investment Committee recommends to the Combined Authority that:

- (i) The Calderdale Multi-Modal Model project proceeds through decision point 2 (case paper) and work commences on activity 5 (full business case with finalised costs.).
- (ii) An indicative approval to the West Yorkshire Combined Authority's contribution of £389,000 (which will be funded through £64,000 from the West Yorkshire plus Transport Fund and £325,000 from the other Transport Fund projects which are already approved) is given 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). The total project value is £629,000.
- (iii) 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 West Yorkshire Combined Authority's Managing Director following a recommendation by West Yorkshire Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

### **Superfast Broadband West Yorkshire and York - Contract 3**

8.3 That Investment Committee recommends to the Combined Authority that:

- (i) The superfast broadband contract 3 project proceeds through decision point 2 (case paper) and work commences on activity 5 (full business case with finalised costs).
- (ii) An indicative approval to the total project value of £16.428 million from the funding sources outlined in this report for which the Combined Authority is the accountable body is given, 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).
- (iii) Approval to reallocate all or part of the BET Refund funding from Contract 2 to Contract 3 as actioned at decision point 5 full business case with costs.
- (iv) Development costs of £120,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs).

### **Corridor Improvement Programme – A62 Smart corridor**

8.4 That Investment Committee recommends to the Combined Authority that:

- (i) The A62 Smart Corridor Phase 1 project proceeds through decision point 3 and work commences on activity 4 (full business case).
- (ii) An indicative approval is given to the total project value of £8.756 million and the Combined Authority contribution (from the West Yorkshire plus Transport Fund) of £7.906 million (£406,000 increase from approved expression of interest scheme total) 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). The remainder will be funded by £850,000 of ESIF funding yet to be confirmed.

- (iii) That development costs of £605,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs), and that the Combined Authority issue an addendum to the existing funding agreement with Kirklees Council for expenditure of up to £605,000 from the West Yorkshire plus Transport Fund taking the total approval to £855,000.
- (iv) 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 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.

### **Glasshoughton southern link road**

8.5 That Investment Committee recommends to the Combined Authority that:

- (i) The Glasshoughton Southern Link Road project proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs).
- (ii) An indicative approval to the total project value of £7.320 million is given 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).
- (iii) Development costs of £245,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs), taking the total project approval to £978,000.
- (iv) The Combined Authority enters into an addendum to the existing funding agreement with Wakefield Council for additional expenditure of up to £245,000 from the West Yorkshire plus Transport Fund. This takes the total funding agreement amount to £978,000.
- (v) 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 the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal.

### **Leeds New Station Street improvements**

8.6 That the Investment Committee recommends to the Managing Director that:

- (i) That the Leeds Station Gateway - New Station Street improvements proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs).

- (ii) That an indicative approval to the total project value of £2.120 million 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).
- (iii) That development costs of £563,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) from the West Yorkshire plus Transport Fund taking the total approval to £729,000.
- (iv) That the Combined Authority enters into a fixed price implementation agreement with Network Rail for future expenditure up to £1.596 million which will release funds of £563,000 to progress to decision point 5, with a break clause which enables the agreement to be terminated if required.
- (v) That future approvals are made in accordance with the approval pathway and approval route set out in this report, to include at decision point 5 through a delegation to the Combined Authority's Managing Director. This will be subject to the scheme remaining within the tolerances outlined in this report.

### **Skills and employment [re-boot] project**

- 8.7 That the Investment Committee recommends to the Managing Director that subject to an award of European Social Fund that:
- (i) The [re]boot project proceeds through decision point 5 and work commences on activity 6 (delivery).
  - (ii) An approval to the total project value of £3.145 million is given (of this, the Combined Authority's contribution will be £2.870 million which will be funded from an anticipated ESF grant of £1.573 and £1.297 million from Section 31 reserves). The remainder will be funded by the private sector and Leeds Trinity University.
  - (iii) Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at decision point 6 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Investment Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

## **9 Background documents**

- 9.1 None as part of this report.

## **10 Appendices**

- Appendix 1 - Background to the Combined Authority's assurance framework
- Appendix 2 - Business case summary - Warm Homes Fund round 2a
- Appendix 3 - Business case summary - Calderdale multi-modal transport

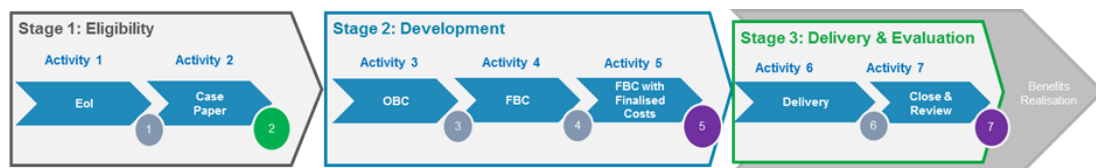
- model
- Appendix 4 - Business case summary - Superfast West Yorkshire and York – Contract 3
  - Appendix 5 - Business case summary - Corridor Improvement Programme – A62 Smart corridor
  - Appendix 6 - Business case summary - Glasshoughton southern link road
  - Appendix 7 - Business case summary - Leeds New Station Street improvements
  - Appendix 8 - Business case summary - Skills [re-boot] project
  - Appendix 9 - Business case summary – Combined Authority website
  - Appendix 10 - Business case summary - Door to door transport digital hub
  - Appendix 11 - Business case summary - Energy Accelerator

This page is intentionally left blank

## Appendix 1: Background to the report

### Information

- 1.1 This report puts forward proposals for the progression of, and funding for, a number of schemes for approval by the Combined Authority, following consideration by the West Yorkshire and York's Investment Committee. The Combined Authority will recall that a three stage approach has been introduced as part of an enhancement to current project management arrangements, with the requirement that all projects subject to minor exceptions as detailed in the assurance framework, will as a minimum, need to formally pass decision point 2 (case paper approval) and 5 (final cost approval) highlighted below, with the requirement to meet the intervening activities deemed on a project by project basis.



- 1.2 The Programme Appraisal Team (PAT) appraises all schemes at the decision points. The PAT consists of an independent panel of officers representing policy, legal, financial, assurance and delivery. The scheme promoters from our partner councils or partner delivery organisations attend the meeting to introduce the scheme and answer questions from the panel. The terms of reference for the PAT are contained within the Leeds City Region Assurance Framework.

### Future assurance and approval route

- 1.3 The tables for each scheme in the main report outlines the proposed assurance process and corresponding approval route for the 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.

## **Tolerances**

- 1.4 In order for the scheme to follow the assurance pathway and approval route that is proposed in this report, it should remain within the tolerances outlined for each scheme. If these tolerances are exceeded the scheme needs to return to Investment Committee and/or the Combined Authority for further consideration.



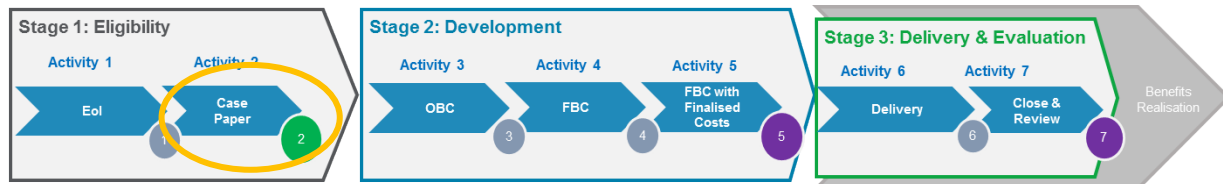
## Section A: Scheme Summary

<b>Name of Scheme:</b>	<b>Warm Homes Fund phase 2a</b>
<b>PMO Scheme Code:</b>	BHY-WHF-002
<b>Lead Organisation:</b>	West Yorkshire Combined Authority
<b>Senior Responsible Officer:</b>	David Walmsley, Combined Authority
<b>Lead Promoter Contact:</b>	James Brass, Combined Authority
<b>Case Officer:</b>	Jacque Boulton, Combined Authority
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	National Grid Warm Homes Fund phase 2a grant scheme
<b>Growth Fund Priority Area (if applicable):</b>	N/A
<b>Approvals to Date:</b>	Leadership Team approval of Request for Decision dated 29 June 2018
<b>Forecasted Full Approval Date (Decision Point 5):</b>	12 December 2018
<b>Forecasted Completion Date (Decision Point 6):</b>	May 2021
<b>Total Scheme Cost (£):</b>	£4.688 million
<b>Combined Authority Funding (£):</b>	£3.451 (accountable body for National Grid Warm Homes Fund)
<b>Total other public sector investment (£):</b>	£842,250 (£385,000 – LA Social Housing, £457,250 – LA Match)
<b>Total other private sector investment (£):</b>	£3.846 million (£3.451 million – National Grid Warm Homes Fund, £152,812 - Private Sector Landlords, £242,462 – ECO)
<b>Is this a standalone Project?</b>	Yes
<b>Is this a Programme?</b>	No

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

Yes – Part of the Better Homes Yorkshire programme

**Current Assurance Process Activity:**



**Scheme Description:**

In 2017, National Grid announced a £150 million Warm Homes Fund . Local Authorities and housing associations are eligible to apply for funds aimed at affordable heating solutions for fuel-poor households, that do not use gas as their primary heating fuel.

The Combined Authority was successful in a round 1 bid in October 2018, securing £1.6 million to deliver 702 domestic central heating systems by March 2019. This EOI is in connection with an application to the National Grid for funding through round 2a of the Warm Homes Fund to extend the current scheme and install an additional 1,045 central heating systems across the Leeds City Region by March 2021. Through this round, the partners are keen to promote the scheme in the Private Rented Sector.

Delivery will continue to be through the existing Better Homes Yorkshire partnership, between Local Authorities, social housing providers and contracted installers. The Combined Authority is leading on the bid and will act as programme and contract manager responsible for delivery of the programme, with the associated costs being covered by the scheme. The Combined Authority will enter into a funding agreement with National Grid for the Warm Homes Fund grant and then agreements with each partner based on their individual programme for delivery.

The scheme has been costed based on the following measures for each eligible home:

- Full wet heating system
- Condensing boiler
- Heating controls
- 7 radiators
- An Energy Performance Certificate
- Post installation visit with advice

**Business Case Summary:**

**Strategic Case**

This EOI is seeking approval for the Combined Authority to enter into phase 2a of the National Grid's Warm Homes Fund, thereby continuing delivery of Gas Central Heating systems in fuel poor homes in the Leeds City Region. This will support the vision set out in the Strategic Economic Plan and specifically deliver against priority 3c – energy efficient and empowering customers – reduce fuel poverty and priority 4 – action area A(ii) – improve energy performance of housing to address fuel poverty and health impacts.

10 Jobs will be safeguarded through the delivery of phase 2a.

<b>Commercial Case</b>	<p>Engie will be the main contractor and has been appointed following an OJEU compliant procurement. The contract is in place until March 2023.</p> <p>The scheme will be delivered through partner authorities (Bradford, Barnsley, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby and York). These will be responsible for generation of leads, stakeholder engagement and project management.</p> <p>Experience gained through phase 1 shows that there is demand for the scheme.</p>
<b>Economic Case</b>	<p>The average fuel poverty rate in the Leeds City Region is higher than the national average, with around 156,000 fuel poor homes.</p> <p>This phase of Warm Homes Fund seeks to deliver gas central heating systems to a further 1,045 fuel poor homes, installing gas main connections where necessary to enable this to happen and promoting compliance with minimum energy standards required in the private rented sector.</p> <p>The main contractor has been procured through a competitive process to achieve value for money on scheme costs</p>
<b>Financial Case</b>	<p>Total Scheme Cost is £4.688,678 comprising;</p> <ul style="list-style-type: none"> <li>• £3,450,974 Warm Homes Fund</li> <li>• £385,000 LA Social Housing</li> <li>• £457,250 LA Match</li> <li>• £242,462 ECO</li> <li>• £152,812 Private Sector Landlords.</li> </ul> <p>The scheme is not seeking funding from the Combined Authority.</p>
<b>Management Case</b>	<p>This scheme is a continuation of an existing phase 1 scheme. As such all the appropriate arrangements are in place. The timescales are as laid down by the Warm Homes Fund for phase 2a.</p> <p>There are two main risks these being:</p> <ul style="list-style-type: none"> <li>• Poor uptake by the Private Rented Sector</li> <li>• Uncertainty on ECO rate received per property</li> </ul>

This page is intentionally left blank

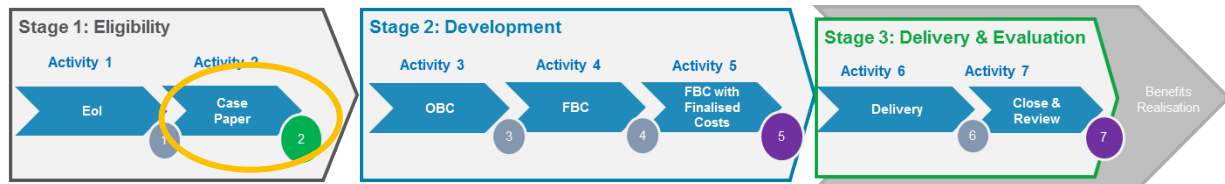
## Scheme Summary

<b>Name of Scheme:</b>	<b>Calderdale Multi-Modal Transport Model</b>
<b>PMO Scheme Code:</b>	WYTF-PA4-055
<b>Lead Organisation:</b>	Calderdale Council
<b>Senior Responsible Officer:</b>	Steven Lee
<b>Lead Promoter Contact:</b>	Sarah Callaghan
<b>Case Officer:</b>	Jacquie Boulton
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	Grant from the West Yorkshire plus Transport Fund
<b>Growth Fund Priority Area (if applicable):</b>	Priority 4: Infrastructure for Growth
<b>Approvals to Date:</b>	N/A for an EOI, however the Calderdale schemes which will contribute funding to the costs of the project are approved at various decision points and have all been through decision point 2.
<b>Forecasted Full Approval Date (Decision Point 5):</b>	07 December 2018
<b>Forecasted Completion Date (Decision Point 6):</b>	August 2019
<b>Total Scheme Cost (£):</b>	£629,000
<b>Combined Authority Funding (£):</b>	£389,000
<b>Total other public sector investment (£):</b>	£240,000 – Calderdale Council Major Projects/Planning Budget
<b>Total other private sector investment (£):</b>	N/A
<b>Is this a standalone Project?</b>	Yes
<b>Is this a Programme?</b>	No

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

No

**Current Assurance Process Activity:**



**Scheme Description:**

This scheme is to deliver a new Multi-Modal Transport Model for Calderdale.

The model suite will incorporate variable demand, highways model and public transport models to support the development, appraisal, delivery and evaluation of Calderdale's West Yorkshire plus Transport Fund programme, including:

- A629 Phase 1b, Phase 2 and Phase 4
- A641
- Halifax Station Gateway
- Elland Station Access Package (Elland Station is led by the Combined Authority)
- Corridor Improvement Programme: A58 and A646 corridors
- North East Calderdale Transformational Project

The model will also support options appraisal of scheme in Calderdale's Local Plan

**Business Case Summary:**

<b>Strategic Case</b>	<p>The project is to deliver a new, fit-for-purpose multi-modal transport model which reflects WebTAG best practice guidance. The model will be used to develop and appraise schemes included in Calderdale's Transport Fund Programme and additionally for assessing development options associated with the Local Plan.</p> <p>The project supports the delivery of Leeds City Region Strategic Economic Plan strategic priority 4 although all the outputs are indirect, these being delivered through the schemes which benefit from using the model.</p>
<b>Commercial Case</b>	<p>The project is needed to address issues arising with the existing Calderdale Strategic Transport Model, to support development and appraisal of several projects included within the West Yorkshire-plus Transport Fund. Calderdale Council has already completed the procurement of a preferred supplier through a competitive procurement exercise.</p>
<b>Economic Case</b>	<p>This project will not deliver any direct outputs but will support a programme of works that will.</p>

<b>Financial Case</b>	The funding programme for the project has been presented following a competitive tendering exercise.
<b>Management Case</b>	The project has a suite of project management documents already in place. Calderdale Council will manage the contract with the preferred supplier. The preferred supplier will manage the project delivery using a PRINCE2 based methodology.

This page is intentionally left blank

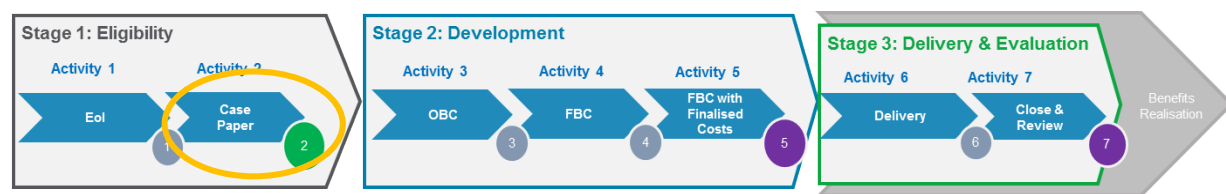


## Scheme Summary

<b>Name of Scheme:</b>	Superfast Broadband West Yorkshire and York – Contract Three
<b>PMO Scheme Code:</b>	WYY-BB-003
<b>Lead Organisation:</b>	West Yorkshire Combined Authority (CA)
<b>Senior Responsible Officer:</b>	Head of Economic Policy
<b>Lead Promoter Contact:</b>	Justin Wilson
<b>Case Officer:</b>	Ben Manuja
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	Grant
<b>Growth Fund Priority Area (if applicable):</b>	Priority 4 – Infrastructure for Growth
<b>Approvals to Date:</b>	None
<b>Forecasted Full Approval Date (Decision Point 5):</b>	Jan 2019
<b>Forecasted Completion Date (Decision Point 6):</b>	April 2022

Total Scheme Cost (£):	£16.428 million (including revenue costs for staffing)		
Combined Authority Funding (£):	The Combined Authority is the accountable body for all of the funding. The breakdown of funding is as follows:		
	Funding	Cost £ (Millions)	Status
	Business Rate Pool Allocation (Project Development and Procurement Costs)	0.090	Secured
	Capital		
	DEFRA Rural Broadband Initiative Funding Bid	9.912	Decision expected December 2018
	ESIF Capital: Funding Bid	2.810	Decision expected October - December 2018
	Contract One Gainshare	Up to 1.700	Secured
	Broadband Delivery UK (Grant Confirmed)	1.110	Secured
	Capital Total	15.532	
	Revenue		
	ESIF Revenue: Funding Bid	0.386	Decision expected October - December 2018
	Combined Authority (BET Refund)	0.310	Secured
	Business Rate Pool Allocation (ESIF Revenue Match Funding)	0.076	Secured
	Business Rate Pool Allocation (Additional Revenue Funding)	0.034	Secured
	Revenue Total	0.806	
	Total	16.428	
	Total other public sector investment (£):	None	
Total other private sector investment (£):	None		
Is this a standalone Project?	No		
Is this a Programme?	Yes		
Is this Project part of an agreed Programme?	Yes the Superfast West Yorkshire and York Broadband (SWYY) programme		

## Current Assurance Process Activity:



## Scheme Description:

### City Region Policy Context

The City Region's **Strategic Economic Plan** (SEP) has laid out an ambition to achieve 99% superfast broadband 30 Megabits per second (Mbps) connectivity in the region by 2018/19. The Superfast West Yorkshire and York Broadband (SWYY) programme is well on the way to meeting this ambition with the first two contracts of the programme on track to deliver up to 98% by 2021.

The emerging Leeds City Region Digital Framework – **Leeds City Region transformed by digital tech** – is the second big idea proposed as part of the emerging Local Inclusive Industrial Strategy. The Digital Framework has 5 interconnected outcomes which will help to set out our approach to the digital economy and to the strengthening of digital capability across the City Region's population and institutions:

- **Digital opportunities for non-digital businesses** – helping all City Region businesses to embrace and grow through improved use of new technologies;
- **Digital skills for all** – giving everyone access to the skills they need to operate and thrive in a digital economy and tackling digital exclusion.
- **The digital sector that serves the rest** – making Leeds City Region the best place to start and grow a digital business
- **World-class digital infrastructure** – ensuring everyone can access a fast, reliable and resilient network
- **A smarter, more intelligent City Region** – using technology and data to solve the City Region's biggest challenges and improve citizen outcomes.

While all of these strands are important and require concerted interventions to progress, our ambitions to become a smarter, digital tech-leading City Region will not happen without the underpinning digital infrastructure being in place.

### Superfast West Yorkshire and York Programme

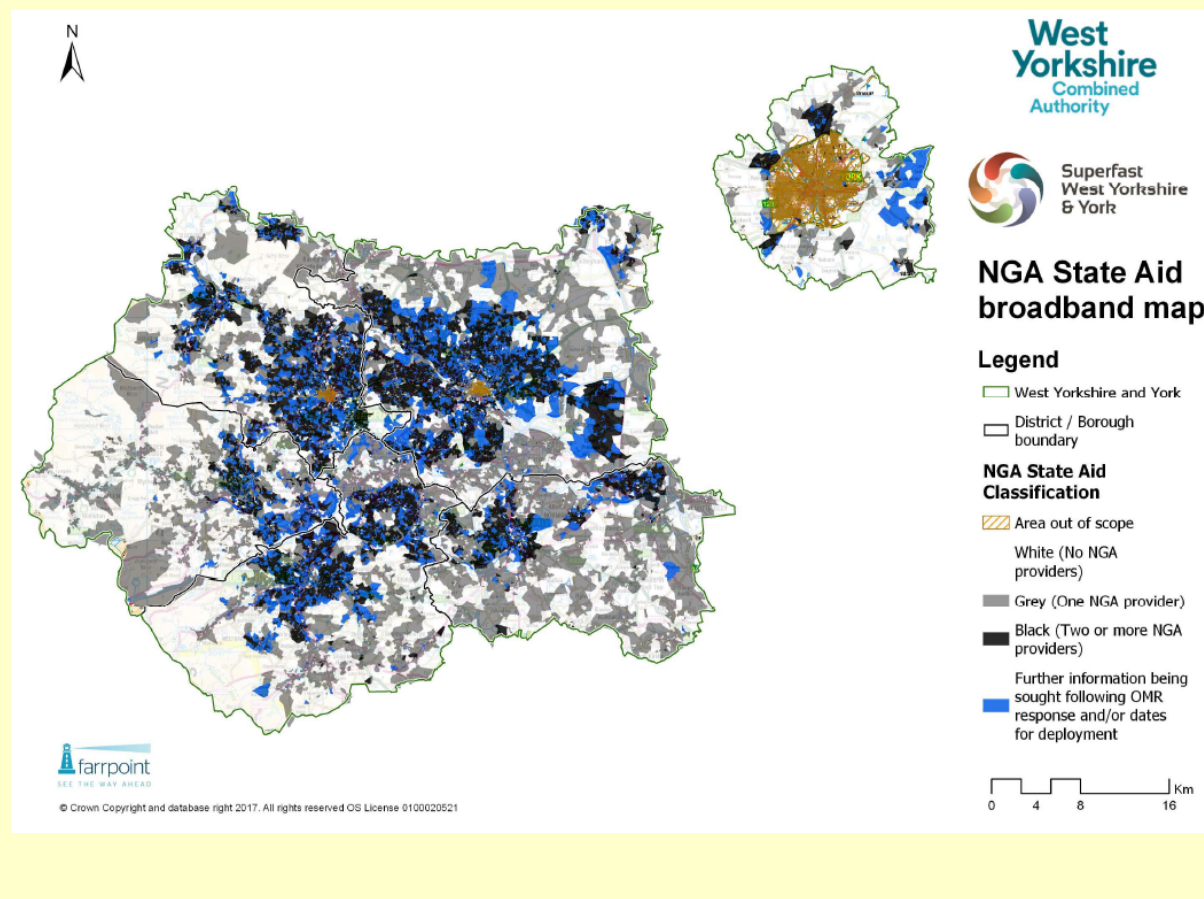
The 'Superfast West Yorkshire and York – Contract 3' (SWYY) programme helps to deliver fast and reliable superfast broadband at 30 Megabits per second (Mbps) or above.

The project will deploy broadband infrastructure across the West Yorkshire and York geography within:

- some of the hardest to reach urban and rural areas;

- areas not already targeted through a commercial roll out over the next three years or areas of market failure;
- areas not targeted by the previous phase (Contract Two) of superfast broadband delivery.

This project (Contract Three) will deliver superfast broadband connectivity of at least 30 Mbps to eligible Small and Medium sized Enterprises' (SMEs) premises within eligible post code areas (referred to as 'white postcodes' for State Aid purposes) in West Yorkshire and York (see plan below) This will facilitate their growth and support the wider City Region economy.



### Business Case Summary:

#### Strategic Case

This project is part of a programme to deliver superfast broadband service to areas in the city region that would not be offered such a service due to market conditions.

It fits with priority 4 Infrastructure for Growth in the Strategic Economic Plan. The scheme will support employment and help create quality environments which will allow additional employment in the targeted areas.

## Commercial Case

To evidence the need for Contract Three of the SWYY programme the Combined Authority and council partners commissioned two Open Market Reviews (OMR) in 2017/18 to outline the extent of existing superfast broadband coverage across West Yorkshire and York.

Following engagement with the market and infrastructure suppliers the results of the OMR assist the Combined Authority and council partners in understanding the broadband infrastructure already in place, where there are commercial plans for investment in such infrastructure in the coming three years and areas of market failure (i.e. where superfast broadband is not expected to be delivered commercially).

The OMR then defines an area for public intervention. These are State Aid compliant areas with no existing or credible plans for commercial coverage.

The results of this work confirm that a total of 41,157 non-residential and residential premises (referred to as 'white premises') are eligible for public sector investment under Contract Three.

These premises are largely in areas of market failure where commercial investment will not deliver superfast broadband by at least 2020. This is the basis of the case for intervention under Contract Three.

On the basis of funding applied for and resultant potential capital spend it is estimated that the following number of SMEs could be connected in Contract Three (see Table B.4).

Table B.4: SMEs to be Targeted by SWYY Phase Three

Funding Source	Number of Eligible SMEs
ESIF Eligible (Urban Areas)	1,255
DEFRA Eligible (Rural Areas)	2,478
Total Phase Three	3,733

Source: West Yorkshire and York OMR (Farrpoint 2017 and 2018)

<p><b>Economic Case</b></p>	<p>The total GVA impact arising from the ESIF funded Phase Three project within Urban areas is estimated at around <b>£100.8m calculated over a 15-year time period</b>. These economic benefits arising from the project fall into three categories:</p> <ul style="list-style-type: none"> <li>• Productivity impacts on SMEs - £76 million over a 15-year period</li> <li>• Increased employment impacts and Gross Value Added (GVA) - £23 million over a 15-year period</li> <li>• Construction impacts associated with project delivery - £1.8m total GVA impact.</li> </ul> <p><b>Productivity Impacts on SMEs</b></p> <p>There is a growing evidence base that demonstrates the connection between improved broadband access, business productivity and economic growth. An Ofcom Report of 2018 considered the evidence base for the economic impact of a number of different OECD countries<sup>1</sup> and concluded that the combined impact of broadband availability and increased speed could have increased UK GDP by almost 7%.</p> <p>The economic benefits were also detailed within an SQW report<sup>2</sup> which detailed the potential economic impact of new and faster broadband within the UK. It noted that:</p> <ul style="list-style-type: none"> <li>• Improved broadband has the potential to impact positively on productivity particularly the multi-factor element in terms of the application of technology and the processes adopted.</li> <li>• It is anticipated that, in terms of the number of enterprises and the associated employment, areas with relatively poor broadband will lose out to areas with relatively good broadband.</li> <li>• Public investment in broadband could deliver a return of up to 20:1.</li> <li>• The total net employment impacts of broadband for the UK equated to 56,000 jobs.</li> </ul> <p>The Universal Service Obligation for Broadband (DCMS) builds upon the research and findings of the SQW report. This recognises that the impact of doubling of broadband speeds for business is anticipated to result in and 0.3% average productivity increase for businesses. It is these findings from this report that have been used to estimate the economic impact resulting from the expansion in broadband.</p> <p>It is anticipated that the ESIF element of the project will significantly improve broadband speeds for an additional 3,733 SMEs within the City Region's West Yorkshire and York geography. The impact on</p>
-----------------------------	--

<sup>1</sup> The Economic Impa

<sup>2</sup> UK Broadband Impact Study, (SQW and DCMS, 2013).

	<p>productivity has been calculated through:</p> <ol style="list-style-type: none"> <li>1. Average productivity per worker across the City Region - sourced from the Regional Econometric Model (REM)<sup>3</sup>.</li> <li>2. Average employment per SME – equates to an average of 9 workers per SME<sup>4</sup>.</li> </ol> <p>These figures enable the productivity uplift to be calculated per SME and applying the total number of benefitting SME's to this enables the expected uplift in GVA to be calculated. The total impact is expected to be around <b>£49m over a 10-year period</b> and <b>£76m over a 15-year period</b> (the time-frame adopted by SQW in their report).</p>
--	--

---

<sup>3</sup> Developed for the Combined Authority by Experian

<sup>4</sup> Calculated from data within the Statistical Digest for Rural England (DEFRA, 2017)

<b>Financial Case</b>	<p>A DEFRA funding application was submitted at the end of May and the ESIF bid was submitted in mid-June. The outcome of these bids is expected in August and between September and December 2018 respectively.</p> <p>The Business Rates Pool bid has been successful.</p> <p>BDUK have indicated that they may be willing to match fund bids with up to £1.1m of funding subject to seeing adequate progress with the public consultation and procurement stages, which are scheduled to commence in August.</p> <p>Contract One Gainshare (up to £1.7m) is contributing match funding towards capital requirements.</p> <p>SWYY Contracts One and Two with Openreach have a claw-back mechanism which relates to superfast broadband take-up above a given threshold across the full programme. Above this threshold, Openreach pay a contractual amount into an Investment Fund known as Gainshare. The intention is that the Investment Fund is re-invested into further broadband delivery during the lifetime of the programme, as per contractual obligations.</p> <p>BDUK have confirmed that from September 2018, the Combined Authority and Partner councils could draw down funding of circa £1.5-£1.7million Gainshare as 100% capital to invest in a third phase of the broadband programme.</p> <p>The submitted funding applications outlined above propose that this funding is utilised as capital match funding for Contract Three, as agreed via the Programme Board, local authority representatives and the Combined Authority.</p> <p>This enables up to £1.7million Gainshare to act as match-funding with BDUK funding against ESIF capital funding and allows 100% of the Gainshare funding to be utilised.</p>
-----------------------	--



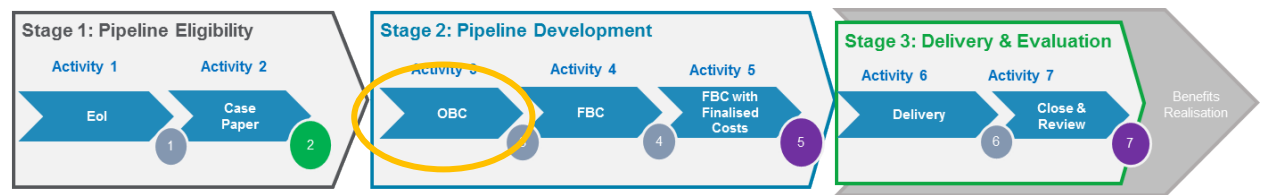
<b>Management Case</b>	<p>The project will be led by the West Yorkshire Combined Authority as the Accountable Body, in partnership with Bradford MDC, Calderdale MBC, City of York Council, Kirklees Council, Leeds City Council and Wakefield MDC. The majority of the team is in place to manage this project, with the exception of a Project Manager who will be recruited during 2018.</p> <p>Within the Combined Authority, the responsibility will sit with the Head of Implementation as the Senior Responsible Officer for the Contract Three with the Economic Regeneration Lead supporting this role. Collectively these posts will spend up to 10 hours per week/0.27 FTE.</p> <p>The delivery team based in Leeds City Council consists of three dedicated full time officers – a Programme Manager, a Project Support Officer and a Project Assistant. This delivery team will be supported by a part time Project Director (one day per week) and a Finance Manager (one day per week).</p> <p>The majority of the above posts are existing employees within the Combined Authority and Leeds City Council, with two of the three full time officers being transferred from the existing Broadband Project and a new post (the proposed Project Support Officer) being specifically recruited to work on Contract Three. The team has significant experience in delivering broadband projects and in managing complex projects with multiple funding streams. Individual staff members have been assigned to deliver this project. These members of staff have successfully managed and delivered broadband projects, using the same proven procedures, processes and assurance checks.</p>
------------------------	---

This page is intentionally left blank

## Scheme Summary

<b>Name of Scheme:</b>	<b>A62 Smart Corridor</b>
<b>PMO Scheme Code:</b>	WYTF-PA4-038a-6
<b>Lead Organisation:</b>	Kirklees Council
<b>Senior Responsible Officer:</b>	Melanie Corcoran, Combined Authority
<b>Lead Promoter Contact:</b>	Keith Bloomfield, Kirklees Council
<b>Case Officer:</b>	Laura Greenan
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	90% funded from the West Yorkshire Plus Transport Fund, 10% ESIF funding (European Structural Funding - awaiting approval, to be confirmed during FBC stage)
<b>Growth Fund Priority Area (if applicable):</b>	Growth Deal - West Yorkshire plus Transport Fund
<b>Approvals to Date:</b>	Decision point 2 (Case paper) - £250,000 – June 2017
<b>Forecasted Full Approval Date (Decision Point 5):</b>	May 2019
<b>Forecasted Completion Date (Decision Point 6):</b>	July 2020
<b>Total Scheme Cost (£):</b>	£8.756 million
<b>Combined Authority Funding (£):</b>	£7.906 million West Yorkshire plus Transport Fund
<b>Total other public sector investment (£):</b>	£850,000 ESIF – Green Infrastructure (European Structural Funding – Currently unconfirmed)
<b>Total other private sector investment (£):</b>	N/A
<b>Is this a standalone Project?</b>	Yes
<b>Is this a Programme?</b>	No
<b>Is this Project part of an agreed Programme?</b>	Yes – Corridor Improvement Programme

## Current Assurance Process Activity:



## Scheme Description:

The A62 Smart Corridor Phase 1 (ASCP) starts at the junction of Huddersfield Ring Road / Southgate / Northumberland Street and ends at the junction of A62 / Old Fieldhouse Lane; a corridor length of approximately 2km. The ASCP scheme provides improvements to the individual junctions, the removal of the Great Northern Street gyratory, on-road cycle provision, enhanced bus stop improvements and the inclusion of Green Infrastructure. The scheme also includes the improvements to the Northumberland Street junction and provides segregated cycle provision, including crossing facilities, enhanced “green” areas, widened footways and improved areas for public realm. The route also includes the reallocation of road space by amending lane widths to provide cycle lane facilities for a corridor length of 2km and also includes enhanced bus stop provision. This option is able to offer large benefits to achieving the strategic ambitions of the Leeds City Region’s Strategic Economic Plan (SEP), the Transport Strategy and the Council’s draft Local Plan. The costs and relatively low risks to deliverability present this as a strong option.

There has been a change of scope since the approval of the case paper (decision point 2) in June 2017. An option assessment against the Strategic Economic Plan (SEP) objectives the critical success factors was completed and the ‘Do All’ scheme scored highest on both assessments. While the ‘Do All’ may have been the most cost effective option, delivering improvements along a corridor length of 0.936km, it would only be able to partially deliver incremental benefits to meet the objectives of the Leeds City Region Strategic Economic Plan, the Transport Strategy and the Draft Local Plan, which is why the recommendation to proceed with the ‘Do All’ scheme has been put forward to PAT.

## Business Case Summary:

### Strategic Case

The A62 is the primary link between Huddersfield and North Kirklees as well as linking Huddersfield with Leeds (via the M62). The current Average Annual Daily Traffic (AADT) flows along the A62 corridor are 28,700 and the existing levels of congestion are likely to be exacerbated as car usage and road-based movements increase. By making targeted capacity enhancements, the scheme is expected to act as one of the key enablers for unlocking urban expansion along the A62 corridor and therefore accelerating economic growth in the area and meeting the main Corridor Improvement Programme objective, which is to reduce congestion on priority highway corridors / junctions on the West Yorkshire Key Route Network. 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 project is also aligned with Priority 1 – Growing Business. The project will aim to improve travel options for all modes along the corridor and in particular,

	reduce delay times for general traffic and buses, by 2023.
<b>Commercial Case</b>	<p>The existing levels of traffic flows along the A62 corridor are predicted to increase to 32,300 by 2031 (the end of the Plan period), an increase of 13%. Existing levels of congestion will grow, resulting in a greater economic impact and possible constraint of potential development sites allocated in the Draft Local Plan. Increased congestion in the area will affect every peak-period road user on the A62 corridor. Consequential negative environmental impacts are expected to worsen the attractiveness of the corridor and surrounding areas for both businesses and residents. These issues highlight the need for a scheme that addresses specific barriers to growth and supports the economic and housing regeneration of the Kirklees area. The objectives of the scheme align with Regional and Local Policy Objectives as well as national transport and sustainable development objectives, the Leeds City Region, WYLTP3, the Draft Local Plan (Policy TS1) and the Economic Strategy.</p>
<b>Economic Case</b>	<p>The project will deliver against Strategic Priority 4, Infrastructure for Growth and is forecast to:</p> <ul style="list-style-type: none"> <li>• Assist in creating over 3,000 new jobs with the sites allocated in the DLP</li> <li>• Improve access to development sites along the A62 Corridor</li> <li>• Reduce congestion and increase capacity</li> <li>• Improve pedestrian, cycle and bus provision along the route</li> <li>• Create a beneficial change to air pollution, noise and greenhouse gases as traffic volumes reduce across the network</li> <li>• Reduce accident levels along the corridor</li> </ul> <p>The economic assessment shows that the scheme is predicted to provide <b>very high value for money</b> for both options assessed, with a Benefit to Cost (BCR) Ratio of <b>37.4:1</b> for the preferred option. However this is expected to reduce during the detailed design stage as the modelling work becomes more refined.</p>
<b>Financial Case</b>	<p>Delivery of the scheme is currently predicted to require 90% funding from the Combined Authority. An application has been submitted for £850K European Structural Fund (ESIF) funding (10%), yet to be confirmed. If this funding is not approved, a Change Request may be submitted to the Combined Authority for the additional amount required. To date £250,000 has been approved to develop the project. A further £605,000 is sought to develop the project to DP5 - Full Business Case + Costs.</p> <p>The total project costs for the preferred option total £8.756m, based on design and feasibility work to date. The delivery element of the scheme is supported by a more-detailed cost plan. The scheme costs include a QRA allocation of £983,342 and a 10% contingency.</p> <p>The amount requested for the scheme is an increase of £696,000 over the 'Do All' option and an increase of £406,000 over the amount requested at DP2 (i.e. £7.5m).</p>

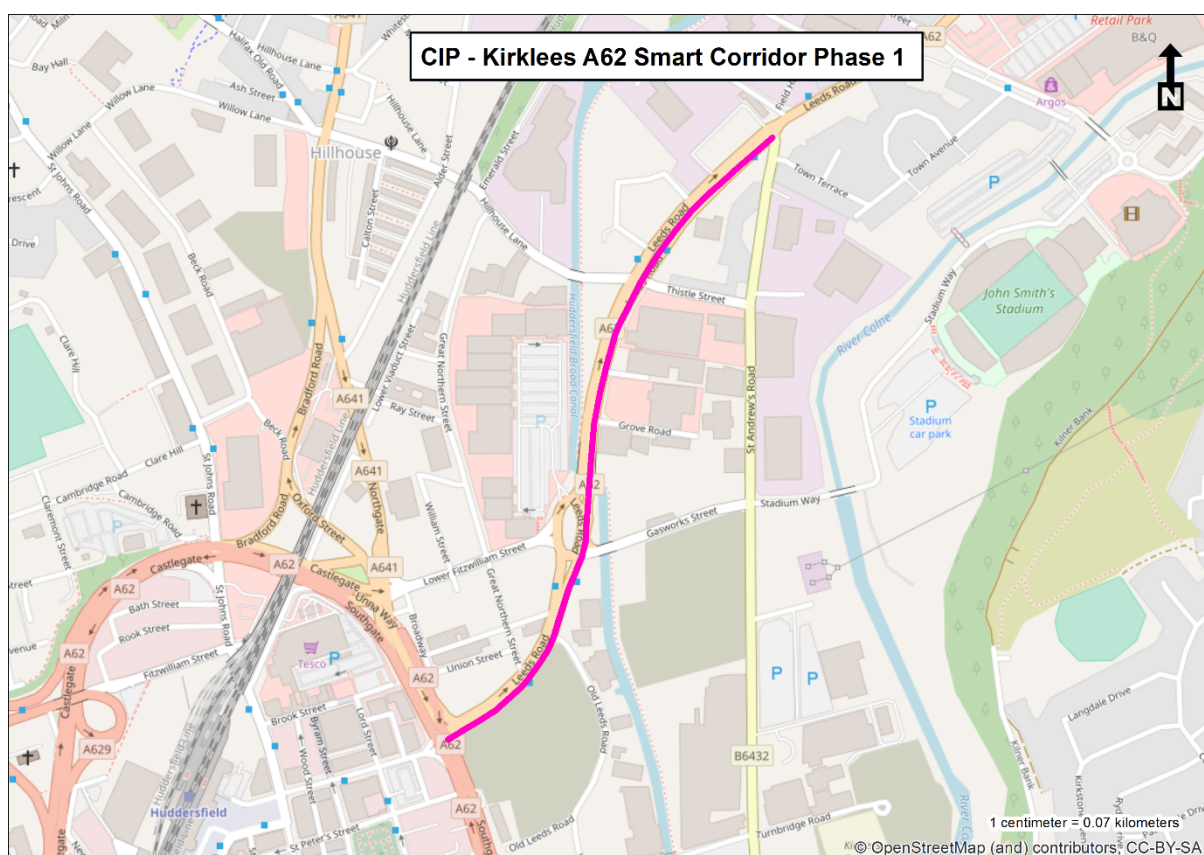
## Management Case

Kirklees Council is the scheme promoter and is leading on the overall project management of the scheme. A core project team is currently in place and additional specialist resources will be sought through the life of the project. Since the submission of the Outline Business Case a decision has been made to outsource the detailed design of the scheme.

A Kirklees Corporate Programme Board (CPB) has been established for overarching corporate governance and management, and is responsible for the strategic development refinement and delivery of projects within the Combined Authority Programme. The CPB is the group responsible for providing direction to the project, has delegated powers to make decisions on behalf of the Council and represents the interests of the business case.

The project follows the Prince 2 project methodology. A Benefits Realisation plan and a Monitoring and Evaluation plan have both been submitted and will be further refined at full business case.

A public engagement exercise has been undertaken for the project and a further engagement period will take place before the submission of the full business case.



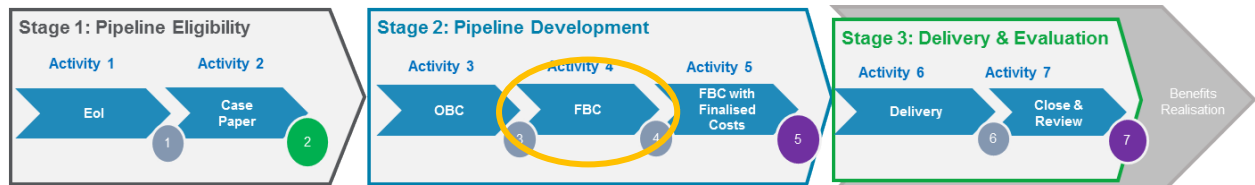
## Scheme Summary

<b>Name of Scheme:</b>	<b>Glasshoughton southern link road</b>
<b>PMO Scheme Code:</b>	WY+TF-PA4-035
<b>Lead Organisation:</b>	Wakefield Council
<b>Senior Responsible Officer:</b>	Brian Thomas, Traffic Engineering and Design Team Leader, Wakefield Council
<b>Lead Promoter Contact:</b>	Tracey Brewer, WYG Group
<b>Case Officer:</b>	Matthew Page, Transport Planner, West Yorkshire Combined Authority
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	Grant from the West Yorkshire plus Transport Fund
<b>Growth Fund Priority Area (if applicable):</b>	Priority 4 – Infrastructure for growth
<b>Approvals to Date:</b>	<p>Gateway 1 (GW1) (Outline Business Case) (Investment Committee 20/1/16, Combined Authority 4/2/16):</p> <p>Approval to fund progression to GW2 (Equivalent to decision point 4 (Full Business Case)) and :</p> <ul style="list-style-type: none"> <li>£723,000 development cost approval (an additional £10,000 was made available from a central pot)</li> <li>Total scheme forecast outturn cost (excluding Optimism Bias): £6.388 million</li> </ul>
<b>Forecasted Full Approval Date (Decision Point 5):</b>	September 2018
<b>Forecasted Completion Date (Decision Point 6):</b>	December 2019
<b>Total Scheme Cost (£):</b>	£7.320 million
<b>Combined Authority Funding (£):</b>	£7.320 million from West Yorkshire plus Transport Fund
<b>Total other public sector investment (£):</b>	-
<b>Total other private sector investment (£):</b>	Land – dedicated as highway and areas for landscaping, drainage, noise attenuation



Is this a standalone Project?	Yes
Is this a Programme?	No
Is this Project part of an agreed Programme?	No

#### Current Assurance Process Activity:



#### Scheme Description:

The Glasshoughton Southern Link Road (GSLR) scheme is primarily the provision of a 7.3 metre wide carriageway with footways and a segregated cycle route which extends from the existing Whistler Drive and links into the Coalfields Link Road at the Flass Lane / Cutsyke Road / Premier Way roundabout. The scheme will open up substantial job creation opportunities by providing direct access to the Special Policy Area 5 (SPA5). The road acts as a link for business, leisure and commuter traffic between the existing Whistler Drive and Flass Lane and the M62 (east) while also supporting housing and employment growth in the Glasshoughton Strategic Investment Corridor. The route will provide an alternative route around the Glasshoughton Leisure and Retail area and will therefore reduce congestion and increase accessibility. Providing the additional highway capacity will improve conditions for bus services, pedestrians and cyclists and opening up further opportunities to provide complementary sustainable transport measures.

**Figure 1: Scheme Location**





## Business Case Summary:

### Strategic Case

The Strategic Case for the GSLR sets out how the aims and objectives of the scheme will enable Wakefield Council, as project sponsor to fulfil its own growth ambitions, which strengthen and support the principles of the West Yorkshire-plus Transport Fund and the strategic pillars of the Leeds City Region (LCR) Strategic Economic Plan (SEP).

The overarching theme is the need for the LCR to attract more inward investment and take advantage of the opportunities for economic growth, reversing the tide of industrial decline. Traffic congestion and the inadequacies of the district's road network are perceived as the main obstacles to growth.

The provision of the GSLR is a key element of the strategy to provide the Castleford area with the infrastructure it needs to support growth. It will enable the local road network to operate efficiently by reducing congestion, improving journey times and providing capacity for growth.

The GSLR builds on opportunity and natural economic strength; the approach will add value to new investment, a resurgent Castleford town centre and planning infrastructure improvements to create the conditions for a high quality employment development.

The key objectives of the scheme are to:

- ease congestion issues which are a lead cause of slow peak journeys and an inefficient highway network; improve the safety of the arterial network into Glasshoughton and Castleford alongside improving the detrimental environmental issues;
- enhance the accessibility of potential housing growth allocated in the Local Development Framework and across the Leeds City Region;
- improve access to existing employment sites and the strategic and primary route network;
- support the housing allocations in Glasshoughton through a sustainable transport network; and
- support a more sustainable transport network and modal shift from private cars.

<b>Commercial Case</b>	<p>The Castleford/Glasshoughton area will continue to be the focus of growth within the district in the future. However, realisation of this growth is dependent on targeted investment in transport interventions, using a holistic approach that considers strategic accessibility to the area.</p> <p>Wakefield Council has chosen what is referred to in procurement as a “traditional approach”, NEC4 contract, with the design being undertaken “in-house” and the Contractor appointed by tender. This process is the preferred route for the Council as it ensures best value for money and allows all contractors who have the relevant skills and workload capacity at the time of advertisement to complete.</p> <p>A Quantified Risk Assessment has been submitted, which identifies the mitigation measures that may need to be put in place to manage the risks identified and to ensure the successful delivery of the scheme. Identified risks are analysed and assessed both qualitatively and quantitatively.</p> <p>The Planning Application for the scheme was submitted on 23 March 2018 with an anticipated 16-week determination period (anticipated 31 August 2018).</p> <p>An application to divert the Public Right of Way was submitted on 26 April 2018 and will run alongside the Planning Application</p> <p>A Traffic Regulation Order for the route has been prepared and will be advertised late summer 2018</p>
<b>Economic Case</b>	<p>The economic assessment of the scheme has been undertaken in accordance with current WebTAG guidance and follows the process described in the Appraisal Specification Report.</p> <p>The Benefit-cost ratio (BCR) of the scheme is 3.43:1 which indicates that the scheme offers High Value for Money, based on the DfT guidance criteria. The Present Value of Benefits is £20.091 million.</p> <p>Directly targeting the defined scheme objective of the creation of jobs and improving accessibility to key employment sites, the scheme can potentially generate 8 jobs and £500,000 per annum of GVA benefits (as calculated by the UDM for forecast year).</p>
<b>Financial Case</b>	<p>The overall costs for the scheme have increased slightly since the submission of the scheme for Gateway 1 approval. Scheme costs are now £7.320 million (£6.388 million forecast at GW1) including risk, inflation and contingency. It is considered that there is no state aid present.</p>

## Management Case

The management case describes why the timescales for delivery are realistic, that an appropriate governance structure is in place to oversee delivery, that risks have been identified and suitable risk management processes are in place and that there are robust plans in place for communications and stakeholder management.

The process and procedures necessary to manage this project are based on the PRINCE2 methodology promoted by the Office of Government Commerce (OGC), as requested under the West Yorkshire Single Appraisal Framework.

The Management Case also ensures that the benefits set out in the Economic Case are realised and includes the measures to assess and evaluate this.

Wakefield Council has successfully delivered several major road schemes, the management and delivery team used to successfully deliver these schemes have been built upon here. The approved approach used for the Pontefract Northern Link Road and Wakefield Eastern Relief Road (a structured Project Management methodology) will be adopted for the delivery of the GSLR.



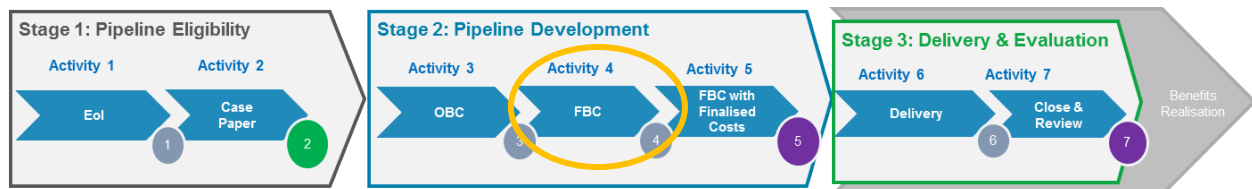
This page is intentionally left blank

## Scheme Summary

<b>Name of Scheme:</b>	<b>Leeds Station Gateway – New Station Street Improvements</b>
<b>PMO Scheme Code:</b>	WYTF - PA4-021
<b>Lead Organisation:</b>	West Yorkshire Combined Authority
<b>Senior Responsible Officer:</b>	Liz Hunter – Head of Transport Policy, West Yorkshire Combined Authority
<b>Lead Promoter Contact:</b>	Steve Butcher
<b>Case Officer:</b>	Peter Coello – Project Manager, West Yorkshire Combined Authority
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	West Yorkshire Plus Transport Fund (WY+TF) Leeds Public Transport Investment Programme (LPTIP)
<b>Growth Fund Priority Area (if applicable):</b>	Priority Area 4: Infrastructure for growth
<b>Approvals to Date:</b>	Gateway 1 (Decision point 3): approval from Investment Committee September 7th 2016 - £166,000
<b>Forecasted Full Approval Date (Decision Point 5):</b>	March 2019
<b>Forecasted Completion Date (Decision Point 6):</b>	August 2019
<b>Total Scheme Cost (£):</b>	£2.120 million (£1.591 million forecast approved at Gateway 1)
<b>Combined Authority Funding (£):</b>	£2.120 million (£1.591 million forecast approved at Gateway 1)
<b>Total other public sector investment (£):</b>	Other public sector sources of funding being explored.
<b>Total other private sector investment (£):</b>	Nil
<b>Is this a standalone Project?</b>	Yes. To note; This project forms phase 2 of the Network Rail Masterplan and they therefore support these proposals.
<b>Is this a Programme?</b>	No. To note; This project forms phase 2 of the Network Rail Masterplan and they therefore support these proposals.

	Also interfaces with Leeds City Centre Package
<b>Is this Project part of an agreed Programme?</b>	This project forms phase 2 of the Network Rail Masterplan and they therefore support these proposals.

#### Current Assurance Process Activity:



#### Scheme Description:

New Station Street is essentially a bridge owned by Network Rail. There are currently five bus stops along the road, one of which is no-longer used. A taxi rank is located on the road for bus and rail passengers and also pedestrians from the city centre; it is heavily used late at night and at weekends by a large number of pedestrians from the city centre. There is a cycle hub on New Station Street. British Transport Police have offices on the road and there are some parking bays dedicated for their use on the road.

This project is Phase 2 of the Network Rail Masterplan work and will significantly change the pedestrian environment at the main station entrance by increasing the area of pavement, moving the bus stops, improving the lighting, using quality paving surfaces and improving the access arrangement into New Station Street from City Square. This will result in an improved environment and faster travel time for pedestrians during peak times, where congestion is currently significant.

Phase 1, which entailed removing the former Burger King retail area from within the main concourse area, has already been completed and. Phase 3 is now likely to include construction of the new HS2 station and platforms, and is being progressed as part of the Leeds Integrated Station Masterplan (LISM).

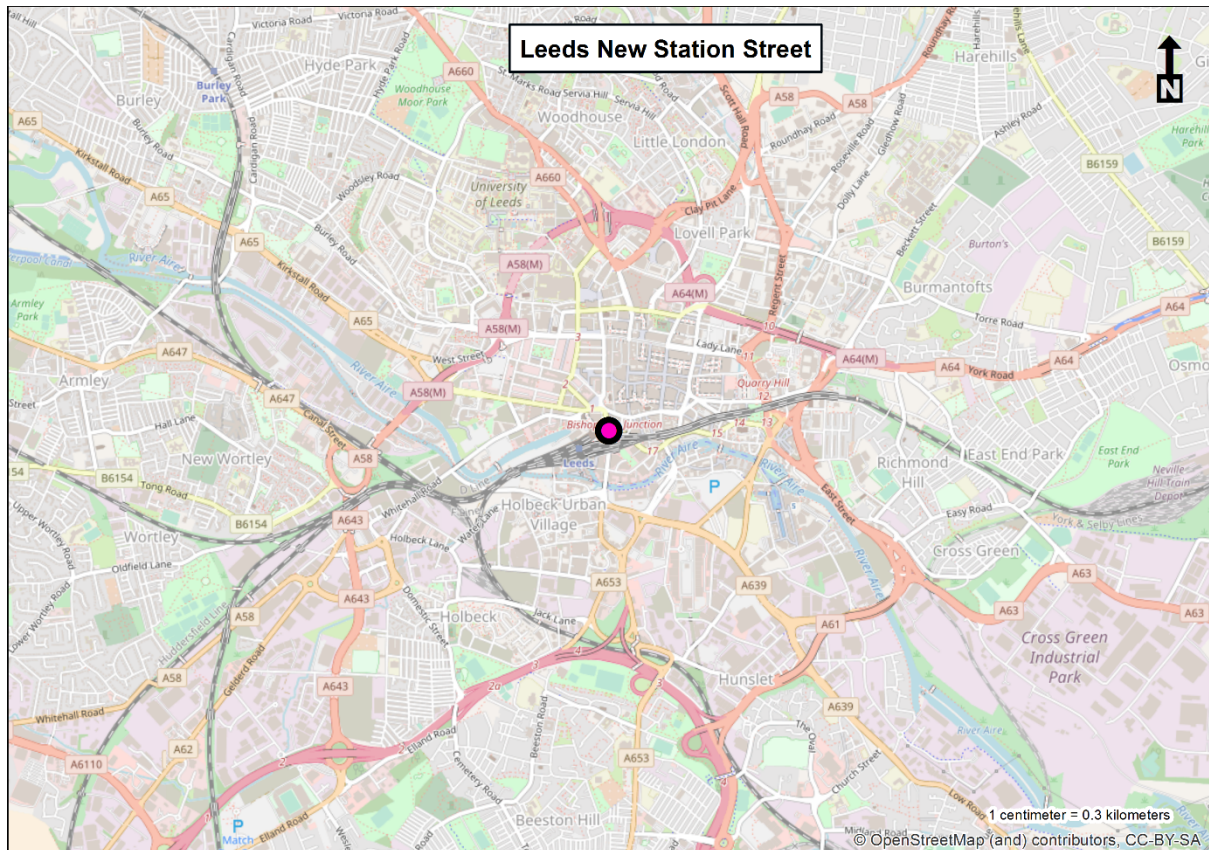
#### Business Case Summary:

<b>Strategic Case</b>	<ul style="list-style-type: none"> <li>- The key strategic drivers for the project are outlined;</li> <li>- Demonstrates clear contribution to the Leeds City Region Strategic Economic Plan;</li> <li>- Stakeholders and engagement have been comprehensively listed. There is a strategic interface with the following;               <ul style="list-style-type: none"> <li>o Leeds Integrated Station Masterplan;</li> <li>o Leeds City Centre Package;</li> <li>o Existing bus operation on New Station Street</li> </ul> </li> </ul>
<b>Commercial Case</b>	<ul style="list-style-type: none"> <li>- Delivery agent &amp; commercial client (&amp; landowner); Network Rail;</li> <li>- Network Rail Framework utilised for procurement competitive tender</li> <li>- Contractor (a preferred contractor has been identified);</li> <li>- Contract; Network Rail / Combined Authority Implementation Agreement Governance for Railway Investment Projects (GRIP) 4-8 including GRIP 5 break clause);</li> </ul>

	<ul style="list-style-type: none"> <li>- State aid; N/A</li> </ul>																		
<b>Economic Case</b>	<ul style="list-style-type: none"> <li>- Longlist of options was clearly set out and refined through a sifting workshop with stakeholders including Leeds City Council</li> <li>- Shortlisted options describe options which were further appraised via methodologies consistent with HM Treasury's Green Book principles and follow WebTAG transport modelling guidance</li> <li>- At gateway 1 (OBC) the proposal was subjected to external peer review</li> <li>- Comprehensive sensitivity testing has been undertaken within the appraisal</li> </ul> <p>Value for money assessment;</p> <table> <tr> <td>Present Value of Benefits (£k)</td><td>£2.31m</td></tr> <tr> <td>Present Value of Costs (£k)</td><td>£1.51m</td></tr> <tr> <td>Present Value of Other Monetised Impacts (£k)</td><td>None</td></tr> <tr> <td>'Initial' Net Present Value (£k)</td><td>£0.80m</td></tr> <tr> <td>Initial Benefit to Cost Ratio</td><td>1.5</td></tr> <tr> <td><b>'Adjusted' Net Present Value (£k)</b></td><td><b>£0.80m</b></td></tr> <tr> <td><b>'Adjusted' Benefit to Cost Ratio</b></td><td><b>1.6</b></td></tr> <tr> <td><b>Department for Transport Value for Money Category</b></td><td><b>Medium</b></td></tr> <tr> <td>Rationale for VfM category</td><td>BCR between 1.5 and 2</td></tr> </table>	Present Value of Benefits (£k)	£2.31m	Present Value of Costs (£k)	£1.51m	Present Value of Other Monetised Impacts (£k)	None	'Initial' Net Present Value (£k)	£0.80m	Initial Benefit to Cost Ratio	1.5	<b>'Adjusted' Net Present Value (£k)</b>	<b>£0.80m</b>	<b>'Adjusted' Benefit to Cost Ratio</b>	<b>1.6</b>	<b>Department for Transport Value for Money Category</b>	<b>Medium</b>	Rationale for VfM category	BCR between 1.5 and 2
Present Value of Benefits (£k)	£2.31m																		
Present Value of Costs (£k)	£1.51m																		
Present Value of Other Monetised Impacts (£k)	None																		
'Initial' Net Present Value (£k)	£0.80m																		
Initial Benefit to Cost Ratio	1.5																		
<b>'Adjusted' Net Present Value (£k)</b>	<b>£0.80m</b>																		
<b>'Adjusted' Benefit to Cost Ratio</b>	<b>1.6</b>																		
<b>Department for Transport Value for Money Category</b>	<b>Medium</b>																		
Rationale for VfM category	BCR between 1.5 and 2																		
<b>Financial Case</b>	<ul style="list-style-type: none"> <li>- Total Project outturn cost; £2.120 million <ul style="list-style-type: none"> <li>o Development; £563,000 (additional to the previous £166,000 development approval)</li> <li>o Land; nil</li> </ul> </li> <li>- Network Rail have produced a fixed price in which the risk % has been dictated by quantitative risk assessment;</li> <li>- Risk of un-assumed issues occurring would be via emerging cost variations;</li> <li>- State aid; N/A</li> </ul>																		
<b>Management Case</b>	<ul style="list-style-type: none"> <li>- Funder / promotor; Combined Authority;</li> <li>- Delivery Agent &amp; Commercial Client (&amp; Landowner); Network Rail;</li> <li>- Contractor; (a preferred contractor has been identified);</li> <li>- Delivery controls; Governance for Railway Investment Projects (GRIP) and Combined Authority Assurance Process;</li> <li>- Key Stakeholder; Leeds City Council;</li> <li>- Governance; Combined Authority (Project Executive) Project Board including Network Rail &amp; Leeds City Council representation;</li> </ul>																		



- Management documentation in place;
- Statutory consents; N/A. The scheme falls under Permitted Development;
- Dependencies / interfaces;
  - o Leeds Integrated Station Masterplan (LISM);
  - o Leeds City Centre Package;
  - o Bus & Taxi operation on Leeds New Station Street





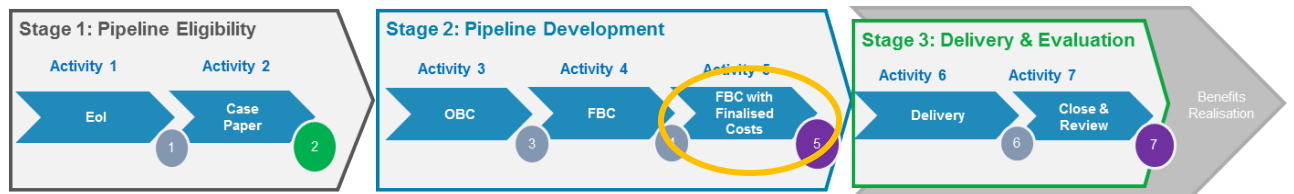
## Scheme Summary

<b>Name of Scheme:</b>	[re]boot Programme
<b>PMO Scheme Code:</b>	WYCA-E&S-001
<b>Lead Organisation:</b>	West Yorkshire Combined Authority
<b>Senior Responsible Officer:</b>	Emma Longbottom
<b>Lead Promoter Contact:</b>	Head of Employment and Skills
<b>Case Officer:</b>	Paul Coy
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	European Social Investment Funding
<b>Growth Fund Priority Area (if applicable):</b>	Priority Area 2 - skilled people, better jobs and better connected
<b>Approvals to Date:</b>	Detail latest decision point and what was approved, particularly costs and timescales and when
<b>Forecasted Full Approval Date (Decision Point 5):</b>	September 2018 – Investment Committee
<b>Forecasted Completion Date (Decision Point 6):</b>	March 2021 – Financial Completion
<b>Total Scheme Cost (£):</b>	£3.145 million
<b>Combined Authority Funding (£):</b>	£2.870 million
<b>Total other public sector investment (£):</b>	£1.373 million
<b>Total other private sector investment (£):</b>	£200,000
<b>Is this a standalone Project?</b>	Yes
<b>Is this a Programme?</b>	Yes

Is this Project part of an agreed Programme?

No

### Current Assurance Process Activity:



### Scheme Description:

#### Specific activities to be undertaken

[re]boot will offer individuals the chance to upskill, gain new skills/qualifications and enter employment within key regional sectors. In order to do this the programme will apply the following model:



**Access** - The programme will be actively marketed and promoted using West Yorkshire Combined Authority's highly developed communications team. Using social media, a careers campaign and partners/stakeholders, we will actively target:

- individuals in work;
- graduates who are underemployed or under-utilised and therefore disadvantaged in the labour market;
- individuals who are returning to the labour market after a period of absence;
- people considering a career change.

Individuals will access the programme through an online/telephone booking process and will be assessed against the eligibility of the programme. During this stage individuals' will complete an assessment to identify their needs, this will enable delivery partners and sub-contractors to shape provision according to need.

**Advance** – Individuals will advance their skills, gaining employability and sector-specific skills relating to key sectors. Provision will include study leading to qualifications, peer mentoring, confidence building and sector focused information regarding the workplace. Each individual's journey will be unique and developed based on their needs and ambitions.

A tailored employability support programme (accredited at L2, where required) will be available for individuals who require this support, this may include: CV development; interview experience; life skills; problem solving; confidence building; work place etiquette sessions; and 'meet an employer' sessions. This is following feedback from employers who have stated that many applicants, particularly graduates with strong technical skills, lack basic employability skills and have low confidence.

Sector-specific training will be available relating to the Leeds City Region (LCR) key skills shortage sectors – Digital, Engineering & manufacturing and Construction & infrastructure. Training will be at level 3 and above and will be tailored to employer and individual need with flexible delivery options for example, a full-time programme which will be delivered Monday – Friday over 6 weeks or a weekend programme running over 12 weeks.

These options will have the same content but will be delivered differently to maximise opportunities for all. The 6-week programme will appeal to a range of individuals including recent graduates (who have studied different disciplines) and those currently outside, but close to, the labour market (carers, parents looking to return to work). The weekend programme will appeal to individuals already in employment, looking to change career direction. Delivery will be flexible to the needs of individuals.

The programme content will reflect the needs of employers in the region, building on data collected through the LCR LEP, and feedback from employer networks.

For example, training aimed at the digital sector, will focus on programming and software development (covering industry skills which will build upon the employability module, followed by Agile Software Development, and at least one language such as Python). Each programme will have a significant live project element which will allow all learners experience of leading a real-world development. Dependent on individual and employer need, additional content covering different themes such as data analytics and security will be explored.

Ongoing dialogue with employers, colleges and universities will ensure that the skills gained are transferable as far as possible, allowing career progression through employment and further / higher education. As such delivery content will be flexible so that it can meet the changing needs of the LCR labour market throughout the period of delivery.

**Accelerate** – During the accelerate phase of the programme individuals will be supported to apply for employment in key sectors, to progress within their employment and enhance their career.

Employment brokerage services will form an integral part of the project, connecting individuals with real job opportunities, within key sectors, and putting employers at the heart of the project. Existing partnerships with local businesses, established by the Combined Authority through the LEP brand and including Headstart, City Deal Apprenticeship Hubs Programmes, Apprenticeship Grant for Employers, LEP Skills Service, LEP Growth Service, and Enterprise in Education, as well as a range of employer panels and advisory groups will be exploited to increase the volume and range of job opportunities on offer.

The customer journey for an individual is detailed in the diagram below.

### **Promotion/Marketing**

[re]boot will be promoted and marketed by the Combined Authority. In August 2018, a Discover Digital ([www.discoverdigital.org.uk](http://www.discoverdigital.org.uk)) campaign will be launched for the region aimed at encouraging individuals to consider digital careers. In September, an adult skills campaign will be launched to encourage adults to upskill/reskill. Both campaigns will be across the Leeds City Region and will promote skills through websites, posters, social media and leaflets. The campaigns will include calls to action for individuals to access [re]boot.

In addition, Delivery Partners and Sub-contractors will also promote [re]boot.

### **Assessment/Access**

The calls to action from websites will funnel individuals to an online/telephone booking process where they will be assessed against the eligibility of the programme. During this stage individuals' will complete an assessment to identify their needs, this will enable delivery partners and sub-contractors to shape provision according to need.

### **Employability**

Individuals will advance their skills, gaining employability and sector specific skills relating to key sectors. Provision will include study leading to qualifications, peer mentoring, confidence building and sector-focused information regarding the workplace. Each individual's journey will be unique and developed based on their needs and ambitions.

A tailored employability support programme (accredited at L2, where required) will be available for individuals who require this support, this may include: CV development; interview experience; life skills; problem solving; confidence building; work place etiquette sessions; and 'meet an employer' sessions. This is following feedback from employers who have stated that many applicants, particularly graduates with strong technical skills, lack basic employability skills and have low confidence.

### **Sector Specific Training**

Sector specific training will be available relating to the Leeds City Region (LCR) key skills shortage sectors – Digital, Engineering & manufacturing and Construction & infrastructure. Training will be at level 3 and above and will be tailored to employer and individual need with flexible delivery options for example, a full-time programme which will be delivered Monday – Friday over 6 weeks; or a weekend programme running over 12 weeks.

These options will have the same content but delivered differently to maximise opportunities for all. The 6 week programme will appeal to a range of individuals including recent graduates (who have studied different disciplines) and those currently outside, but close to, the labour market (carers, parents looking to return to work). The weekend programme will appeal to individuals already in employment, looking to change career direction. Delivery will be flexible to the needs of individuals.

The programme content will reflect the needs of employers in the region, building on data collected through the LCR LEP, and feedback from employer networks.

For example, training aimed at the digital sector, will focus on programming and software development (covering industry skills which will build upon the employability module, followed by Agile Software Development, and at least one language such as Python). Each programme will have a significant live project element which will allow all learners experience of leading a real-world development. Dependent on individual and employer need, additional content covering different themes such as data analytics and security will be explored.

Ongoing dialogue with employers, colleges and universities will ensure that the skills gained are transferable as far as possible, allowing career progression through employment and further / higher education. As such delivery content will be flexible so that it can meet the changing needs of the LCR labour market throughout the period of delivery.

### **Job Matching**

Employment brokerage services will form an integral part of the project, connecting individuals with real job opportunities, within key sectors, and putting employers at the heart of the project. Existing partnerships with local businesses established by WYCA through the LEP brand and including Headstart, City Deal Apprenticeship Hubs Programmes, Apprenticeship Grant for Employers, LEP Skills Service, LEP Growth Service, and Enterprise in Education, as well as a

range of employer panels and advisory groups will be exploited to increase the volume and range of job opportunities on offer.

Employer engagement is a cross-cutting theme throughout this model. The Business Development & Marketing Officer will actively target employers who have vacancies and are struggling with skills shortages. A matching service will then be used to match individuals who have undertaken training to available vacancies. We will work with employers to evaluate this process throughout the delivery period to ensure it is meeting their needs.

### Tracking destinations

Delivery partners and subcontractors will monitor the destinations of individuals three months after they have completed their training to ensure they have progressed. Though this is not a key deliverable of the scheme, we believe that this is good practice and ensure that WYCA is able to evidence the impact of the [re]boot interventions.

In addition employers will also be supported for three months once they have employed alumni of the training, to ensure that they are happy with the individual and with [re]boot overall.

## Business Case Summary:

### Strategic Case

The outputs and outcomes that will be generated by the project align with a range of objectives and priorities set out in the Leeds City Region Strategic Economic Plan and Employment and Skills Plan.

With regard to the ESP objective of Raising the bar on high level skills, the project will contribute to the following priorities:

- Develop provision that addresses current and future labour market requirements
- Develop high-level skills and capabilities to drive productivity and innovation within the region
- Raise aspiration to progress into higher level learning.

With regard to Employability, accessing jobs and realising potential the project will:

- Equip people with the skills needed to progress in work including low paid workers and those in receipt of in-work benefits
- Shape support for people to access a pipeline of new job opportunities, particularly in growth sectors.

With regard to Building workforce skills and attracting talent the project will:

- Reduce skills shortages facing businesses in growth sectors by growing talent.

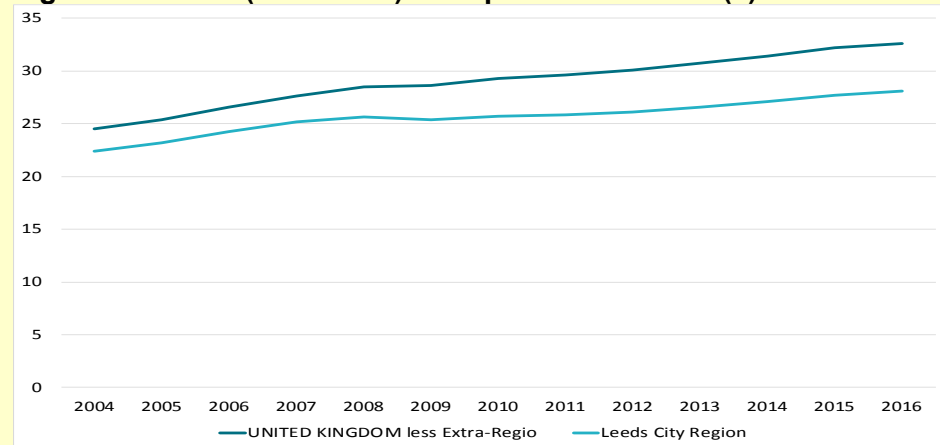
[re]boot will focus on the needs of the Leeds City Region, addressing two key skills gaps areas that both the LEP and employers have identified. The LEP's Employment and Skills Plan identified significant skills shortages in preparing to deliver major capital/infrastructure schemes and digital schemes. This will help deliver against national policy priorities such as delivering the skills needed to make a success of HS2. There is a strong

	<p>focus on social mobility through the programme and the outputs support the Combined Authorities inclusive growth priorities.</p> <p>It will address these skills gaps, responding to employer needs, national policy demands, and local economic demand, by targeting employed people and graduates seeking work (aligning with Investment priority 2.1), enhancing skills to allow career change and progression into identified priority areas of growth and demand. Knowledge and skills will be upgraded, and career guidance and jobs matching will be provided – delivering against Investment Priority 2.1. Businesses and the region will therefore have access to an increased size of qualified and available individuals in the labour market and the skills needed to continue to grow. The skills of individuals will be improved to meet their individual needs, the needs of the local economy, and the needs of national priorities.</p> <p>Many national and local programmes, such as DWP Work and Health Programme, ESIF Back to Work, ESIF Local Flexibilities for the Unemployed and Adult Education Budget funded skills provision, focus on those out of work. By targeting those in work and graduates close to the labour market, this project will complement but not duplicate initiatives such as, the Flexible Learning Fund, Career Learning Pilots and ESIF Skills Service and provide part of a comprehensive offer to business and individuals who wish to develop their career.</p> <p>The region is gearing up for major schemes such as HS2, the Combined Authority is delivering West Yorkshire-plus Transport Fund schemes and a number of low-carbon energy generation projects. [re]boot will help to ensure that the skills are there to deliver these projects, which are important for the region, the North and nationally.</p> <p>In addition, the project will contribute to addressing the gender imbalance in the construction/engineering sector by targeting women in work. It will focus on improving project management skills, enabling career changes into a sector in which they are under-represented.</p> <p>[re]boot will also include options for part-time and evening participation to allow those in work and with other responsibilities the opportunity to complete the course. Targeted advice will be provided to women, helping them make positive career choices about areas they may not have previously considered.</p>
<b>Commercial Case</b>	<p>[re]boot is aimed at those already in work or recent graduates, who are likely to already have basic skills. 1,600 participants will gain a level 2 qualification with the majority progressing to a level 3 qualification. 1,550 participants will gain a qualification at level 3 or above. 675 female participants will gain improved labour market status. There are no output indicators for employed females so they are not in a position to estimate the percentage.</p>
<b>Economic Case</b>	<p>We have a productivity deficit in the City Region, which is associated with a skills deficit, particularly with regard to the supply of higher level skills and qualifications.</p> <p>In-work productivity factors play the main role in the City Region's prosperity deficit. Its relative position on productivity has not improved in recent years: output per hour worked fell from 91 per cent of the UK average in 2006, to 86 per cent in 2016. If this deficit could be</p>



addressed, the size of the local economy would increase by more than £11bn per annum.

**Figure: Nominal (smoothed) GVA per hour worked (£)**



*Source: Office for National Statistics*

34 per cent of the population of working age in the City Region are qualified at tertiary level (level 4 and above) compared with a national average of 38 per cent. Correspondingly, 25 per cent of the population are qualified below 2, the level typically associated with basic employability, higher than the national average of 22 per cent. Analysis shows that performance at LEP level around skills and qualifications is closely correlated with local productivity performance.

The City Region has a high prevalence of skill shortages with acute concentrations in our priority skill areas. This has negative implications for business growth prospects and productivity. For example, it is estimated that there were up to 14,000 skill shortage vacancies in the City Region for digital professional roles in the last year, with up to 5,000 shortages for engineering professionals (including civil engineers) and 2,000 for professional roles relating to construction (including architects, town planners and surveyors). From a business perspective, shortages have significant business implications in terms of meeting customer service objectives, losing business to competitors, experiencing increased operating costs and encountering delays in developing new products and services.

The City Region has a large number of people employed in low-skilled and low-paid employment, who currently have limited prospects for career progression. 300,000 jobs (23 per cent of the total) in the City Region pay less than the Living Wage Foundation's Living Wage Level, which reflects the real cost of living. The proportion is much higher for some districts in the City Region, at 31 per cent in Kirklees, for example. Low-paid work is also reflected in the 165,000 households in the City Region (20 per cent of all households) that rely on in-work benefits to top up their income from employment.

At the current time low-skilled workers are less likely to have access to training opportunities than their higher-skilled counterparts, limiting their ability to develop the skills that are needed for career progression. Annual Population Survey data for the City Region in 2017 shows that

	<p>only nine per cent of workers qualified at level 3 and below received job-related training in the prior four weeks compared with 18 per cent of workers qualified at level 4 and above.</p> <p>Many highly-qualified people in the City Region work in occupations that are classified as middle and lower-skilled. Based on Labour Force Survey data for Yorkshire and the Humber it is estimated that 11 per cent of all people in employment are in this situation, equivalent to 135,000 people whose skills and qualifications are under-utilised in the City Region. The project offers these individuals an opportunity to develop additional skills as a basis for entering occupations that will offer them greater scope to fulfil their career potential.</p> <p>Current arrangements to promote lifelong learning are not sufficient to address the significant need for career development, with the main focus of public funding for adult education being qualifications at level 2 and below. There were only 4,500 starts on Advanced Learner Loan-funded courses in the City Region in the 2015/16 academic year and barely one in 20 of these starts were for courses at level 4 and above.</p> <p>The need for expanded, lifelong learning provision could become more pressing in future owing to the continuing impact of automation, which could mean workers needing to alter their career path to take account of changes in the pattern of labour demand. Forecasts suggest that 34 per cent of jobs in the City Region are at high risk of automation in the medium to longer term, with lower-skilled and routine occupations much more susceptible to this development. This means that it is imperative for workers in areas at greatest risk to improve their skills to support career adaptability. If access to migrant workers were constrained after Brexit, resulting gaps in labour and skills supply could be filled by indigenous workers if they are able to develop the required skills.</p> <p>The project will increase the skill levels of employed individuals and graduates. Ensuring career change and encouraging progressions in construction / engineering and the digital sector. It will do this by having a targeted recruitment campaign, followed by a programme which provides a skills needs assessment in advance of the chosen qualification route. Individuals will also be provided with support in finding the right employment / opportunity to further their career.</p> <p>The project will ensure that participants gain a qualification, or a unit of a qualification, that will increase their existing skill level and enable them to further their career. The majority of participants will gain either a level 2 or level 3 qualification in project management or a digital qualification, enabling progression in either the construction / engineering or digital sectors. This will benefit the individual, the business, and the local and national economy by filling skill gaps, increasing wages, and delivering nationally significant infrastructure projects.</p> <p>The project will seek to address the current lack of representation of women in the construction / engineering workforce. It will do this by providing the opportunity for women to train as project managers, with a focus on engineering and construction, enabling career change into the sector or further opportunities for those already working in the sector, addressing the gender employment gap.</p>
--	--



<b>Financial Case</b>	<p>The scheme will be funded from ESIF £1,572,737 and a public match from Leeds Trinity University £75,500 and the Combined Authority of £1,297,237 with a further £200k private sector match. The 15% option for indirect costs has been applied for the scheme. The Combined Authority will be able to claim VAT incurred on payments for the scheme.</p>
<b>Management Case</b>	<p>The Employment and Skills Team will report on a daily basis to the Head of Employment and Skills, who is accountable to the Employment and Skills Panel. The programme will be overseen and governed by the Project Executive Group. The group will comprise of Head of Employment and Skills and Skills Policy Lead, the Contract Manager, a senior Local Authority representative and a private sector ESP member. The group will be chaired by the ESP member and DWP as Managing Authority will be invited to attend the meetings. The group is expected to meet quarterly to review delivery progress and oversee the programme from a financial perspective. Its primary concern will be to ensure that the programme as a whole is delivering against the funding contract and that action is taken as necessary to minimise risk.</p> <p>Prior to the project commencement, SLAs will be in place with Delivery Partners. SLAs will detail the requirements of ESIF and the expectations that the Combined Authority has of delivery partners.</p> <p>Sub-contractors will be procured and evaluated on the previous experience and capacity to deliver the project specification. Once contracts are in place, they will detail requirements and expectations of sub-contractors.</p> <p>The performance of both Delivery Partners and Sub-contractors will be monitored on a monthly basis in line with the process detailed.</p> <p>At a strategic programme level, the Project Executive Group will oversee and monitor [re]boot as a whole and charge the Contract Manager with responsibility for ensuring the programme's continued adherence to all ESIF funding requirements.</p> <p>The programme will be overseen and governed by the Economic Services Performance Group. This group comprises of the Executive Head of Economic Services, our Head of Employment and Skills, Skills Funding Manager and the Contract Manager. The group is chaired by the Executive Head of Economic Services.</p> <p>The group will meet quarterly to review delivery progress and oversee the programme from a financial and performance perspective. Its primary concern will be to ensure that the programme as a whole is delivering against the funding contract and that action is taken as necessary to minimise risk.</p> <p>Periodically across the duration of the project, the Combined Authority will conduct informal internal audits of expenditure to ensure continued compliance with eligibility criteria and that supporting evidence is in place to substantiate claims.</p>

This page is intentionally left blank

## Scheme Summary

<b>Name of Scheme:</b>	<b>Web3</b>
<b>PMO Scheme Code:</b>	WYCA-INT-003
<b>Lead Organisation:</b>	The West Yorkshire Combined Authority
<b>Senior Responsible Officer:</b>	Roger Baker, Head of Communications
<b>Lead Promoter Contact:</b>	Guy Shrimpton, Head of Digital Communications
<b>Case Officer:</b>	James Bennett, Programme Manager

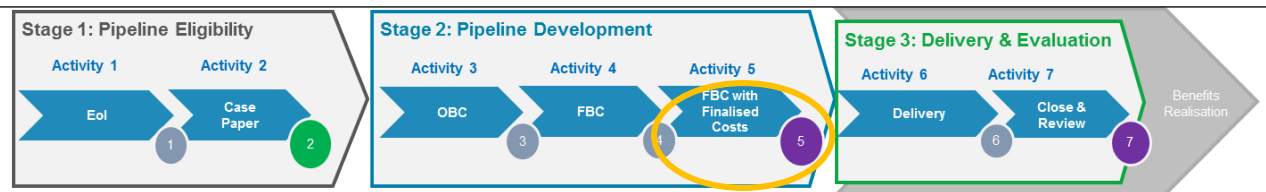
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	Funded through the Combined Authority's internally funded capital programme
<b>Growth Fund Priority Area (if applicable):</b>	n/a

<b>Approvals to Date:</b>	Decision point 3 approved
<b>Forecasted Full Approval Date (Decision Point 5):</b>	27 June 2018
<b>Forecasted Completion Date (Decision Point 6):</b>	End December 2018

<b>Total Scheme Cost (£):</b>	£300,000
<b>Combined Authority Funding (£):</b>	£300,000
<b>Total other public sector investment (£):</b>	0
<b>Total other private sector investment (£):</b>	0

<b>Is this a standalone Project?</b>	Yes but with synergies with the Corporate Technology Programme
<b>Is this a Programme?</b>	No
<b>Is this Project part of an agreed Programme?</b>	No – but consideration could be to include the project within the Corporate Technology Programme governance structure.

#### Current Assurance Process Activity:



#### Scheme Description:

The project is focused on the design, development and launch of a new website for West Yorkshire Combined Authority. It aims to deliver improved value for money and reliability for our approximately 1 million unique visitors per month, through consolidating all of the Combined Authority's existing websites (including those of Combined Authority, Local Enterprise Partnership, Invest, City Connect, Metro, Tickets and Passes and possibly MCard) into a single website.

It will deliver a more efficient, cost effective and user-friendly online portal by reducing licencing of multiple systems, Service Level and support agreements with multiple agencies, developments and upgrades, multiple hosting arrangements plus the staff time and training required to manage these various systems. The site will be used as a platform to showcase the Combined Authority brand and share a wide breadth of information on what the organisation does, in a single place. There are also plans to provide a platform for the five West Yorkshire councils and York Council to publish news to a wider audience.

It builds upon the work delivered as part of Web2 programme to move to a consistent new Content Management System (CMS). The project is seen as a key deliverable of the emerging Corporate Technology Strategy, specifically an extension of the Website Harmonisation strand, and the core deliverable of 'Pillar 1: A platform for a single organisation' in the Digital Strategy. Both of these aim to provide the organisation with a quality external communications and an engagement platform in a single technology that better meets the needs of the business.

<b>Business Case Summary:</b>	
<b>Strategic Case</b>	<p>As a result of the Combined Authority being formed by a number of previous bodies coming together as one, the organisation's online presence is currently displayed on separate websites, which are hosted on four Content Management Systems (CMS) and supported by different agencies. There are efficiencies which can be made in relation to, functionality and operations. Navigation could also be improved for users.</p> <p>The project aims to rationalise the digital landscape through the integration of the existing websites into a single website.</p> <p>The project is closely aligned with the emerging Corporate Technology Strategy, specifically the Website Harmonisation strand, and the digital strategy, which aim to deliver quality external communications and an online platform that meets the needs of the organisation.</p>
<b>Commercial Case</b>	<p>The project is needed in order to:</p> <ul style="list-style-type: none"> <li>• rationalise the organisation's online landscape from both a user and 'back office' perspective</li> <li>• bring together all of the content of the existing websites into one place, to make it easier to access information and increase the transparency of our decision making</li> <li>• provide a professional digital platform to showcase the Combined Authority brand.</li> </ul> <p>The completion of the project will not only prepare the ground for the organisation to move forward should devolution or any level of increase to its remit be approved, but also ensure that the organisation is perceived as suitably professional and impactful both to government and business audiences.</p>
<b>Economic Case</b>	<p>The capital cost is £300,000 and the savings equate to an estimated £42,055 saved from revenue plus a potential £74,000 saved from further developments on existing sites. This saving is based on replacing a collective revenue cost to the organisation of £85,055.</p> <p>Although the outright costs outweigh the outright benefits and savings, the project will provide the platform for long-term gain via improved positioning, improved awareness of what the organisations does and what it offers, as well as increased value for money from our wider efforts that include improved promotion of and support for delivery of the Growth Deal.</p>

<b>Financial Case</b>	<p>This project will draw down the entire funding on approval of this full business case with costs to commence work with approved partner on design and build of the Web3 site.</p> <p>The estimated capital costs of £300,000 are based on market experience and initial discussions. The full cost plan and timetable will be created in agreement between partner agency and project board, and update shared to Transformation Programme and ICT Programme Board.</p> <p>The new site will cost approx. £30,000 in support plus continued £13,000 in hosting at a total of £43,000.</p> <p><b>This equates to a total revenue cost of £85,055 of which this project will save £42,055 (approx) and £74,000 from other sources.</b></p>
<b>Management Case</b>	<p>The project delivery will be managed by Guy Shrimpton, Head of Digital.</p> <p>The day to day running of the project delivery will be managed by the partner agency, supported by a small project team to review progress and any deliverables.</p> <p>There will be a monthly update / meeting with Project Board that includes Senior Supplier from ICT, at least two Senior Users from wider organisation (see appendix 2 for membership). There will be weekly updates provided to Transformation change programme. There will be a monthly update (plus ad hoc updates as required) to ICT Programme Board and Technology Advisory Group.</p>

## Scheme Summary

<b>Name of Scheme:</b>	<b>Door-to-Door Digital Transport Hub</b>
<b>PMO Scheme Code:</b>	DFT-LPTIP-006f
<b>Lead Organisation:</b>	West Yorkshire Combined Authority
<b>Senior Responsible Officer:</b>	Dave Pearson
<b>Lead Promoter Contact:</b>	Joanne Volpe / Kate Gifford
<b>Case Officer:</b>	Ben Manuja

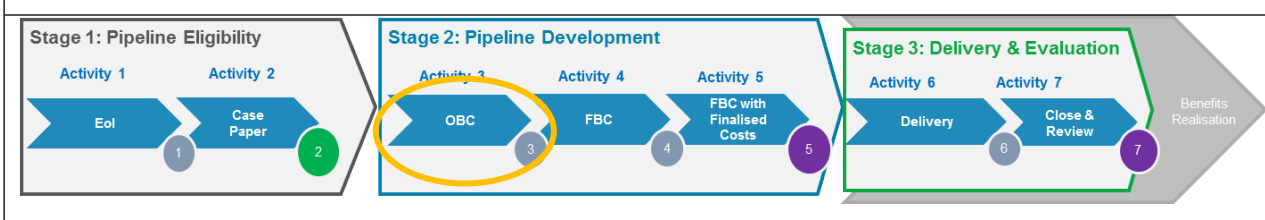
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	Leeds Public Transport Investment Programme (LPTIP) – Grant
<b>Growth Fund Priority Area (if applicable):</b>	Priority 4 – Infrastructure for Growth

<b>Approvals to Date:</b>	Decision point 1 & 2 through LPTIP – June 2017
<b>Forecasted Full Approval Date (Decision Point 5):</b>	1 October 2019
<b>Forecasted Completion Date (Decision Point 6):</b>	31 March 2021

<b>Total Scheme Cost (£):</b>	£1.478 million
<b>Combined Authority Funding (£):</b>	£1.227 million
<b>Total other public sector investment (£):</b>	A revenue contribution to gross project costs of £0.25m is envisaged. It is likely that the majority of these funds will be sourced from individual service users, statutory and third sector organisations. However, the sources for this have not been finalised at this time, meaning the final split between public and private (third) sector investment is cannot be confirmed
<b>Total other private sector investment (£):</b>	

Is this a standalone Project?	Yes
Is this a Programme?	No
Is this Project part of an agreed Programme?	Yes – This funding is from the Leeds Public Transport Investment Programme (LPTIP). Funding of £173.5 has been approved from the DfT for this programme.

#### Current Assurance Process Activity:



#### Scheme Description:

The project will provide a **Digital Hub and call centre** offering **information and access to door-to-door transport** in Leeds. Initially this will focus on providing information to older and disabled residents and their carers on the door-to-door transport available across the City, specific information for support workers and agencies, assistance to transport providers for recruitment of volunteers (especially drivers) and a multi-agency brokerage portal through which to access the transport services. Over time it is intended to add to these functions and broaden the relevance of the Hub to all in the community.

The brokerage portal will **allow multiple independent transport agencies to offer spare capacity by way of driver and/or vehicle resource to meet currently unmet transport demand**, provided in the form of a new door-to-door transport service. This will be piloted first in postcodes LS10 and LS11 and focus initially on health demands but has the aim to be rolled out to all of Leeds and serve all journey purposes, once proven.

This bid for the project seeks funds to support development from Outline Business Case to Full Business Case and provides indicative information at this stage for implementation beyond Full Business Case.

#### Business Case Summary:

Strategic Case	This project forms part of a package of measures that will be delivered through the DfT approved Leeds Public Transport
----------------	---



	<p>Investment Programme.</p> <p>Although significant investment has been made into improving connections into and across Leeds, there are gaps in transport provision within and between the surrounding communities. Leeds City Council and the Combined Authority have two key ambitions for improving transport connections in these communities:</p> <p>To better connect within communities and to one another – to increase the sharing and access to services and reduce social isolation.</p> <p>To better connect residents to health services – to enable residents to better access doctor's surgeries, clinics and hospitals, which is currently challenging and sometimes impossible to do via public transport</p> <p>The overarching ambition is to develop a more responsive transport landscape with consistent levels of access and ability to travel across Leeds.</p>
Commercial Case	<p>Initial research carried out by The Centre for Ageing Better shows an indicative demand estimate for an additional 4,000 journeys per day for older and disabled residents in the Leeds area.</p> <p>The Outline Business Case shows that there is significant potential for vehicle co-ordination if providers pursue greater transport integration. It is this capacity in different providers at different times that can be combined, initially to resource a new service throughout the day. It also indicates that increasing integration over time could potentially unlock further capacity and efficiency improvements across all services, meaning more could be done with the same level of current resources.</p>
Economic Case	<p>The project forms part of the Leeds Public Transport Investment Programme, which will deliver many significant improvements to transport in the Leeds area.</p> <p>The indicative Benefits-cost Ratio (BCR) identified of 6.44:1 is somewhat lower than those identified by the published social value studies used to inform its calculation, as a result of the initial set up costs being included in its calculation. As is common with calculations of social value, it offers a very high financial return for investment, significantly exceeding the 1:1 BCR sought for reconnecting communities in the Public Transport Investment Programme.</p> <p>The benefits generated at March 2021 divide roughly 50/50 between those for the individual and those for the wider community, including the public purse in the case of health and social care</p>

	savings, retailers in terms of the shopping journeys enabled and economic development in terms of jobs, skills and volunteer hours generated.
Financial Case	<p>A breakdown of costs has been included in the business case. The project will require a project development cost of £339,000 to work the project up to a full business case.</p> <p>The delivery phase will require funding of £650,000, and £238,000 to cover maintenance, risk, contingency and inflation.</p> <p>Revenue costs are estimated to be in the region of £250,000 for the pilot phase of the scheme to March 2021. These will be met from existing funding sources listed below.</p> <ul style="list-style-type: none"> <li>• Grant funding from the Foundation Trust</li> <li>• Grant funding from the Foundation for Integrated Transport</li> <li>• Passenger Fares</li> <li>• Personal Budget</li> <li>• Concessionary Fares reimbursement</li> <li>• Combined Authority budget for supported local bus services</li> <li>• Leeds Clinical Commissioning Group budget</li> <li>• General Practitioner budgets</li> <li>• Leeds City Council Public Health budget</li> <li>• Providers charge for trips at marginal cost, as opposed to full cost recovery</li> <li>• Contribution in Kind (ie Volunteer Drivers)</li> </ul> <p>Further clarification on these revenue costs will be provided in the Full Business Case.</p> <p>It is envisioned that in the future an online booking service would streamline the passenger experience and back office administration processes. However, it is accepted that in the short-term, call centre facilities would be required because of the age and user profile.</p>
Management Case	<p>Leeds City Council will undertake the role of lead promoter following acceptance of the outline business case and has confirmed its willingness to do this in writing to the Project Steering Group. As a local authority it is well placed to take on this role and have the necessary capacity, resources and skills to take the project forward. The project will be located in Leeds City Council's transport department. The council currently does not have the</p>

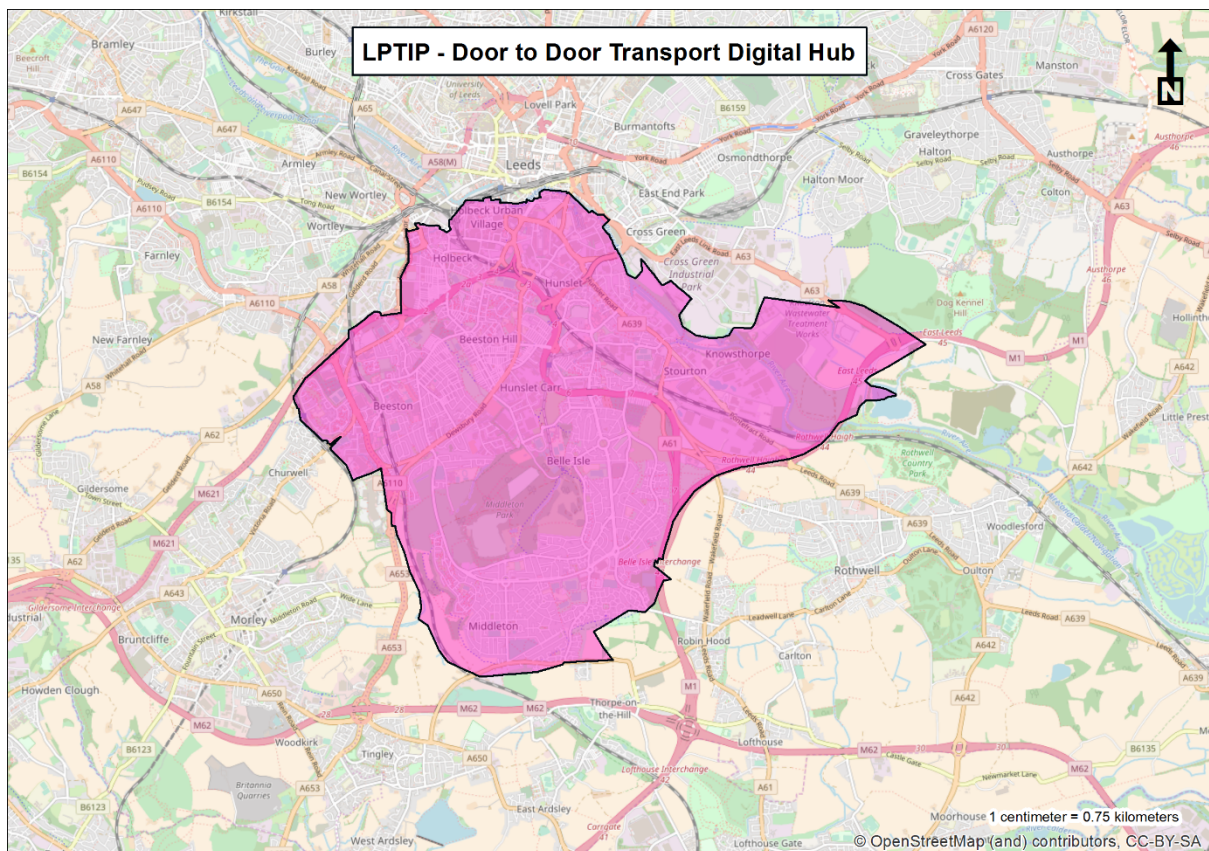
resource/expertise in place but has achieved agreement to recruit in order to establish a project management office that will oversee the project.

The Combined Authority and Leeds City Council adopt and apply the PRINCE2 and Managing Successful Programmes (MSP) methodologies and it is proposed to use these for developing and delivering this project.

Neither a Project Initiation Document (PID) nor Project Execution Plan has been produced at this time but a PID will form part of the inception process for project development between outline and full business case.

The project will be incorporated into Leeds City Council and the Combined Authority's overall governance model for Public Transport Investment Programme projects.

To manage the change management process, Leeds City Council will set up a project board to oversee implementation, financial savings and quality of the output. A project manager will coordinate the project and a project working group to provide technical expertise and support operational change.



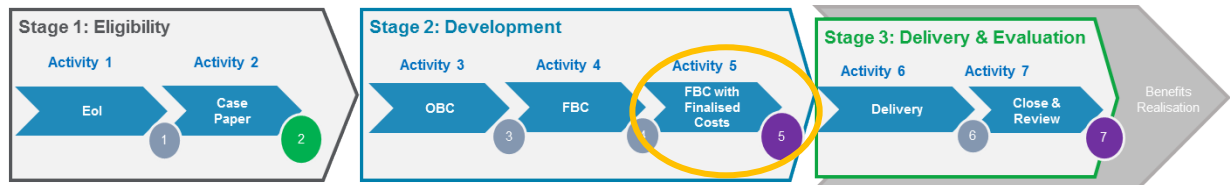
This page is intentionally left blank

## Scheme Summary

<b>Name of Scheme:</b>	<b>Energy Accelerator</b>
<b>PMO Scheme Code:</b>	GD-PA3-002
<b>Lead Organisation:</b>	West Yorkshire Combined Authority
<b>Senior Responsible Officer:</b>	Currently under recruitment
<b>Lead Promoter Contact:</b>	Jacqui Warren Jacqui.warren@westyorks-ca.gov.uk 07973944841
<b>Case Officer:</b>	Peter Coello
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	Growth Deal
<b>Growth Fund Priority Area (if applicable):</b>	Priority Area 3 – Clean Energy & Environmental Resilience
<b>Approvals to Date:</b>	Outline business case approved by Combined Authority 5 October 2017; <ul style="list-style-type: none"> <li>- To pass through decision point 4 to activity 5</li> <li>- Approval to spend £640,000 Local Growth Fund (LGF)</li> <li>- Indicative approval to the £2.997 million ELENA European Investment Bank (EIB) energy efficiency scheme funding</li> <li>- Development costs £180,000 approved from LGF</li> </ul>
<b>Forecasted Full Approval Date (Decision Point 5):</b>	17 August 2018 (Combined Authority Managing Director)
<b>Forecasted Completion Date (Decision Point 6):</b>	1 August 2021
<b>Total Scheme Cost (£):</b>	£3.817 million
<b>Combined Authority Funding (£):</b>	£820,000 Local Growth Fund
<b>Total other public sector investment (£):</b>	3.513 million Euros (to be funded from the European Investment Bank ELENA Fund)
<b>Total other private sector investment (£):</b>	n/a

<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, approved by the Combined Authority

#### Current Assurance Process Activity:



#### Scheme Description:

The Energy Accelerator is an innovative project development programme that offers specialist expertise to local low carbon projects. The Accelerator will act as an 'enabler' to low carbon and energy efficiency projects, moving them from concept to the point of investment.

The Energy Accelerator (Accelerator / EA) will provide a project development support service to remove current barriers relating to a lack of project development funding and expertise for energy efficiency schemes. This current lack of support is preventing investment in low carbon capital projects across the Leeds City Region (City Region). It will provide a service to the public, private, academic and community sectors to develop projects around three key themes:

- Commercial and domestic retrofit including integration of renewable energy into the built environment.
- District heat networks.
- Streetlighting.

While the Accelerator will not deliver capital programmes, it will bridge a current market failure by providing robust technical and commercial advice that will enable projects to develop and proceed to implementation. It is anticipated that it will enable a minimum of £60 million of capital investment in low carbon projects to be realised across the City Region.

#### Business Case Summary:

<b>Strategic Case</b>	<ul style="list-style-type: none"> <li>- The key strategic drivers for the project are outlined;</li> <li>- Demonstrates clear contribution to the Strategic Economic Plan (SEP) and other regional (clearly references City Region activities) and national strategies;</li> <li>- Explanation clearly provided to why Combined Authority Funding is needed; to act as match funding for the EIB ELENA grant;</li> <li>- Stakeholders and engagement have been comprehensively listed.</li> </ul>
-----------------------	--



<b>Commercial Case</b>	<ul style="list-style-type: none"> <li>- Market demand has been evidenced and justified;</li> <li>- Combined Authority (via INTEND) open (no framework utilised) OJEU tender procedure undertaken;</li> <li>- Preferred bidder identified for managed service provider</li> <li>- The Accelerator's low carbon projects across will require Service Level Agreements;</li> <li>- Combined Authority delivery team to be established;</li> <li>- Risk allocation &amp; transfer is outlined in the EA's Governance and Appraisal Framework. A risk register has been established;</li> <li>- Complies with State Aid Regulations (noting that the EIB ELENA Grant is not subject to implication therefore only the LGF element is in compliance);</li> <li>- Complies with VAT recover and European Investment Bank (EIB) requirements</li> </ul>
<b>Economic Case</b>	<ul style="list-style-type: none"> <li>- Economic Case review by Combined Authority Research and Intelligence Team;</li> <li>- List of Six options considered. A full appraisal is outlined. Critical success factors were considered against all options</li> <li>- Wider Scheme Benefits have been listed comprehensively;</li> <li>- Low Carbon and Environmental Scheme Benefits have been listed comprehensively;</li> <li>- Option F is the preferred option (apply for ELENA funding, utilising LGF as 15% match). This option provides the best opportunity to provide high levels of revenue finance to enable delivery of the pipeline of low carbon and energy efficiency projects. Legal obligations on the CA from the EIB ELENA contract: <ul style="list-style-type: none"> <li>o I.4.3. The amount of the Investment Programme as defined under Article I.4.4 to be prepared under the Project Development Services supported by this agreement must represent at least 20 times the amount of the total contribution by the Bank as defined under Article I.4.2 (Leverage Factor).</li> <li>o I.4.4. The amount of the Investment Programme corresponds to the sum of: <ul style="list-style-type: none"> <li>(a) the investment occurred during the contract period which has been directly supported by the Project Development Services under this agreement; and</li> </ul> </li> <li>o the estimated value of the contract for further investment which has been supported by the Project Development Services under this agreement, as published in the relevant notice relating to the procurement procedure for this investment and in accordance with applicable procurement rules</li> </ul> </li> <li>- Other added value benefits (non-contractual): <ul style="list-style-type: none"> <li>o Lever in ELENA revenue funding, providing a high level of match to LGF;</li> <li>o Provide the largest pot of funding for supporting the pipeline of projects, thereby enabling more barriers to be overcome, the outcomes to be achieved and additional benefits realised.</li> <li>o This is the model that the LGD was approved on and the ELENA funding.</li> </ul> </li> <li>- In addition, it is estimated to deliver the following: <ul style="list-style-type: none"> <li>o Bring at least 20 low carbon schemes to a point of commercial</li> </ul> </li> </ul>

	<p>readiness</p> <ul style="list-style-type: none"> <li>Secure £3.5million euros of revenue funding to support at least 20 low carbon projects by 2021</li> <li>Deliver at least £59million of capital projects through the support offered by the Accelerator</li> <li>Create over 500 temporary / and or permanent jobs</li> <li>Save an estimated 47GWh of energy from energy efficiency projects per annum</li> <li>Save an estimated 28 GWh of clean energy per annum</li> <li>Deliver 25,000 tonnes of CO<sub>2</sub>(t) savings per annum (from implementation)</li> </ul> <p>Please note these are estimates and will be refined in line with finalised pipeline of projects supported through the Accelerator.</p> <p><u>Monetarised benefits (upper limit);</u></p> <p>Discounted benefits to 2036 (for the 20 projects in the pipeline (May 2017 ELENA Application)):</p> <p>Net change in energy valued at £568.7 million  Net change in emissions valued at £243.8 million  Net air quality impact valued at £14.2 million  NPV (Net Present Value) @ £826.8 million  Annualised NPV of £28.7 million  Changes in CO<sub>2</sub>e emissions:</p> <ul style="list-style-type: none"> <li>- Net emissions change in the traded sector -0.725 Mt CO<sub>2</sub>e</li> <li>- Net emissions change in the non-traded sector -3.867 Mt CO<sub>2</sub>e</li> </ul> <p>Lower limit;</p> <p>Discounted benefits to 2022 (for the 20 projects in the pipeline (May 2017 ELENA Application)):</p> <p>Net change in energy valued at £183.7 million  Net change in emissions valued at £74.3 million  Net air quality impact valued at £4.7 million  NPV (Net Present Value) @ £262.8 million  Annualised NPV of £9.1 million  Changes in CO<sub>2</sub>e emissions:</p> <ul style="list-style-type: none"> <li>- Net emissions change in the traded sector -0.332 Mt CO<sub>2</sub>e</li> <li>- Net emissions change in the non-traded sector -1.161 Mt CO<sub>2</sub>e</li> </ul>
--	--



<b>Financial Case</b>	<ul style="list-style-type: none"><li>- Total Project outturn cost; £3.816 million (revenue only scheme)</li><li>- Contingency; £100,000</li><li>- The Accelerator is funded through:<ul style="list-style-type: none"><li>1) £820,000 LGF (of which some is allocated as 15% match funding towards the ELENA grant); and</li><li>2) EUR 3.513 million EIB ELENA funding (£2.996 million)</li></ul></li><li>- Payback/ generation of commercial return; no</li><li>- Main financial risks:<ul style="list-style-type: none"><li>- The EIB will contribute a maximum of 85 percent (EUR 3,513,847; £2.997 million) of the total project costs for the Accelerator. The remaining 15 percent will be funded by the Combined Authority, using previously approved LGF.</li><li>- The contract requires an investment programme to deliver investment (either actual investment in a project or a published procurement for a forthcoming investment) that is at least 20 times the bank's contribution. This 1:20 leverage requirement translates into the Accelerator delivering EUR 70 million (£60 million) of capital investment. The investment programme must also be delivered with 3 years.</li><li>- At the time of applying for the ELENA funding, the pipeline of low carbon projects developed by the Combined Authority with its partners was projected to attract £98 million (EUR 115 million) of capital investment (1:33 leverage factor).</li><li>- The ELENA grant is paid in instalments. The second payment will be reduced if less than 70 percent of the first tranche of funding has been spent at the 18 month milestone.</li><li>- As the payments are in Euros at the prevailing rates, the Combined Authority will need to manage the fixed rate risks.</li></ul></li><li>- Other unique risks;<table><tr><td>Risk of reduced 2<sup>nd</sup> EIB payments at the 18 month mid-point due to under performance</td></tr><tr><td>Risk of reduced final payment from the EIB at the completion of the programme (after the full 3 years) due to under performance</td></tr><tr><td>The Combined Authorities PAT / Leadership do not approve the final approvals and recommendations to enable the Accelerator to be established</td></tr><tr><td>Out of date pipeline of projects due to EIB delays in awarding the funding</td></tr><tr><td>Project Sponsors fail to use the EA</td></tr></table></li></ul>	Risk of reduced 2 <sup>nd</sup> EIB payments at the 18 month mid-point due to under performance	Risk of reduced final payment from the EIB at the completion of the programme (after the full 3 years) due to under performance	The Combined Authorities PAT / Leadership do not approve the final approvals and recommendations to enable the Accelerator to be established	Out of date pipeline of projects due to EIB delays in awarding the funding	Project Sponsors fail to use the EA
Risk of reduced 2 <sup>nd</sup> EIB payments at the 18 month mid-point due to under performance						
Risk of reduced final payment from the EIB at the completion of the programme (after the full 3 years) due to under performance						
The Combined Authorities PAT / Leadership do not approve the final approvals and recommendations to enable the Accelerator to be established						
Out of date pipeline of projects due to EIB delays in awarding the funding						
Project Sponsors fail to use the EA						
<b>Management Case</b>	<ul style="list-style-type: none"><li>- Promotor; Combined Authority;</li><li>- Preferred managed service provider identified</li><li>- Delivery controls; Accelerator governance and appraisal framework, PRINCE2 and Combined Authority Assurance Process;</li><li>- Management documentation in place;<ul style="list-style-type: none"><li>o Risks</li><li>o Communications and Stakeholder Management</li><li>o Benefits realisation</li></ul></li></ul>					

This page is intentionally left blank



---

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

**Date:** 5 September 2018

**Subject:** Leeds City College, Quarry Hill - Project Update

---

**Director:** Melanie Corcoran, Director of Delivery

**Author(s):** Nicholas Kiwomya

---

## 1. Purpose of this report

- 1.1 To update on the current status of the Leeds City College Quarry Hill Skills Capital Project and to consider the following, subject to the conditions outlined in the exempt Appendix 1:
- The proposal to release the remaining grant balance (less retention).
  - The approval for the College to drawdown against the previously approved loan facility for a loan of up to £6.5 million.
  - The lifting of the Combined Authority's restriction on the Technology Campus.

## 2. Information

- 2.1. On 1 December 2016 the Combined Authority approved the full business case and funding for the Leeds City College, Quarry Hill project. The approval was for a £33.4 million grant with an in principle agreement for a cash flow (loan) facility of up to £8.8 million.
- 2.2. Once completed the project will deliver 15,000 sqm of new build floor space at Quarry Hill and 6,000 sqm refurbished floor space to the College's existing Park Lane campus, and will include disposal of a number of assets.
- 2.3. The Combined Authority's funding package was subject to the College addressing some outstanding risks and completing legal negotiations, including the requirement for the College to repay to the Combined Authority

any funding surplus realised from the three assets to be disposed of as part of the project.

- 2.4. Construction work for the 11-storey development began in July 2017. The new Quarry Hill campus will become the college's Creative and Digital Arts and Health and Social Sciences departments. It will also house new space for the expansion of Leeds College of Music (LCoM) recording studio facilities for music courses. Construction work is expected to be complete by August 2019, ready for use in the 2019/20 academic year.

- 2.5. An update on the project is outlined in exempt **Appendix 1**.

### **3. Financial Implications**

- 3.1. The financial implications are explained in exempt **Appendices 1 and 2**.
- 3.2. The indicative drawdown and repayment schedule for the £6.5m loan facility is outlined in **Appendix 2**.

### **4. Legal Implications**

- 4.1. The information contained in **Appendix 1 and Appendix 2**, is exempt under paragraph 3 of Part 1 to Schedule 12A of the Local Government Act 1972 as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that the public interest in maintaining the content of the appendix as exempt outweighs the public interest in disclosing the information as publication could prejudice current and future decision making.

### **5. Staffing Implications**

- 5.1 There are no staffing implications

### **6. External Consultees**

- 6.1 The College and external legal advisors have been consulted.

### **7. Recommendations**

- 7.1 That the update on the current status of the Leeds City College Quarry Hill Skills Capital Project be noted.
- 7.2 The Investment Committee recommend delegation to the Combined Authority's Managing Director that:
  - (i) The remaining grant balance (less retention) is released, subject to the conditions outlined in paragraph 8 of exempt Appendix 1.
  - (ii) Approval be given for the College to drawdown against the previously approved loan facility for a loan of up to £6.5 million, subject to the conditions outlined in paragraph 10 of exempt Appendix 1.

- (iii) The Combined Authority's restriction on the Technology Campus be lifted, subject to the conditions outlined in paragraph 8 of exempt Appendix 1.

## **7. Background Documents**

7.1 None

## **8. Appendices**

Exempt Appendix 1 – Leeds City College, Quarry Hill – Detailed project update

Exempt Appendix 2 - Summary of financial drawdown and repayments

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank



Document is Restricted

This page is intentionally left blank



---

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

**Date:** 5 September 2018

**Subject:** **European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD)**

---

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

**Author(s):** Heather Waddington

---

## **1. Purpose of this report**

- 1.1 To consider the outline applications for SUD, part of the ESIF Programme, and provide advice to the Combined Authority, in its role as the Intermediate Body (IB).

## **2. Information**

- 2.1 On 8 March 2017, the Investment Committee considered and noted the roles and responsibilities relating to Intermediate Body (IB) status delegated to West Yorkshire Combined Authority in order to deliver the SUD Strategy, part of the ESIF Programme.
- 2.2 The Committee, in its advisory role, provided advice on the draft SUD Call at its meeting in June 2017, which was subsequently agreed by the Combined Authority, at the 29 June 2017 meeting, for it to be published July 2017 by the Managing Authority (MA), Ministry of Housing, Communities and Local Government (MHCLG).
- 2.3 The Combined Authority selected the projects to progress to full application stage following final reconciliation to the available budget by the MHCLG as MA for the funds. This resulted in four out of the five selected projects asked to progress to full application in February 2018, with one project placed on a reserve list should funds become available. Given the high attrition rate a new Call was published on Friday 8 June 2018 and closed 27 July 2018 by the MA. The Call was not materially changed from that previously approved. The Call grant value was £12m.

### **The Call for SUD outline applications**

- 2.4 The Call was published on Friday 8 June 2018 and closed 27 July 2018 for outline applications. In response to this Call eight outline applications have

been received and which are presented to the Investment Committee (IC). Advice of the IC is sought to support the Combined Authority, acting as the IB for SUD, to inform its decision(s) with regard to project selection.

- 2.5 The assessment of the outline applications are attached to this report as **Exempt Appendices 2 – 9** together with a covering note (**Exempt Appendix 1**). The IC is requested to consider the content of the outline assessments and the suggested prioritised list, and provide advice with a view to recommending the list of prioritised projects for selection to the Combined Authority at its meeting on 11 October 2018.

### **Selection Process and Assessment Form**

- 2.6 The selection process for SUD, part of the ESIF programme, has been set out in guidance notes issued to the IB by MHCLG, as the MA.

- 2.7 The IB has assessed each outline application for local strategic fit based on the Leeds City Region ESIF SUD Strategy. In considering the strategic fit a qualitative approach has been used to assess the following to come to an overall view:

- Does the proposed operation contribute to the needs/opportunities identified in the Call to which it is responding?
- Does the proposed operation align to the local growth needs set out in the local ESIF (SUD) Strategy?

- 2.8 In addition the Combined Authority as IB will take into account advice from the IC to support the MA's assessment of:

- 2.8.1 Value for money – the operation must represent value for money. In assessing value for money, the MA takes account of:

- efficiency: the rate/unit costs at which the operation converts inputs to the fund outputs;
- economy: the extent to which the operation will ensure that inputs to the operation are at the minimum costs commensurate with the required quality;
- effectiveness: the extent to which the operation contributes to programme output targets, results and/or significant strategic impact at the local level;
- that the investment will deliver activities and impacts that would not otherwise take place.

- 2.8.2 Deliverability

- The operation is deliverable within the requirements of the fund specific operational programme taking into account risks, constraints and dependencies.
- Evidence has shown that this type of operation is effective, the risks have been considered and appropriate mitigations put in place.

2.9 Assessment forms are designed and owned by MHCLG. The Assessment form is split in to 5 sections and each completed by either the IB or the MA as follows:

- Part 1, summary project details - completed by MHCLG
- Part 2, the gateway assessment - completed by MHCLG
- Part 3, the IB's assessment - completed by the Combined Authority
- Part 4, the MA's assessment - completed by MHCLG
- Part 5, selection decision - completed by the Combined Authority (5a) and MHCLG (5b).

2.10 Following the IC's advice the IB will finalise its assessment and advice to the MA and make its selection decision and forward the form to the MA, who will then finalise its assessment (taking account of the advice provided by the IB), and make its selection decision.

### **Undertaking the Assessment**

2.11 In line with the agreed IB Conflict of Interest Statement and Operating Protocol – all outline applications have been considered by the Appraisal Team, under the responsibility of the Head of Research and Intelligence from the Combined Authority, who have undertaken their own assessment in line with the criteria outlined above. Their findings are presented to the IC at the meeting. Where projects are flood related the Environment Agency has also been consulted with regard to deliverability. In addition to officers from the Appraisal team the MA will also be in attendance and can respond to questions raised by IC members regarding the assessment as required.

2.12 Only projects that pass both the IB's and the MA's selection criteria will be invited to submit a full application. A failure to meet either the IB's or the MA's selection criteria will result in rejection of the project.

2.13 If the total value of projects that pass both the IB's and the MA's selection criteria does not exceed the budget attached to the Call the MA will invite full applications for these projects.

2.14 However if the total value of projects that pass both the IB's and MA's selection criteria exceeds the indicative budget attached to the Call the MA, taking into consideration the IB's decision in respect of local strategic fit, will reconcile the projects to the budget. If the over bid against the indicative allocation for the Call is modest, and or there appears to be a high risk that a number of projects may fail to progress, the MA, may in consultation with the Combined Authority, choose to invite projects with a total value greater than the indicative allocation to the Call to proceed to full application in expectation that some will fail to proceed and or projects will be prioritised post appraisal.

2.15 If these steps do not resolve the overbid the MA will undertake a reconciliation of the IB's and its own prioritised lists.

- 2.16 Having concluded the assessment process, including any reconciliation to budget, the MA will determine which projects may proceed and be invited to submit a full application and which will be rejected. The MA will, in the spirit of joint working, meet with the Combined Authority at the conclusion of this reconciliation to clarify its decision(s).

### **3. Financial Implications**

- 3.1 MHCLG, as MA for the funds, is responsible for the issuing of Funding Agreements, paying projects and general contract management. The funding within the Strategy (€19.95m) is a notional budget and is part of the ESIF ERDF programme. All finances go directly through MHCLG's accounts not the Combined Authority's.

### **4. Legal Implications**

- 4.1 The information contained in Appendices 1 to 9 is exempt under paragraph 3 of Part 1 to Schedule 12A of the Local Government Act 1972 as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that the public interest in maintaining the content of the appendices as exempt outweighs the public interest in disclosing the information as publication could prejudice current and future decision making.

### **5. Staffing Implications**

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

### **6. External Consultees**

- 6.1 MHCLG have been consulted in their role as Managing Authority in the production of this report.

### **7. Recommendations**

- 7.1 It is recommended that the Investment Committee consider the outline applications and the respective prioritised project list for SUD, part of the ESIF Programme, and provide advice to the Combined Authority, in its role as Intermediate Body.

### **8. Background Documents**

- 8.1 None.

### **9. Appendices**

Exempt Appendices 1 - 9

**MINUTES OF THE MEETING OF THE  
BUSINESS INVESTMENT PANEL  
HELD ON TUESDAY, 12 JUNE 2018 AT COMMITTEE ROOM A  
WELLINGTON HOUSE, LEEDS**

---

**Present:**

Michael Allen  
Jonathan King  
Roger Marsh OBE

Marcus Mills  
Councillor Graham Swift  
Councillor Tim Swift  
Simon Wright (to minute 8)  
Gareth Yates

NatWest Bank  
Medusa Holdings Ltd  
Leeds City Region Enterprise  
Partnership  
BigWord  
Harrogate Borough Council  
Calderdale Council  
Yorkshire Bank  
Ward Hadaway

**In attendance:**

Paul Hyde  
Phil Cole  
Henry Rigg  
Chris Brunold  
Elizabeth Courtney  
Lauren Thomas  
Janette Woodcock

Leeds City Council  
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 were received from Councillors, Judith Blake, Shabir Pandor and Marcus Mills.

In the absence of Councillor Blake, the meeting was Chaired by Councillor Tim Swift.

**2. Declarations of disclosable pecuniary interests**

Simon Wright declared a Pecuniary Interest in Agenda Item 8 Growing Places Fund Loans.

### **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 Appendix 1,2,3 and 4 of Agenda item 7 on the grounds that they are likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present, there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **4. Minutes of the meeting of the Business Investment Panel held on 3 April 2018**

That the minutes of the meeting of the Business Investment Panel held on 3 April 2018 be approved and signed by the Chair.

### **5. Strategic Inward Investment Fund**

The Panel considered a report to outline the current position regarding progress in committing grants through the Leeds City Region Enterprise Partnership (the LEP) Strategic Inward Investment Fund (SIF)

**Resolved:** That the progress report on the Strategic Inward Investment Fund be noted.

### **6. Business Growth Programme**

The Panel considered a report to outline the current position regarding committing grants through the Leeds City Region Enterprise Partnership (the LEP) Business Growth Programme (BGP)

In the private session, the Panel reviewed grant application BGP 964, including a re-appraisal of the applicant's financial position. It was concluded that further information on the progress of the project from the applicant was required

**Resolved:**

- i. That the progress report on the Business Growth Programme be noted.
- ii. That the BGP 964 applicant is requested to provide a progress update for consideration at the July 2018 Panel meeting.

### **7. Implementation of Inclusive Growth Outcomes from the Business Growth Programme**

The Panel considered a report to update on the new inclusive growth criteria and associated conditions for recipients of capital grants on the Business Growth Programme and was asked to provide input.



The City Region's approach to a local inclusive industrial strategy aims to tackle the growing productivity gap and sustainably improve living standards for all. This extends to using the Combined Authority's economic services including the Business Growth Programme – to incentivise businesses to grow in a way that delivers inclusive growth.

The aim of introducing inclusive growth outcomes for the Business Growth Programme is to better target limited public support at those businesses seeking to 'get ahead of the curve' on matters such as in-work progression, apprenticeship opportunities, supporting employees with disabilities, introducing more sustainable travel and boosting productivity.

The Panel expressed support for the proposed approach to delivering the new criteria and associated conditions from July 2018 onwards.

**Resolved:**

- (i) That the forthcoming changes to the criteria for awarding BGP grants related to inclusive growth outcomes be noted.
- (ii) That the Panel's feedback and advice on the proposed implementation plan be noted.

**8. Growing Places Fund Loans**

The Panel considered a report to update on progress in committing loans through the LEP Growing Places Fund and was asked for feedback on the findings from one project which has received an interim review and one project with changed circumstances.

Simon Wright left the meeting prior to discussion of Agenda item 8.

In private session the Panel discussed GPF 305 Interim Review Report, GPF 305 External Consultants Report and GPF 315 Changed Circumstances.

**Resolved:**

- (i) That the update on progress in committing loans through the LEP Growing Places Fund be noted.
- (ii) That the interim review Report be noted
- (iii) That the Panel's feedback on the project with changed circumstances be noted.

This page is intentionally left blank

**MINUTES OF THE MEETING OF THE  
BUSINESS INVESTMENT PANEL  
HELD ON THURSDAY, 9 AUGUST 2018 AT COMMITTEE ROOM A,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

---

**Present:**

Councillor James Lewis (Substitute)  
Councillor Darren Byford  
Councillor Shabir Pandor  
Councillor Graham Swift  
Jonathan King

Leeds City Council  
Wakefield Council  
Kirklees Council  
Harrogate Borough Council  
Medusa Holdings Ltd

**In attendance:**

Neill Fishman  
Lorna Holroyd  
Paul Hyde  
Lauren Thomas  
Kate Thompson  
Leanne Walsh  
Janette Woodcock

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

**9. Apologies for absence**

Apologies were received from Councillor Judith Blake, Michael Allen, Marcus Mills, Gareth Yates and Simon Wright.

**10. Chair of meeting**

**Resolved:** That Councillor James Lewis chair the meeting in the absence of Councillor Judith Blake.

**11. Declarations of disclosable pecuniary interests**

Councillor Darren Byford declared a pecuniary interest in Agenda item 8.

**12. 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 2, 3, 4 and 5 of Agenda item 7 and Appendices 1 and 2 of Agenda item 8 on the grounds that they are likely, in

view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**13. Minutes of the meeting of the Business Investment Panel held on 12 June 2018**

That the minutes of the meeting of the Business Investment Panel held on 12 June 2018 be approved and signed by the Chair.

**14. Governance Arrangements**

The Panel considered a report which outlines that at its meeting on 4 July 2018, the West Yorkshire and York Investment Committee resolved to appoint the Business Investment Panel as an advisory sub-committee.

The Business Investment Panel was asked to note the governance arrangements for the Panel as set out in the report.

**Resolved:** The governance arrangements were noted and following discussion it was agreed that further consideration would be given to the membership of the Panel.

**15. Strategic Inward Investment Fund**

The Panel considered a report which outlined the current position regarding committing grants through the Leeds City Region Enterprise Partnership (the LEP) Strategic Inward Investment Fund (SIIF)

**Resolved:** That the progress report on the Strategic Inward Investment Fund be noted. Members asked for an update on pipeline projects to be provided at the next meeting.

**16. Business Grants Programme**

The Panel considered a report which outlined the current position regarding progress in committing grants through the LEP Business Grants Programme (BGP) and the revised inclusive growth criteria for the Programme.

In private session the Panel discussed grant applications 1098371 and 1098145.

**Resolved:**

- (i) That the contents of the Business Growth Programme report be noted.
- (ii) That following consideration of grant application 1098371 the Panel recommended that the project be approved at a lower level.

- (iii) That following consideration of grant application 1098145 the Panel recommended that the project be approved.

## **17. Growing Places Fund loans**

The Panel considered a report which provided an update on progress in committing loans through the LEP Growing Places Fund. The Panel was asked to note and provide feedback on GPF 315, a project with changed circumstances, and give initial views on the potential reinvestment of recycled GPF funding detailed in Appendix 2 of the report and which would form part of a report to be submitted to the LEP Board in September 2018.

**Resolved:** In private session members considered the changed circumstances to project GPF 315 and discussed the potential use of GPF to support future investment projects.

This page is intentionally left blank