

WEST YORKSHIRE AND YORK INVESTMENT COMMITTEE

**MEETING TO BE HELD AT 2.00 PM ON WEDNESDAY, 5 DECEMBER
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. EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING OF THE WEST YORKSHIRE AND
YORK INVESTMENT COMMITTEE HELD ON 7 NOVEMBER
2018**
(Pages 1 - 12)
- 5. CAPITAL SPENDING & PROJECT APPROVALS**
(Pages 13 - 116)

For Information

- 6. MINUTES OF THE BUSINESS INVESTMENT PANEL HELD ON
6 NOVEMBER 2018**
(Pages 117 - 120)

Signed:



**Managing Director
West Yorkshire Combined Authority**

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**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE AND YORK INVESTMENT COMMITTEE
HELD ON WEDNESDAY, 7 NOVEMBER 2018 AT COMMITTEE ROOM
A, WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Peter Box CBE (Chair)
Roger Marsh OBE (Deputy Chair)
Councillor Barry Collins
Councillor Ian Gillies
Councillor Richard Lewis
Councillor Peter McBride
Councillor Alex Ross-Shaw

Wakefield Council
Leeds City Region Enterprise Partnership
Calderdale Council
City of York Council
Leeds City Council
Kirklees Council
Bradford Council

In attendance:

Councillor Kim Groves
Councillor Eric Firth
Peggy Haywood
Melanie Corcoran
Angela Taylor
Dave Haskins
Sarah Ratcliffe
Henry Rigg
David Shepherd
Tom Murphy
Heather Waddington
Ruth Chaplin

Chair, Transport Committee (to minute 30)
Deputy Chair, Transport Committee (to minute 30)
MHCLG (minute 30 only)
West Yorkshire Combined Authority (to minute 30)
West Yorkshire Combined Authority
West Yorkshire Combined Authority (to minute 27)
West Yorkshire Combined Authority (to minute 27)
West Yorkshire Combined Authority (minute 27 only)
West Yorkshire Combined Authority (minute 27 only)
West Yorkshire Combined Authority (minute 27 only)
West Yorkshire Combined Authority (minute 30 only)
West Yorkshire Combined Authority

22. Apologies for Absence

Apologies for absence were received from Councillor Denise Jeffery.

23. Declarations of Disclosable Pecuniary Interests

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

24. 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 2 to Agenda Item 6, Appendix 1 to Agenda

Item 8 and Appendix 2 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.

25. Minutes of the Meeting of the West Yorkshire and York Investment Committee held on 5 September 2018

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

26. 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 also provided a more detailed update on the Growth Deal programme and the progress of the Corporate Projects and sought endorsement for two existing projects to come forward for additional funding through over-programming of the Growth Deal.

A summary of the capital programme 2018/19 including the outturn forecast was provided in Table 1 and details of expenditure on the Growth Deal programme in quarter 2 of 2018/19 in Table 2. Expenditure for Growth Deal projects, including the West Yorkshire plus Transport Fund was attached at Appendix 1 and it was reported that a further dashboard detailing performance on projects is currently being reviewed with partner councils and will be reported from quarter. A full update on performance will also be provided at quarter 3 and the current achievement of the programme was outlined in the submitted report.

The report also provided an update on programme expenditure risk and mitigation and it was noted that the total risk to possible underspend had reduced and it is anticipated to drop further as activity progresses.

In respect of over-programming, the Committee considered the following two existing projects which have been identified as able to deliver increased outputs if an increased allocation of funding can be agreed:

- Business Growth Programme
- Resource Efficiency Fund

It was noted that main purpose for allowing over-programming on the two projects is not to over-spend against the programme but to compensate for other areas of the programme that are likely to underspend.

The report also provided an update on the implementation of corporate projects including the Wellington House office accommodation project and the corporate technology programme.

Resolved:

- (i) That the progress made in implementing the Combined Authority Capital Programme be noted.
- (ii) That the Investment Committee recommends to the Combined Authority the approval in principle of additional funding from over-programming for the Business Growth Programme and the Resource Efficiency Fund subject to the appraisal of the additional funding requirements through the assurance process.

27. Future of Growing Places Fund

The Committee considered a report which provided an update on the future of the Growing Places Fund (GPF), which had been considered by the Leeds City Region Enterprise Partnership Board (LEP Board).

At its meeting on 20 September 2018, the LEP Board agreed to use the returned funds from the GPF both to support significant ongoing returnable investment and to provide grant funding in order to drive improved productivity and inclusive growth in the City Region. This was supported in principle by the Investment Committee.

The financial implications associated with the future of the Growing Places Fund were set out in the report considered by LEP Board which was attached at Appendix 1 and the details would be worked through as part of the next steps for the fund.

Further updates would be prepared for the Business Investment Panel.

Resolved: That the report and appendix concerning the future of the Growing Places Fund be noted.

28. Capital Spending & 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 (Transport Fund) and Growth Fund at stages 1, 2 and 3 of the Combined Authority's assurance process.

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

- Project Lapwing
- A61S Bus Priority Corridor
- Stourton Park and Ride
- Elland Road Park and Ride Phase 3
- Institute of High Speed Railways and System Integration – Phase 1
- Leeds Enterprise Zone Power Solution

- A650 Bradford to Keighley Corridor (Hard Ings)
- York Outer Ring Road Phase 2 (Monks Cross)

The Committee agreed to defer consideration of the Institute of High Speed Railways and System Integration project pending further information.

It was reported that in respect of the Leeds Enterprise Zone Power Solution, approval to proceed to full business case would be subject to a full quote being received from Northern Power grid.

In respect of the York Outer Ring Road Phase 2 (Monks Cross) project, Members were advised of an amendment to the figures in paragraph 2.141 which should read £3.585 million. It was noted that the total project costs remained the same.

The following schemes that have had change request reports assessed in line with the Combined Authority's assurance process were also considered:

- Rail Park and Ride Programme Phase 1
- Outwood Station Park and Ride
- Access to Capital Grants

In respect of the Rail Park and Ride Programme, Members asked that electric charging points be included as part of the projects.

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

- Clean Bus Technology Fund scheme
- West Yorkshire Urban Traffic Management Control project
- ULEV Taxi scheme
- Natural Flood Management – Calder and Colne
- A629 Phase 1a & Monitoring/Evaluation
- A629 Phase 2 (Halifax bus station)

Summaries of the schemes' business cases were attached as Appendices 2 - 11 of the submitted report.

In addition, the Committee also noted the decision on the Kirklees College Process Manufacturing Centre which had been delegated to the Combined Authority's Director of Delivery following a recommendation from the Combined Authority's Programme Appraisal Team. Details of the project were outlined in the submitted report.

Resolved:

- (i) In respect of Project Lapwing, the Investment Committee recommends to the Combined Authority:

- (a) That the Lapwing project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
 - (b) That an indicative approval to the Combined Authority's contribution of £1million (which will be funded through the Local Growth Fund's Strategic Inward Investment Fund) 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).
 - (c) That future approvals are made in accordance with the assurance 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 report.
- (ii) In respect of A61S Bus Priority Corridor, Leeds, the Investment Committee recommends to the Combined Authority:
- (a) That the A61 South project proceeds through decision point 3 and work commences on activity 5 (full business case with finalised costs).
 - (b) That an indicative approval to the total project value of £14.15 million is given from the Leeds Public Transport Investment 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 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 report.
- (iii) In respect of Stourton Park and Ride, the Investment Committee recommends to the Combined Authority:
- (a) That the Stourton Park and Ride project proceeds through decision point 3 and work commences on activity 5 (full business case with finalised costs).
 - (b) That an indicative approval is given to the total project value of £30.1 million, of which £27.3 million will be funded by the Combined Authority from the Leeds Public Transport Investment 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). This indicative

approval is subject the scheme being successful in gaining ERDF funding for the scheme. In the event that the ERDF bid is not successful an indicative approval of £25.4 million from the Leeds Public Transport Investment Fund will be applied.

- (c) That further development costs of £635,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs).
 - (d) That the Combined Authority enters into an addendum to the existing funding agreement with Leeds City Council to increase by £635,000 from the Leeds Public Transport Investment Fund.
 - (e) That future approvals are made in accordance with the assurance 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 report.
- (iv) In respect of Elland Road Park and Ride Phase 3, the Investment Committee recommends to the Combined Authority:
- (a) That the Elland Road Park and Ride Phase 3 project proceeds through decision point 3 and work commences on activity 5 (full business case with finalised costs).
 - (b) That an indicative approval to the total project value of £5.75 million is given to be funded from the Combined Authority from the Leeds Public Transport Investment 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 further development costs of £165,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) taking the total development cost expenditure approval to £410,000.
 - (d) That the Combined Authority enters into an addendum to the existing Funding Agreement with Leeds City Council to increase by £165,000 from the Leeds Public Transport Investment Fund for expenditure of up to £410,000.
 - (e) That future approvals are made in accordance with the assurance 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 report.

- (v) In respect of the Institute of High Speed Railways and System Integration, the item was deferred pending further information.
- (vi) In respect of Leeds Enterprise Zone Power Solution, the Investment Committee recommends to the Combined Authority:
 - (a) That the project proceeds through decision point 4 (full business case) and work commences on activity 5 (full business case with finalised costs).
 - (b) That an indicative approval to the total project value of £5 million is given which will be funded by the Combined Authority from 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).
 - (c) That future approvals are made in accordance with the assurance 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 report.
- (vii) In respect of A650 Bradford to Keighley Corridor (Hard Ings), the Investment Committee recommends to the Combined Authority:
 - (a) That the Hard Ings Road Improvements, Keighley project proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs).
 - (b) That an indicative approval to the total project value of £10.3 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).
 - (c) That further development costs of £2.718 million are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) to be funded from the West Yorkshire plus Transport Fund, taking the total project approval to £3.86 million.
 - (d) That the Combined Authority enters into an addendum to the existing funding agreement with Bradford City Council for expenditure of up to £3.86 million from the West Yorkshire plus Transport Fund.
 - (e) That future approvals are made in accordance with the assurance 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 report.

- (viii) In respect of York Outer Ring Road Phase 2 (Monks Cross), the Investment Committee recommends to the Combined Authority:
 - (a) That the York Outer Ring Road Phase 2 project proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs).
 - (b) That an indicative approval to Phase 2 to the value of £3.585 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).
 - (c) That future approvals are made in accordance with the assurance 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 report.
- (ix) In respect of Rail Park and Ride Programme Phase 1, the Investment Committee recommends to the Combined Authority:
 - (a) That the change request to the Rail Park & Ride Programme phase 1 re-programming and re-allocation of funds within the programme is approved. This highlights as to which schemes will progress in phase 1 and which schemes will be moved into phase 2.
 - (b) That development costs of up to £150,000 for the Ben Rhydding scheme from West Yorkshire plus Transport Fund are approved, subject to confirmation from the City of Bradford Metropolitan District Council that land will be made available.
 - (c) That the Rail Park and Ride Phase 1 programme-level expenditure approval will increase from £1.161 million to £1.701 million to be funded from the West Yorkshire plus Transport Fund.
 - (d) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (x) In respect of Outwood Station Park and Ride, the Investment Committee recommends to the Combined Authority:
 - (a) That the change request to extend the scope at Outwood Rail

Station is approved to include the provision of an access road.

- (b) That indicative approval is given to the revised scheme costs of £1.540 million which will be funded from the West Yorkshire plus Transport Fund.
 - (c) That additional development costs of £29,400 are approved taking the total expenditure approval for project development to £140,000.
 - (d) That the Combined Authority enter into a funding agreement with Wakefield Council for expenditure up to the value of £130,000.
 - (e) 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 report.
- (xi) In respect of Access to Capital Grants, the Investment Committee recommends to the Combined Authority's Managing Director:
- (a) That the change request to the Access to Capital Grants programme is approved to:
 - Assign £1.75 million of the Local Growth Fund as match funding for the capital grants elements of the proposed extension of both Ad:Venture (£1 million from Local Growth Fund) and Digital Enterprise (£750,000 from Local Growth Fund) schemes, and provide confirmation of the match-funding to support bids for the two schemes for European Regional Development Funding to be led by Leeds City Council;
 - Authorise Leeds City Council to manage the capital grants elements of both Ad:Venture and Digital Enterprise schemes on behalf of the Combined Authority and for the benefit of the Leeds City Region.
 - (b) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.

29. Leeds City College, Quarry Hill - Project Update

The Committee considered a report which provided an update on progress and the due diligence undertaken in respect of the Leeds City College, Quarry Hill project.

Members discussed the update and financial implications, risks and the drawdown and repayment schedule which were provided in exempt Appendix 1.

It was anticipated that the Quarry Hill project will be completed by August 2019 and ready for use in the 2019/20 academic year.

Resolved:

- (i) That the update on progress and the current status of the Leeds City College Quarry Hill Skills Capital Project be noted.
- (ii) That the Investment Committee recommends delegation to the Combined Authority's Managing Director that a loan agreement for £6.5 million to Leeds City College be entered into and for the College to drawdown against the loan facility, subject to the conditions set out in exempt Appendix 1 and with the addition of a further confirmation as agreed at the meeting.

30. European Structural Investment Fund - Sustainable Urban Development

The Committee considered a report on the West & North Chamber of Commerce full application for Sustainable Urban Development (SUD), part of the European Structural and Investment Funds (ESIF) Programme and to provide advice to the Combined Authority, in its role as the Intermediate Body (IB).

The Committee considered the full application provided in the exempt Appendix 1 which had been considered by the Appraisal Team, under the responsibility of the Head of Research and Intelligence from the Combined Authority. Members discussed the proposals and agreed that they appropriately addressed:

- local domestic priorities, development needs/growth conditions and opportunities.
- the contribution and value for money proposed in the context of the Operational Programme and local ESIF Strategy.
- any local issues that need to be taken into account in the development and/or delivery of the project.

It was reported that the project is considered to be sufficiently developed to enable the Managing Authority to issue a funding agreement subject to the proposed conditions set out in the assessment being fully met.

Resolved: That the Investment Committee recommends to the Combined Authority the full application for the project as set out in the exempt Appendix 1.

31. Minutes of the Business Investment Panel held on 31 August 2018

Resolved: That the minutes of the Business Investment Panel held on 31 August 2018 be noted.

32. Draft Minutes of the Business Investment Panel held on 5 October 2018

Resolved: That the draft minutes of the Business Investment Panel held on 5 October 2018 be noted.

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Report to: West Yorkshire and York Investment Committee

Date: 5 December 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 £61.823 million when fully approved, of which £47.474 million will be funded by the Combined Authority. A total expenditure recommendation to the value of £2.898 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
Investor Readiness Support Programme	<p>The project will support small and medium sized enterprises across the Leeds City Region to grow, become productive and provide better quality jobs by supporting them to attract the right amount and type of external investment by the provision of advice.</p> <p>The project closely aligns to priority 1 of the Strategic Economic Plan – Growing Businesses,</p>	<p>Approval to proceed through decision point 2 and work commences on activity 5 (full business case with finalised costs)</p> <p>Total value - £1.429 million</p> <p>Total value of Combined Authority funding - £1.429 million</p> <p>Funding recommendation sought - £0.</p>

Scheme	Scheme description	Decision sought
	<p>The scheme will be funded from ESIF £714,500 and a public match from West Yorkshire Combined Authority via the Leeds City Region Business Rates Pool of £714,500</p> <p>The project will deliver good value for money in terms of cost per output for business support projects of this nature. The unit cost per business supported is £4,750, which is below similar existing ERDF-funded projects</p> <p>The scheme's wider social benefits include allowing businesses to grow and create new jobs.</p>	
<p>Transformational – A1620 Leeds Northern Outer Ring Road Improvements, Leeds</p>	<p>A scheme, which is part of the wider Transformational Programme, to undertake an initial feasibility study to identify what could be delivered from an expansion or upgrade of the Leeds Northern Outer Ring Road (A6120) between Dawsons Corner (A647) and Horsforth Roundabout (A65).</p> <p>The scheme supports delivery of Priority 4 'Infrastructure for Growth' of the Leeds City Region Strategic Economic Plan.</p> <p>The feasibility work will be funded from the Transformational allocation of the West Yorkshire plus Transport Fund.</p>	<p>Approval to proceed through decision point 2 and work commences on the feasibility study which is the only output of this project</p> <p>Total value - £492,500</p> <p>Total value of Combined Authority funding - £392,500</p> <p>Funding recommendation sought - £392,500</p>
<p>Corridor Improvement Programme Phase 1 – A647 Dawsons Corner Leeds</p>	<p>To fully remodel and enlarge the four-arm signal-controlled roundabout, which is the junction of A6120 Outer Ring Road \ B6157 Bradford Road \ A647 Stanningley Bypass \ A647 Bradford Road in Pudsey. The scheme will contribute to goals of the Leeds City Region Strategic Economic Plan (SEP) by improving connectivity and better</p>	<p>Approval to proceed through decision point 3 and commence work on activity 4 (full business case)</p> <p>Total value: £20.159 million</p> <p>Total value of Combined Authority funding: £19 million.</p> <p>Corridor Improvement Programme West Yorkshire plus Transport Fund (£15</p>

Scheme	Scheme description	Decision sought
	<p>connecting people, jobs and goods.</p> <p>The scheme is funded primarily by the West Yorkshire plus Transport Fund Corridor Improvement Programme and partially by Leeds Public Transport Investment Programme.</p> <p>The scheme has a benefit to cost ratio of 11:1.</p> <p>Upgraded facilities for cycling and walking at the junction will encourage active travel and improve general fitness levels. Air quality should improve by both reducing congestion and improving journey reliability to reduce the frequent stopping, idling and acceleration that generate the highest levels of emissions. Landscaping features will also help collect harmful nitrogen oxides and the absorption of carbon dioxide.</p>	<p>million, Leeds Public Transport Investment Programme (£4 million)</p> <p>Funding recommendation sought: £1.599 million</p>
<p>Corridor Improvement Programme Phase 1 - Dyneley Arms</p> <p>Leeds</p>	<p>To provide 'quick win' additional capacity required in the short and medium term to mitigate existing congestion, accommodate continued traffic growth and enable development in the Dyneley Arms junction area of Pool Bank New Road, Pool In Wharfedale. The scheme will contribute to goals of the Leeds City Region Strategic Economic Plan (SEP) by improving connectivity and better connecting people, jobs and goods.</p> <p>The scheme is funded from West Yorkshire plus Transport Fund Corridor Improvement Programme.</p> <p>Dyneley Arms junction scheme currently has a benefit cost ratio of 1.6:1 which will be developed</p>	<p>Approval to proceed through decision point 3 (outline business case) and work commences on activity 4 (full business case).</p> <p>Total value - £2.747 million</p> <p>Total value Combined Authority funding: £2.747</p> <p>Funding recommendation sought: £373,000</p>

Scheme	Scheme description	Decision sought
	<p>further at the next decision point.</p> <p>The scheme is anticipated to also improve journey times, increase journey reliability and potentially reduce carbon dioxide emissions.</p>	
<p>Corridor Improvement Programme Phase 1 – Fink Hill scheme Leeds</p>	<p>To deliver junction improvements which will assist with accessibility to key growth sites in north Leeds by enhancing outer ring road capacity whilst providing safer infrastructure for both pedestrians and cyclists. The scheme will contribute to goals of the Leeds City Region Strategic Economic Plan (SEP) by improving connectivity and better connecting people, jobs and goods.</p> <p>The scheme is funded by the West Yorkshire plus Transport Fund.</p> <p>The preferred option has a benefit cost ratio of 1.05:1.</p> <p>The wider benefits will include, environmental, health and well-being, connectivity, place making, network resilience, severance and improved drainage network.</p>	<p>Approval to proceed through decision point 3 and commence work on activity 4 (full business case)</p> <p>Total value: £4.150 million</p> <p>Total value of Combined Authority funding: £4.150</p> <p>Funding recommendation sought: £404,000</p>
<p>Corridor Improvement Programme Phase 1 – A650 Newton Bar scheme Wakefield</p>	<p>To deliver a major junction improvement of an existing roundabout and approach roads around the A650 at Newton Bar, Wakefield. The scheme will contribute to goals of the Leeds City Region Strategic Economic Plan (SEP) by improving connectivity and better connecting people, jobs and goods.</p> <p>The scheme is to be funded by the West Yorkshire plus Transport Fund.</p> <p>The benefit cost ratio at outline business case is</p>	<p>Approval to proceed through decision point 3 and work commences on activity 4 (full business case).</p> <p>Total value - £6.752 million</p> <p>Total value of Combined Authority funding - £6.708 million</p> <p>Funding recommendation sought - £129,800.</p>

Scheme	Scheme description	Decision sought
	<p>25.6:1 (to be refined at full business case).</p> <p>The scheme's wider social benefits include health benefits by promoting active travel through provision of walking and cycling facilities, and improving air quality through reducing congestion.</p>	
<p>Institute of High Speed Railways and System Integration – Phase 1 Leeds</p>	<p>A scheme to create two initial world-leading test facilities (infrastructure and vehicle) for the new institute in Leeds. The scheme will contribute to the Strategic Economic Plan most specifically to priority 2: skilled people, better jobs.</p> <p>It will be funded through the Combined Authority's Local Growth Fund and University of Leeds match funding.</p> <p>The strategic case includes a high level value for money assessment which indicates that the project will offer good value for money. The benefits include leveraging in investment in the region contributing to job and gross value added increases and establishing an international reputation for Leeds City Region in the sector.</p>	<p>Approval for Phase 1 of the scheme to proceed beyond decision point 3 (outline business case) and work commence on activity 5 (full business case with finalised costs).</p> <p>Total value - £26.093 million</p> <p>Total value of Combined Authority funding - £13.047 million</p> <p>Funding recommendation sought - £0</p>

1.3 This report also presents recommendations for the following scheme that has had a change request report assessed in line with the Combined Authority's assurance process. This schemes has a total funding of value of £34 million when fully approved, all of which will be funded by the Combined Authority. A total expenditure recommendation to the value of £7 million is sought as part of this report for the development and delivery of this scheme. Further details on the scheme summarised below can be found as part of this report.

Scheme	Scheme description	Decision sought
<p>Business Growth Programme</p>	<p>This is an extension to an already successful investment programme providing businesses with grants to accelerate/enable investment leading to the</p>	<p>The change request is to approve a £7 million extension to the expenditure approval of the Business Growth Programme to capitalise on the on-going successful uptake of the</p>

Scheme	Scheme description	Decision sought
	creation or safeguarding of an additional 560 jobs.	scheme by businesses across the region. A £7 million approval to allow the extension of the programme is sought as part of this report, which would take the total expenditure approval for the Business Growth Programme to £34 million.

1.4 Since the Investment Committee's meeting on 7 November 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 £6.198 million has been approved.

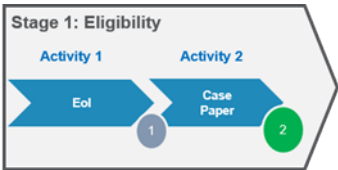
Scheme	Scheme description	Decision
Wyke Beck Flood Alleviation scheme	A project that will improve flooding and drainage issues in the Wyke Beck Valley area of Leeds. The Wyke Beck watercourse starts at Waterloo Lake in Roundhay Park in north Leeds and flows through the east of the city, into the Aire Valley Enterprise Zone, before joining with the river Aire, south-east of the city centre. The scheme will deliver the following benefits: a reduction in the risk of flooding, a reduction in the extent of flooding, to provide brownfield land for residential development.	Decision point 5 (full business case with finalised costs) for total Combined Authority contribution of £2.558 million and work commence on Activity 6 (Delivery).
Mytholmroyd Station Park & Ride	The scheme is part of the rail station park and ride programme to encourage increased rail patronage across the Leeds City Region. The scheme will deliver the following outputs: +203 parking spaces including 10 Blue Badge Bays, CCTV, LED Lighting, re-surfaced access road, future proofing for potential EV Charging schemes, community landscaping.	Decision point 5 for the total project value of £3.64 million from the West Yorkshire plus Transport Fund, of which £171,828 is development costs spent from previous funding approvals.

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.

Project Title	Investment Readiness Project
Stage	1 (Eligibility)
Decision Point	2 (Case paper)

Background

2.3 The project will support the growth of SMEs across Leeds City Region by providing them with an impartial and confidential advice service on how to prepare for, and access, the full range of finance options available to them. This will include finance products and services delivered by the private and public sectors, including the LEP’s grants and loans, the Northern Powerhouse Investment Fund, Start-Up Loans, R&D Tax Credits, Innovate UK, mainstream commercial finance and new technology-led options, such as crowdfunding, factoring and bitcoin.

2.4 It will meet a clear gap in the market in Leeds City Region for a responsive and bespoke support service that can help businesses increase their productivity, and benefit their local economies, by accessing the external finance required to realise their growth plans, in the process creating good quality jobs. It will focus on the importance of producing detailed and compelling investment propositions and business plans, and on maintaining

tight controls on the financial management of businesses, something that can often be the deciding factor for an investor.

- 2.5 The Investment Readiness project will support at least 300 small and medium-sized enterprises (SMEs) across the City Region to grow, become productive and provide better quality jobs by supporting them to attract the right amount and type of external investment. It will also directly create at least 50 jobs in the SMEs supported, and facilitate significantly more employment creation indirectly by enabling firms to attract investment and then grow as a result. It is estimated that this could create up to an additional 1,000 new jobs over the future years.
- 2.6 This clear focus on directly supporting business growth will contribute to generating increased business rates receipts for Local Authorities over the coming years.
- 2.7 The project closely aligns to priority 1 of the Strategic Economic Plan – Growing Businesses, with a clear focus on access to finance as well as the Business Rates Pool Prospectus, by helping SMEs to access the full range of finance and external funding options available to them, in order to create good quality employment and business growth opportunities within the City Region. Furthermore, the project will create growth and employment that enables businesses to start-up, scale-up, innovate, train their staff and enter new markets
- 2.8 A summary of the scheme's business case is included in **Appendix 2**.

Outputs, benefits and inclusive growth implications

- Increased awareness and take-up of support available across the City Region.
- Increase in SME productivity, investment, turnover and jobs created.
- Increase in business inward investment a more buoyant and joined-up marketplace for SME finance in the City Region,
- Higher levels of private investment into SME growth.
- The scheme will support at least 300 small and medium-sized enterprises (SMEs) across the city Region to grow. The ESIF bid has a contractual requirement to provide 12 hours of support to 150 SMEs over the 3 year funding period.
- It is anticipated that the 50 new jobs will be created by those SMEs that receive the most intensive support (typically the one-to-one coaching, which is expected to be taken up by circa 50 SMEs i.e. an average of one job created by each of them).
- The project will deliver good value for money in terms of cost per output for business support projects of this nature. The unit cost per business supported is £4,750, which is below similar existing ERDF-funded projects currently in delivery in the City Region (e.g. Ad:Venture, Strategic Business Growth, Access Innovation and Digital Enterprise),

and the cost per business supported intensively (equating to at least 12 hours of support) is also relatively modest at £9,500.

Risks

2.9 The key risks and mitigating actions for this scheme are:

- Difficulty in procuring suitable sub-contractor
- Mitigation – consultation and engagement with possible contractors has already begun via a market awareness session attended by almost 30 organisations with an interest in delivering the contract. The external procurement exercise will commence in January 2019. The same rigorous tender assessment and award process will be used as for the current Strategic Business Growth project
- Loss of ERDF funding if contractual outputs are not met
- Mitigation – The Business Support Team is currently operating three similar ERDF-funded projects and, therefore, can use the same effective and efficient processes already in place to manage this one successfully. The team, and wider organisation, possess the knowledge and expertise to manage contractor performance.
- Project will be reliant on the contractor performing well for the scheme to be successful.
- Mitigation - robust and detailed processes will be followed for procurement, contracting and monitoring. These are in place for the Strategic Business Growth project and are operating effectively.

Costs

2.10 The total scheme cost is £1.429 million.

2.11 The scheme will be funded from ESIF funding of £714,500 and a public match from West Yorkshire Combined Authority via the Leeds City Region Business Rates Pool of £714,500. Both sources of funding have already been secured.

Timescales

- Decision point 5 (full business case with finalised costs) will follow procurement in February 2019.
- Recruitment of project team will commence in December 2018.
- Full Project launch i.e. delivery to SMEs commences in April 2019.
- Project delivery will complete in December 2021.

Assurance pathway and approval route

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

Assurance Tolerances

Project tolerances
That the scheme costs remain within the figure set out in this report That the project delivery timescale remains within three months of the timescales identified within this report.

Project responsibilities

Senior Responsible Officer	Henry Rigg
Project Manager	TBC
Combined Authority case officer	Sarah Thacker

Appraisal summary

- 2.12 There is a strong case for this scheme and the Combined Authority and its partners are ideally placed to commence delivery quickly and in line with the scheme objectives.
- 2.13 The biggest risk is the potential withdrawal of ERDF funding if the contractual outputs are outside the 10% tolerance. However, the Business Support Team is experienced in delivering ESIF/ERDF projects and is familiar with the required documentation and processes, and has processes in place that it can execute for this scheme e.g. output monitoring forms, progress reports, claims documents and risk registers.
- 2.14 The economic case was completed in line with stringent and robust ESIF/ERDF requirements.

Recommendations

- 2.15 That Investment Committee recommends to the Combined Authority that:
- (i) The Investment Readiness project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).

- (ii) An indicative approval to the Combined Authority's contribution of £1.429 million is given (which will be funded from £714,500 from the Leeds City Region Business Rates Pool and £714,500 from ESIF), with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5. The total project value is £1.429 million with funding already secured.
- (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 subject to the scheme remaining within the assurance tolerances outlined within this report.

West Yorkshire plus Transport Fund Transformational Schemes

- 2.16 The West Yorkshire plus Transport Fund Transformational Schemes is a programme of potentially transformational schemes. There is an approved £12.5 million allocation for the development and scoping of these schemes. Transformational change will allow for the economic growth aspirations identified in the Strategic Economic plan to be realised and this available funding will fund early pre-feasibility development of projects to be considered from a strategic case perspective.
- 2.17 Works under the transformational projects route would be to establish and understand the strategic case for a project. The district partners which are promoting the schemes are clear that the allocation of feasibility funding does not guarantee projects being future funded through the West Yorkshire plus Transport Fund. It is anticipated that the feasibility works undertaken as a result of this funding will provide sufficient detail for a submission to other sources of funding.
- 2.18 At the point of gaining approval from the Combined Authority for £12.5 million the A6120 Leeds Northern Outer Ring Road scheme was not originally listed as Leeds City Council were still in discussions on which scheme should be brought forward. By adding this scheme, which requires a Combined Authority contribution of £392,500, the programme remains within the original allocation of £12.5 million.

Project Title	Transformational - A6120 Leeds Northern Outer Ring Road Improvements, Leeds
Stage	1 (Eligibility)
Decision Point	2 (Case paper)

Background

- 2.19 The A6120 Leeds Northern Outer Ring Road Improvements is being considered for pre-feasibility funding under the transformational projects criteria where funds are sought for strategic scoping, master planning and concept design as well as assessing the contribution the scheme would make to the West Yorkshire/Leeds City Region economic growth.
- 2.20 The Transformational Programme has been initially allocated £12.5 million for the development of transformational projects which will be delivered post 2025. The A6120 Leeds Northern Outer Ring Road Improvements is the submission from Leeds City Council.
- 2.21 This project is to perform an initial feasibility study to identify what could be delivered from an expansion or upgrade of the Ring Road between Horsforth Roundabout (A65) and Dawsons Corner (A647). There are currently two

schemes progressing at Dawsons Corner, one from the Corridor Improvement Programme to upgrade the roundabout and the second from the Leeds Public Transport Investment Programme to improve public transport. Improvements to this area will enable a transformation of the highway network and alleviate congestion bottlenecks caused by a limited highway capacity.

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

Outputs, benefits and inclusive growth implications

2.23 This project is to conduct a feasibility study only. Outputs of the feasibility study include:

- Bridge assessments to be undertaken/funded by LCC
- Appraisal summary report
- Options appraisal report
- Environmental constraints and impacts review
- A Northern Outer Ring Road strategy
- A strategic outline business case

Risks

2.24 The feasibility study will provide options that could be carried out to improve traffic constraints in the area. There is a risk that the delivery of the project will not proceed due to a lack of clarity around future funding availability.

Costs

- The total project cost is £492,500.
- The Combined Authority contribution is £392,500.
- Leeds City Council are providing £100,000 for the bridge assessment aspect of the feasibility study to be carried out.
- The Combined Authority will need to enter into a funding agreement with Leeds City Council for up to £392,500.
- Total scheme costs will be confirmed following this initial work.

Timescales

- The feasibility study will be completed by 2021.

Assurance pathway and approval route

Assurance pathway	Approval route
Decision point 2 (case paper)	Recommendation: Combined Authority's Investment Committee Decision: Combined Authority

Assurance Tolerances

Project tolerances
That the Combined Authority contribution should remain within the amount set out in this report.

Project responsibilities

Senior Responsible Officer	Gary Bartlett, Leeds City Council
Project Manager	Paul Roberts, WSP
Combined Authority case officer	Heather Briggs

Appraisal summary

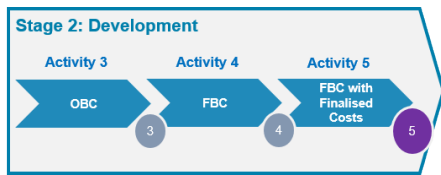
- 2.25 There is a clear need for a project in this area to improve journey times due to the severe congestion causing delays to all road users. The congestion also limits housing developments and economic growth. This work will enable a project to be defined which will improve access to Leeds Bradford Airport, jobs, public transport and education which meets the transformational programme criteria that was endorsed by the Combined Authority in 2014.
- 2.26 The feasibility study will identify options to consider for a project to progress in the future. Consultants will assist with the development of the feasibility study with the aim for this to be completed by 2021.

Recommendations

- 2.27 That Investment Committee recommends to the Combined Authority that:
- (i) The A6120 Leeds Northern Outer Ring Road Improvements (A647 to A65) proceeds through decision point 2 and work commences on the feasibility study.
 - (ii) An expenditure approval is given to the total value of £392,500 to Leeds City Council to fund a feasibility study.
 - (iii) That the Combined Authority enter into a funding agreement with Leeds City Council for expenditure of up to £392,500 to be funded from the West Yorkshire plus Transport Fund.

- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report 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



- 2.28 Projects at this 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.

Corridor Improvement Programme summary

- 2.29 The Corridor Improvement Programme (CIP) 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.
- 2.30 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.
- 2.31 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.
- 2.32 The Corridor Improvement Programme received decision point 2 (case paper) approval from the Combined Authority in 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 £67.754 million, £62.441 million West Yorkshire plus Transport Fund and £5.313 million third party contributions. Phase 1 of the CIP has a total development cost approval of £4.483 million in order to progress the schemes to outline business case stage.
- 2.33 Following consultation on the future steps that should be taken to manage the programme, it is proposed that the costs for individual Phase 1 schemes within the Corridor Improvement Programme should remain within the indicative budget allocation for each Partner Council within the CIP Programme. Where the forecast costs of schemes are increasing above the Partner Council indicative budget allocation, the schemes should either:

- be re-designed to meet the indicative budget envelope of the Partner Council or;
 - the Partner Council should prioritise which schemes they wish to take forward which fit within the indicative budget envelope.
- 2.34 As the outline business cases for the individual Corridor Improvement Programme schemes are received and appraised by the Combined Authority, it has emerged that a Change Request for the programme as a whole is required in order to re-baseline individual scheme allocations, funding and tolerances. It is intended that this Change Request will be brought for consideration by Investment Committee and Combined Authority in February 2019.
- 2.35 This report contains proposals for the progression of four schemes through decision point 3 (outline business case). These schemes are being progressed now, as they are judged to be within the principles of the Investment Committee proposals and the intended programme change request. Three of the schemes are located within the Leeds District and one in Wakefield. At decision point 2, Leeds Council received a Phase 1 allocation of £23.95 million of West Yorkshire plus Transport funding. All of the Leeds schemes have now progressed to outline business case and are requesting a combined total of £21.897 million of West Yorkshire plus Transport funding and as result remain within the Leeds City Council Phase 1 allocation. At decision point 2, Wakefield Metropolitan District Council received a Phase 1 allocation of £4.236 million of West Yorkshire plus Transport funding.
- 2.36 An additional scheme in Wakefield was added to the programme in early 2018. The scheme at the Owl Lane / A638 roundabout in Ossett was approved with a forecast cost of £2.561 million and development costs of £75,000. This increased the Phase 1 allocation to £6.797 million of West Yorkshire plus Transport funding.
- 2.37 The A650 Newton Bar scheme has progressed to outline business case, but the A638/ Owl Lane scheme is not expected for submission until early 2019. It is understood that scheme costs have increased on both schemes and that Wakefield would require a combined total of £10.490 million of West Yorkshire plus Transport funding to deliver both schemes. This amount would exceed the Phase 1 allocation for Wakefield Council.
- 2.38 Due to the increase of the scheme costs over and above the Wakefield Phase 1 CIP allocation, Wakefield will now only take forward the A650 Newton Bar scheme. It should however be noted that outline business case work will be completed on the A638/ Owl Lane scheme. With this change the Wakefield CIP scheme will remain within the Wakefield Phase 1 allocation of £6.797 million.

Project Title	Corridor Improvement Programme Phase 1 – A647 Dawsons Corner
Stage	2 (Development)
Decision Point	3 (Outline business case)

Background

- 2.39 The Dawsons Corner project is part of Phase 1 of the CIP. At decision point 2 this scheme had an indicative allocation of £15 million from the Corridor Improvement Programme. An allocation of £4 million was also allocated from the Leeds Public Transport Investment Package.
- 2.40 The preferred option for the Dawsons Corner project, which is being promoted by Leeds City Council, is a full remodel and enlargement of the four-arm signal-controlled roundabout, which is the junction of A6120 Outer Ring Road / B6157 Bradford Road / A647 Stanningley Bypass / A647 Bradford Road in Pudsey.
- 2.41 The Calder Valley line runs to the south of the junction through the Wood Nook Tunnel. There is an option to continue widening on the Stanningley bypass approach to the junction which would require widening of the Wood Nook Tunnel.
- 2.42 New Pudsey rail station is located to the southeast of Dawsons Corner. A car park expansion at the station is currently being planned. This will increase car parking from c.400 to c.800 spaces, allowing the station to be used for Park and Ride (P&R), reducing car trips to Leeds and Bradford. Addressing current capacity constraints at Dawsons Corner will simplify and making access to the station more reliable, whilst increasing parking capacity will make P&R more attractive, encouraging sustainable modal shift and helping to address future traffic growth
- 2.43 The scheme will contribute to goals of the Leeds City Region Strategic Economic Plan (SEP) by improving connectivity and better connecting people, jobs and goods.
- 2.44 A summary of the scheme’s business case and location map is included in **Appendix 4**.

Outputs, benefits and inclusive growth implications

- 2.45 The key benefits associated with this scheme are:
- To accommodate future traffic growth at this key junction, to accommodate the cumulative effect of traffic from future housing units

and other development as planned for in both the Leeds and Bradford site allocations plans;

- To facilitate increased capacity at New Pudsey rail station park and ride site from approximately 400 spaces to approximately 800 spaces;
- To reduce peak hour delay for all modes at the junction and to increase journey time reliability;
- To enhance the Leeds-Bradford Cycle Superhighway facilities in this location by enhancing the at-grade crossing facilities with formal signal controlled crossings;
- Support bus priority facilities at a key Leeds Public Transport Investment Programme (LPTIP) intersection;
- To reduce peak hour bus delays at the junction and to reduce journey time variability;
- To contribute to LPTIP objectives on the Leeds Bradford corridor by accommodating bus priority features into any junction improvement works in conjunction with the wider A647 corridor improvement works proposed under the LPTIP;
- To reduce air pollution caused by standing traffic; and
- To contribute to the wider CIP benefit of creating an additional 2,500 West Yorkshire jobs and 3,500 West Yorkshire residents in employment.

2.46 The scheme appraisal has used two specialist modelling tools, both of which are too limited for the scope of this scheme. An evaluation part way between each modelling outcome has been used for the purposes of this outline business case stage. The modelling approach would need to be confirmed, assessed and agreed by Leeds Council and the Combined Authority prior to commencement of any works at full business case stage.

2.47 There are also expected to be wider social benefits with the scheme, including an increase in walking and cycling and consequently potential health benefits. The scheme also has the potential to have a beneficial impact on air quality. Firstly the reduction in traffic congestion and improvements to journey reliability. Secondly, the provision of landscaping features will help collect harmful vehicle emissions.

2.48 The scheme currently has a high benefit to cost ratio (BCR) of 11:1 but due to the limitations of the modelling tools used as noted in paragraph 2.44 above the BCR is likely to reduce but still expected to remain high value for money.

Risks

2.49 The key risks along with the mitigation are outlined below:

- Risk: Network Rail may require formal possessions of the railway line for the full duration of works to widen the Woodnook railway tunnel which may cause delays to the programme and increase costs. Mitigation: Two possible solutions which may enable works to be undertaken without full

possessions are being considered. Initial engagement is underway with landlords Network Rail.

- Risk: Ground investigation scope may be limited by presence of Japanese knotweed. Mitigation: Delay part of the ground investigations and adapt programme if required until after the Japanese knotweed has been treated.
- Risk: Cost estimates for statutory undertaking equipment (underground utilities etc.) diversions may be insufficient. Mitigation: Robust estimate in lieu of lack of information - accept risk. Consider design amendments if returns are significantly higher than anticipated.
- Risk: There may be excessive traffic disruption during the construction period. Mitigation: Development of traffic management plan to phase the works to minimise impact on general traffic.

Costs

- 2.50 The total scheme costs are £20.159 million.
- 2.51 The indicative budget allocation for Leeds Council CIP schemes at expression of interest stage was £23.950 million. The current cost of the three Leeds Council CIP schemes is £21.897 million, excluding Leeds Public Transport Investment Programme (LPTIP) funding and therefore the scheme is affordable within the Corridor Improvement Programme.
- 2.52 Phase 1 of the Corridor Improvement Programme received a total development cost approval of £4.483 million, of which £1.008 million was allocated for the development of this scheme to outline business case. The additional amount required to take the scheme to decision point 5 (full business case with finalised costs) is £1.599 million, including £499,000 additional development costs and £1.1 million land assembly costs. This brings the total development funding to £1.507 million. This equates to 7.5% of the total scheme costs.
- 2.53 An indicative approval to the Combined Authority's contribution of £19 million (which will be funded through £15 million from the CIP Phase 1 fund and £4 million from the LPTIP fund) is sought 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 £20.159 million with the remaining funds to come from Section 106 contributions.
- 2.54 The Combined Authority will be required to issue an addendum to the existing funding agreement with Leeds Council for expenditure of up to £1.599 million from the West Yorkshire plus Transport Fund taking the total approval to £2.607 million. This development funding is required for full business case development, design development, invitation to tender and evaluation of tenders for construction and land assembly.
- 2.55 The total cost of the A647 Corridor Bus Priority scheme within Leeds Public Transport Investment Programme (LPTIP) is £13.7 million of which £4 million

was identified at decision point 2 for Dawsons Corner junction improvements. The costs for the element to be funded from the LPTIP are to remain within the current LPTIP budget allocation.

Timescales

2.56 The timescales of the project beyond outline business case approval are:

- Delivery partner tender award – March 2019
- Planning permission – August 2019
- Detailed design \ full business case (full business case) – August 2019
- Full business case submission activity – 4 September 2019
- Full business case approval – 4 November 2019
- Decision point 5 approval (full business case with finalise costs) – December 2019
- Construction activity 6 – January 2020
- Scheme completion – June 2021
- Post completion review activity – 7 July 2021
- Monitoring & evaluation (1 year post opening) – 8 June 2022
- Monitoring & evaluation (5 years post opening) – June 2026

Assurance pathway and approval route

Assurance pathway	Approval route
Decision point 3 (outline business case)	Recommendation: Combined Authority's 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

Assurance Tolerances

Project tolerances
That Combined Authority costs should remain within 10% of the costs outlined in this report. That 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	Mohammed Mahmood, Leeds City Council
Combined Authority case officer	Nick Fairchild

Appraisal summary

- 2.57 The promoters, Leeds City Council, have demonstrated a need for the project by setting out the current situation of a heavily congested junction at a key part of the Leeds outer ring road on the West Yorkshire Key Route Network. This congestion would act to constrain local growth and development unless addressed, especially considering traffic demand is predicted to increase by approximately 18% by 2036. Junction improvements at Dawsons Corner would contribute to Leeds City Region Strategic Economic Plan (SEP) with particular emphasis on Priority 4 - an integrated, accessible transport system, including investment in transport infrastructure and services, to support the growth and regeneration of prioritised areas within the city region.
- 2.58 A number of options for remodelling Dawsons Corner to address the current and future issues described above have been assessed by Leeds City Council. The preferred option has been identified based on its ability to address existing congestion issues and its compatibility with recently delivered highway improvement schemes in the area as well as parallel schemes currently under development on the LPTIP A647 Corridor, New Pudsey Station Parking Expansion, Future Dualling of ORR between Dawsons Corner and Horsforth Roundabout. The scheme development has also been cognisant of future local housing developments which will increase the demand on the junction across Leeds and Bradford. The best performing option from the initial option testing study involves splitting roads over more than one level, which poses significant environmental and deliverability challenges, with significantly higher costs for limited additional benefits, therefore offers poor value for money – thus the promotion of the preferred option and not the best performing option in pure transport benefit terms.

Recommendations

- 2.59 That Investment Committee recommends to the Combined Authority that:
- (i) The Dawson's Corner 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 £20.159 million, with the Combined Authority's contribution of £19 million (which will be funded through £15 million from the CIP Phase 1 fund and £4 million from the LPTIP fund) 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 £20.159 million.

- (iii) That development costs of £1.599 million, (including £499,000 additional development costs and £1.1 million land assembly costs) are approved in order to progress the scheme to decision point 5 (full business case with finalised costs), taking the approval to £2.607 million
- (iv) That the Combined Authority issue an addendum to the existing funding agreement with Leeds Council for additional expenditure of up to £1.599 million from the West Yorkshire plus Transport Fund taking the total value to £2.607 million.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report 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.

Project Title	Corridor Improvement Programme Phase 1 – Dyneley Arms
Stage	2 (Development)
Decision Point	3 (Outline business case)

Background

- 2.60 The A660/A658 Dyneley Arms project is part of Phase 1 of the Corridor Improvement Programme (CIP). At decision point 2 this scheme had an indicative allocation of £8 million from the CIP.
- 2.61 This scheme proposes improvements to the Dyneley Arms junction with the A660 Leeds Road and A658 Pool Bank New Road in Bramhope. All arms are signal controlled except for the north-to-east movement from the A658 Pool to the A660 towards Leeds, which is priority controlled.
- 2.62 Leeds City Council (LCC) has undertaken considerable work to identify an improvement scheme for Dyneley Arms junction. However, the junction presents several engineering challenges due to local topography, land ownership and property constraints. Traffic approaching the junction from Pool and the north does so on a very uphill steep gradient, and traffic from the south approaches on a (less steep) downhill gradient to the junction. The gradients complicate improvement options at the junction and significant engineering works are therefore required to achieve a scheme with appropriate capacity. A report to Leeds City Council, the Executive Board in September 2017 recognised these challenges and stated that an improved junction will require purchase of third party agricultural land.
- 2.63 This scheme details an interim, ‘quick win’ scheme that will provide the additional capacity required in the short and medium term to mitigate existing congestion, accommodate continued traffic growth and enable development, whilst recognising that a larger scheme is needed in the medium-to-long term.
- 2.64 Therefore, the ‘quick win’ could have a longer lifespan than currently indicated by the forecast growth. Further, the proposed improvement will provide an almost immediate short-term capacity gain, provide congestion relief and is deliverable early within the Corridor Improvement Package (CIP) phase 1 funding window. The likely delivery cost is also more in line with the levels of funding currently available.
- 2.65 A summary of the scheme’s business case and location map is included in **Appendix 5**.

Outputs, benefits and inclusive growth implications

2.66 The forecast outputs, benefits and inclusive growth implications are:

- Facilitates improved access to Leeds Bradford Airport.
- Growth and productivity: facilitating more efficient and reliable operation of the highway network will allow work related journeys to be made more quickly and efficiently. The removal of a key capacity constraint will also unlock development.
- Environmental sustainability: reduced congestion and smoother vehicle flows will reduce greenhouse gas emissions.

2.67 The preferred option has a benefit cost ratio of 1.59:1 which demonstrates a medium value for money solution over a 7 year period, based on the 'quick win' solution.

Risks

2.68 The key risks to the project and the related mitigation are:

- Risk: The procurement of contracts for the delivery partner poses a delivery constraint as until a contract is in place, detailed design and subsequently on-site construction cannot commence. Mitigation: The early indication of the tender process is key to ensure timely release of tender documentation and a suitable tender period for responses. It should further be noted that the quick win nature of the scheme means that delivery risk has already been significantly reduced when compared to a larger scheme.
- Risk: The scheme does not secure third party land. Mitigation: Leeds Council is already engaging with the land owner about the parcel of land and is not expecting there to be any delay which would impact on project delivery.
- Risk: Vegetation removal will be within the breeding bird season (March to September). Mitigation: to remove vegetation outside the breeding bird season.
- Risk: Not being able to secure consent / agreement from the landowner for works on 3rd party land adjoining the highway. Mitigation: to actively engage with landowners to secure early purchase of land.

Costs

2.69 The project costs can be summarised as:

- Total project value £2.747 million
- Project development costs to outline business case - £261,000
- Project development costs to full business case with finalised costs - £264,000

- Land assembly - £250,000
- 2.70 The indicative budget allocation for Leeds Council CIP schemes at expression of interest stage was £23.950 million. The current cost of the three Leeds City Council CIP schemes is £21.897 million and therefore the scheme is affordable within the Corridor Improvement Programme.
- 2.71 Phase 1 of the Corridor Improvement Programme received a total development cost approval of £4.483 million, of which £402,000 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 £373,000, including £123,000 additional development costs and £250,000 land assembly costs. This brings the total development funding to £525,000. This equates to 19% of the total scheme costs.
- 2.72 The scheme's original scheme allocation was £8 million. An indicative approval to the Combined Authority's contribution of £2.747 million is sought 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 £2.747 million.
- 2.73 The Combined Authority will be required to issue an addendum to the existing funding agreement with Leeds City Council for expenditure of up to £373,000 from the West Yorkshire plus Transport Fund taking the total approval to £775,000 (£525,000 development funding and £250,000 land assembly costs). This development funding is required for full business case development, design development, invitation to tender and evaluation of tenders for construction and land assembly.

Timescales

- Consultation – October 2018
- Outline business case approval – December 2018
- Full business case submission activity 4 – May 2019
- Full business case activity 5 – July 2019
- Start of implementation – August 2019
- Scheme completion – October 2019

Assurance pathway and approval route

Assurance pathway	Approval route
Decision point 3 (outline business case)	Recommendation: Combined Authority's 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

Assurance Tolerances

Project tolerances
That Combined Authority costs should remain within 10% of the costs outlined in this report. That 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	Mark Philpott, Leeds City Council
Combined Authority case officer	Mott McDonald (consultants) with Paul Coy

Appraisal summary

- 2.74 The promoters Leeds City Council have demonstrated a need for the project by setting out the current situation of a heavily congested junction at a key part of the West Yorkshire Key Route Network.
- 2.75 Dyneley Arms acts as a crucial intersection connecting Wharfedale, North Yorkshire, A1 Corridor, Leeds Bradford International Airport and Leeds. While there are no immediately adjacent development sites, improvement to Dyneley Arms will facilitate access and increased demand to and from the surrounding urban areas including access to employment and housing.
- 2.76 The existing traffic signal-controlled junction is heavily trafficked during weekday peak periods. The resultant queues and delays impact on journey time reliability and creates adverse localised environmental issues such as increased noise and particulate matter emissions, also contributing to issues

with the Pool AQMA (Air Quality Management Area) designated north of the junction.

Recommendations

- 2.77 That Investment Committee recommends to the Combined Authority that:
- (i) The Dyneley Arms junction project proceeds through decision point 3 and work commences on activity 4 (full business case) and 5.
 - (ii) An indicative approval to the total project value of £2.747 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) Additional development costs of £373,000 (which include £250,000 for land assembly) are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) taking the total approval to £775,000.
 - (iv) The Combined Authority issues an addendum to the existing funding agreement with Leeds Council for additional expenditure of up to £373,000 from the West Yorkshire plus Transport Fund (giving a total funding agreement value of £775,000).
 - (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report 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.

Project Title	Corridor Improvement Programme Phase 1 – Fink Hill scheme
Stage	2 (Development)
Decision Point	3 (Outline business case)

Background

- 2.78 The Fink Hill project is part of Phase 1 of the CIP. At decision point 2 this scheme had an indicative allocation of £950,000 from the Corridor Improvement Programme.
- 2.79 There has been a change of scope since the approval of the Programme case paper (decision point 2) in June 2017. The original scope of the scheme was focused around providing pedestrian crossing improvements and accessibility benefits, whilst still looking to reduce journey times. This scheme was proposed to address existing severance and safety issues associated with crossing the outer ring road.
- 2.80 During development of the outline business case it was found that the provision of formal pedestrian crossing facilities would introduce additional congestion and delay to traffic on the A6120, therefore to provide these facilities additional highway capacity and widened approaches are required to ensure general traffic is not dis-benefited. These have now been included within the enhanced scope of the scheme which includes, in addition to signal controlled pedestrian crossings, widening of the A6120 between Horsforth Roundabout and Fink Hill to provide two lanes in each direction, an additional lane in both directions of the A6120 at Fink Hill to provide two ahead lanes and a turning lane into Fink Hill.
- 2.81 The increased scope of the proposed scheme improvements at Fink Hill will contribute to the wider benefits to be secured through other planned schemes to improve junctions and in particular the outer ring road. These include those associated with East Leeds Orbital Road (ELOR); and associated outer ring road (ORR) junction improvements at King Lane and Harrogate Road (A61) roundabouts and Shadwell Lane and Roundhay Park crossroads and the Leeds Public Transport Investment Programme (LPTIP).
- 2.82 The proposed scheme is located at the junction of the A6120 outer ring road, Fink Hill and Parkside and forms a four arm signal controlled junction. Parkside and Fink Hill are offset by approximately 45 metres.
- 2.83 The scheme will introduce signal controlled pedestrian crossings across Fink Hill and both arms of the ORR, simplified movements at the A6120 Ring Road / Parkside junction which becomes left in / left out only and widening of the A6120 between Horsforth roundabout and Fink Hill to provide two lanes in each direction. The scheme also includes an additional lane in both directions

of the A6120 at Fink Hill to provide two ahead lanes and a turning lane into Fink Hill.

- 2.84 The junction improvements will assist with accessibility to key growth sites in north Leeds by enhancing outer ring road capacity whilst providing safer infrastructure for both pedestrians and cyclists. This is a key junction because it is close to the A65 / A6120 Horsforth roundabout and provision of sufficient capacity is important for the functioning of both the A65 radial route and the A6120 orbital route.
- 2.85 A summary of the scheme's business case and location map is included in **Appendix 6**.

Outputs, benefits and inclusive growth implications

- 2.86 The key benefits associated with this scheme are:
- Growth and productivity: facilitating more efficient and reliable operation of the highway network will allow work-related journeys to be made quickly and efficiently. The removal of a key capacity constraint on the network will ensure adequate capacity for future housing growth and developments and for people to be able to access jobs more easily with consistent travel times.
 - Safer infrastructure for both pedestrians and cyclists, reduced severance between communities and jobs, increased journey time reliability, and reduced traffic congestion and delay.
 - This is a key junction because it is close to the A65 / A6120 Horsforth roundabout and provision of sufficient capacity is important for the functioning of both the A65 radial route and the A6120 orbital route
- 2.87 The preferred option has a benefit cost ratio of 1.05:1, which demonstrates a low value for money. This is because the operations of the crossing has a detrimental impact on the left and right turning movements into Fink Hill (in terms of queue and delay). It should be noted that this BCR is based purely on the economic modelling for the scheme and does not consider the wider strategic benefits which are not captured. The scheme will deliver wider benefits including safety benefits from formalising two lane operation reducing the scope for collisions, improvements to pedestrian safety when crossing the outer ring road and reducing severance for pedestrians and cyclists.
- 2.88 Although the benefit cost ratio for the preferred option is low value for money at this stage, the scheme needs to be regarded as the 'sum of all the parts' with other developments including, for example, the housing development and other planned transport schemes in the local area as a whole will benefit from these improvements.
- 2.89 These wider benefits of the scheme will be explored further at full business case stage.

Risks

- 2.90 A risk register has been completed for the scheme and a Quantified Risk Allowance (QRA) has been calculated.
- 2.91 The key risks to the project and the related mitigation are:
- Risk: Widening of the carriageway may lead to increased costs through noise compensation claims. Mitigation – Air and noise assessment may be required at additional cost to demonstrate noise impact. Scheme design will be reviewed in the context of air and noise impact. This risk has been included within the QRA.
 - Risk: Cost estimates for equipment diversions may be insufficient. Mitigation – Cross check risk allocation with cost estimates and consider re-engineering options to minimise statutory diversion requirements.
 - Risk: There may be traffic disruption during the construction period. Mitigation – development of appropriate traffic management plan to phase the works to minimise impact on general traffic.
 - Risk: Solution to surface water run off maybe too expensive. Mitigation – Gather and review all available drainage records and ensure missing information is provided. Upstream capacity options to be considered.

Costs

- 2.92 Total scheme costs are £4.150 million, an increase of £3.2 million over the indicative value outlined at decision point 2 (£950,000). The reasons for this variation, as mentioned above, is due to the increase in scope of the project, which includes, in addition to signal controlled pedestrian crossings, widening of the A6120 between Horsforth Roundabout and Fink Hill to provide two lanes in each direction, an additional lane in both directions of the A6120 at Fink Hill to provide two ahead lanes and a turning lane into Fink Hill. The project will be funded entirely from the West Yorkshire plus Transport Fund.
- 2.93 The indicative budget allocation for Leeds City Council CIP schemes at expression of interest stage was £23.950 million. The current cost of the three Leeds Council CIP schemes is £21.897 million and therefore the scheme is affordable within the Corridor Improvement Programme.
- 2.94 Phase 1 of the Corridor Improvement Programme received a total development cost approval of £4.483 million, of which £115,000 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 £404,000. This brings the total development funding to £519,000. This equates to 12% of the total scheme costs. This development funding is required for full business case development, design development, invitation to tender and evaluation of tenders for construction.
- 2.95 The approval of the increase in the indicative allocation for the full scheme costs by an additional £3.2 million (from £950,000 to £4.150 million) is required to deliver the preferred option put forward by Leeds Council. It is

considered that this increase in scheme costs is affordable within the indicative budget allocation for Leeds Council CIP schemes of £23.950 million. The current forecast cost of the three Leeds Council CIP schemes is £21.897 million.

- 2.96 The Combined Authority will be required to issue an addendum to the existing funding agreement with Leeds Council for expenditure of up to £404,000 from West Yorkshire plus Transport Fund taking the total approval to £519,000. This development funding is required for full business case development, design development, invitation to tender and evaluation of tenders for construction and land assembly.

Timescales

- Planning permission: December 2018
- Detailed design full business case: April 2019
- Full business case submission activity 4: May 2019
- Activity 4 approval: July 2019
- Full business case costs approval activity 5: August 2019
- Start of implementation: September 2019
- Scheme completion: July 2020

Assurance pathway and approval route

Assurance pathway	Approval route
Decision point 3 (outline business case)	Recommendation: Combined Authority's 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

Assurance Tolerances

Project tolerances
That Combined Authority costs should remain within 0% of the costs outlined in this report. That 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	Gwyn Owen, Leeds City Council
Combined Authority case officer	Paul Coy, Combined Authority

Appraisal summary

- 2.97 The junction currently experiences congestion, delaying traffic movements on A6120 outer ring road which is a key strategic route for the city. The provision of formal pedestrian crossing facilities would introduce additional congestion and delay to traffic on the A6120, therefore to provide these facilities additional highway capacity and widened approaches are required to ensure general traffic is not dis-benefited
- 2.98 This scheme is focused around the widening of the highway and upgrading the junction at Fink Hill, as well as improved pedestrian and cycle infrastructure. The finalised scheme may require tree removal and the requirement of landscaping to ensure that the green space is still adequately maintained.
- 2.99 Although the benefit cost ratio (1.05:1) for the preferred option is considered to be lower value for money at this stage, the scheme needs to be regarded as the 'sum of all the parts' included the wider benefits afforded by this scheme. These include safety benefits from formalising two lane operation reducing the scope for collisions, improvements to pedestrian safety when crossing the outer ring road and reducing severance for pedestrians and cyclists, as well the fit with other planned transport schemes in the local area.

Recommendations

- 2.100 That Investment Committee recommends to the Combined Authority that:
- (i) The Corridor Improvement Programme Phase 1 Fink Hill project proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).
 - (ii) An indicative approval to the total project value of £4.150 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) Additional development costs of £404,000 are approved in order to progress the scheme to decision point 4 (full business case) taking the total project approval to £519,000.
 - (iv) The Combined Authority enter into an addendum to the existing funding agreement with Leeds City Council for additional expenditure of up to £404,000 from the West Yorkshire plus Transport Fund taking the total value to £519,000.

- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject remaining within the tolerances outlined in this report.

Project Title	Corridor Improvement Programme Phase 1 – A650 Newton Bar scheme
Stage	2 (Development)
Decision Point	3 (Outline business case)

Background

- 2.101 The scheme comprises a major junction improvement of an existing roundabout and approach roads around the A650 at Newton Bar, Wakefield. It involves the construction of a new signalised ‘hamburger’ roundabout (where the main road goes through the centre of the roundabout), upgrade of adjacent signal controlled junction, additional traffic lanes, the provision of shared cycle/pedestrian footways, signalised pedestrian/cycle crossings, and the extension of a bus lane along the A650/A61 corridor.
- 2.102 Through the above, the scheme will improve journey time reliability by reducing journey times by 8% (by 2025), and will enhance connectivity for all modes of transport.
- 2.103 The scheme supports delivery of priority 4 ‘Infrastructure for Growth’ of the Leeds City Region Strategic Economic Plan.
- 2.104 The scheme cost has increased by £2.252 million to £6.752 million following further detailed costs investigation, including those for statutory undertakers design costs, and diversion estimates, leading to an increase in the construction costs of the scheme. The scope of the scheme has not changed and the cost can be met within the corridor improvement programme.
- 2.105 A summary of the scheme’s business case and location map is included in **Appendix 7**.

Outputs, benefits and inclusive growth implications

- 2.106 The forecast outputs, benefits and inclusive growth implications are:
- To improve journey time reliability by reducing journey times by 8% by 2025.
 - Improve connectivity for all modes.
 - Enhance provision for active modes by providing 1.32 km of footpath/cycle way and pedestrian/cycle crossing facilities by opening year.
 - Not to worsen air quality by ensuring that annual mean nitrogen dioxide levels observed in the Wakefield air quality management area are no worse than existing levels by the opening year.

- Improve road safety by reducing the number of collisions by 10% by 2025.
- Facilitate future housing growth and development by reducing transport constraints to development.
- Provide an attractive gateway to Wakefield city centre by replacing trees and implementing the landscape scheme in the first planting season after the opening year.
- The benefit cost ratio (BCR) is 25.6:1 driven by forecasting of significant reduction in journey times. This is noted to be higher than industry benchmarks. Further modelling work during activity 4 will refine the scheme, which should see a reduction in the BCR at full business case (decision point 4) and more in line with industry benchmarks.
- Improved public health through promoting active travel with provision for walking and cycling facilities, and improving air quality through reducing congestion.

Risks

2.107 The key risk to the project and the related mitigation is:

- The scope and cost of service diversions are not fully known. Wakefield council have made allowance in the budget for surveys and reducing risk by ensuring adequately detailed costs at full business case. A significant cost increase for service diversions could impact on the affordability of the scheme and the business case viability.

Costs

2.108 The project costs can be summarised as:

- The current total cost forecast for the scheme at decision point 3 is £6.752 million, of which the Combined Authority through the West Yorkshire plus Transport Fund will fund £6.708 million. This is a cost increase of £2.208 million from the allocation made from the West Yorkshire plus Transport Fund programme fund at decision point 2.
- The promoters have secured £44,000 through private sector Section 106 contribution, with possibility of securing a further £222,000 Section 106 contribution. If successful, this sum would be offset against the funding sought from the Combined Authority's West Yorkshire plus Transport Fund.

2.109 The indicative budget allocation for Wakefield Council Phase 1 Corridor Improvement Programme schemes at expression of interest stage was £6.797 million. The current cost to the West Yorkshire plus Transport Fund of the single Wakefield Council Corridor Improvement Programme scheme to be progressed is £6.708 million (excluding any third party contributions) and is therefore within the phase 1 allocation.

2.110 Phase 1 of the Corridor Improvement Programme received a total development cost approval of £4.483 million, of which £75,000 was allocated for the development of this scheme to outline business case. The additional amount required to take the scheme to decision point 5 (full business case with finalised costs) is £129,800. This brings the total development funding to £204,000. This equates to 3% of the total scheme costs.

2.111 An increase in the indicative allocation for the full scheme costs by an additional £2.208 million (from £4.236 to £6.708 million) is required to deliver this scheme. It is considered that this increase in scheme costs is affordable within the indicative budget allocation for Wakefield Council Corridor Improvement Programme schemes of £6.797 million.

Timescales

- Submit planning application - December 2018
- Outline business case (decision point 3) - December 2018
- Appoint lead designer - January 2019
- Secure planning permission - March 2019
- Full business case (decision point 4) - June 2019
- Full business case with finalised costs (decision point 5) - September 2019
- Appoint principal contractor - October 2019
- Construction commences - January 2020
- Construction completes (decision point 6) - December 2020

Assurance pathway and approval route

Assurance pathway	Approval route
Decision point 3 (outline business case)	Recommendation: Investment Committee Approval: 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

Assurance Tolerances

Project tolerances
That total Combined Authority costs remain within 0% of the costs identified in this report. That project delivery programme timescales remain within 3 months of the timescales set out in this report.

Project responsibilities

Senior Responsible Officer	Graham West, Wakefield Council
Project Manager	Paul Stevenson, Wakefield Council
Combined Authority case officer	Asif Abed

Appraisal summary

- 2.112 The A650 Newton Bar scheme is to be delivered as part of Phase 1 of the CIP Programme. The strategic case for the A650 Newton Bar scheme has a clear fit with the Leeds City Region Strategic Economic Plan, specifically in delivery against priority 4 infrastructure for growth - by enhancing connectivity and access for all modes, providing cycling and walking provision to promote active travel, improve journey times, and facilitate future housing growth and development.
- 2.113 The scheme has minimal risk in securing planning and land transfer with the majority of the land to be developed in Wakefield Council's ownership. Early positive engagement has already been had regarding purchase of a small parcel of 3rd party land. Multiple sources of evidence have been provided to demonstrate the commercial case for delivery of the scheme such as population growth statistics from the ONS and evidence of housing growth through the City Fields housing development.
- 2.114 Public consultation and briefing of key stakeholders has been undertaken, with positive feedback received on the proposal, specifically in the ability of the proposal to address the concerns and constraints of the existing conditions
- 2.115 Wakefield Council will be the delivery lead and to manage all aspects of contract and project management. The scheme will continue reporting to the monthly Corridor Improvement Programme Board, chaired by the Combined Authority.
- 2.116 Wakefield Council have demonstrated experience of delivering similar schemes such as the Kirkgate Highway Improvement scheme, as well as major construction projects such as Pontefract Northern Relief Road, Bretton Reservoir, and the Wakefield Eastern Relief Road. Planning permission and land transfer risks are minimal, with the council's in house Transportation and Highways team able to oversee this.

2.117 The scheme has a very high benefit cost ratio (BCR) of 25.6:1. The Economic Case is satisfactory, but further development works will be required at during activity 4 to refine the scheme. This should see a reduction in the BCR at full business case (decision point 4) to a level more in line with industry benchmarks.

Recommendations

2.118 That Investment Committee recommends to the Combined Authority that:

- (i) The Corridor Improvement Programme Phase 1 A650 Newton Bar project proceeds through decision point 3 and work commences on activity 4 (full business case).
- (ii) An indicative approval to the total project value of £6.752 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 £129,800 are approved in order to progress the scheme to decision point 4 (full business case) taking the total project approval to £204,800.
- (iv) The Combined Authority enters into an addendum to the existing funding agreement with Wakefield Council for additional expenditure of up to £129,800 from the West Yorkshire plus Transport Fund taking the total value to £204,800.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report (including through delegation to the Combined Authority's Managing Director at decision points 4 and 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 this report.

Project Title	Institute of High Speed Railways and System Integration (IHSRSI)
Stage	2 (Development)
Decision Point	3 (Outline business case)

Background

- 2.119 High Speed 2 (HS2) is Europe's largest railway project, and a vital part of the UK Government's strategic plan for regeneration, growth and rebalancing of the UK economy. It also represents a significant opportunity for the UK to capitalise on a rapidly growing high-speed rail global market. The lack of testing facilities in high-speed rail represents a significant barrier to the future development of high-speed rail research and innovation, but presents a significant opportunity for the Leeds City Region (LCR) to be a global lead.
- 2.120 The University of Leeds, working closely with partners from industry, government and the University sectors, is seeking to establish the Institute for High Speed Railways and System Integration (IHSRSI) in the LCR with the ambition of helping to unlock the full economic potential of high speed rail, nationally and globally to the benefit of job and wealth creation in the LCR.
- 2.121 This will provide the City region with a major new hub for high-speed rail innovation in track infrastructure and dynamics, rolling stock technology and system integration.
- 2.122 A number of options have been considered and fully researched to locate the facilities on a new campus called the Leeds Engineering and Technology Campus (LETeC). The current preferred option is for the LETeC to sit alongside the HS2 depot and within the Leeds Enterprise Zone (Aire Valley). Land purchase is at an advanced stage and it is expected to complete December 2018 / January 2019 with outline planning permission submission in December 2018.
- 2.123 The development and success of the IHSRSI is not dependent on HS2 or the HS2 depot, but its co-location with HS2 represents a strategic opportunity to have an even greater economic impact within the LCR.
- 2.124 The scheme will be delivered in two concurrent phases. The funding requested from the Combined Authority will part fund the delivery of Phase 1 only:
- 2.125 Phase 1 - creation of two world-leading test facilities for the new institute, these being a high-speed railways infrastructure test facility (ITF) and a high speed vehicle test facility (VTF). Specifically, world class high speed rail infrastructure test & Research & Development facilities to include:

- A full-scale 400 kilometre per hour capable world-leading fully dynamic high-speed rail Infrastructure Test Facility which will be able to test full-scale railway track structures, including embankments, preformed systems and ground stabilization technologies. By researching and developing new track support structures the facility will revolutionize the way conventional and high-speed tracks will be designed and built in the future and allow full cost reduction technologies and strategies to be fully validated.
- A full-scale high-speed 400 kilometre per hour capable Vehicle Test Facility capable of testing full-scale rolling stock and their interaction (behaviour) with different track systems. This world-leading facility will incorporate advanced technologies that allow the full duty cycle of the vehicle to be tested including all electrical and mechanical systems. This will allow advanced technologies to be developed and tested, and therefore help to de-risk the introduction of new rolling stock onto the rail network. The VTF will also have a full scale power test facility that will allow rolling stock to be powered directly through the pantograph and catenary test equipment. The construction of sidings will allow future connection to the HS2 depot and hence rail network placing the IHSRSI at the very heart of the rail industry and projecting the LCR as a global centre for railways.

2.126 Phase 2 - By linking the above two test facilities to a new System Integration and Innovation Centre (subject to additional funding applications) a whole system integration approach can be developed. By connecting the conventional and digital train control systems, a complete test-bed platform can be developed within an integrated research environment. This will create a unique research and development facility allowing transformational change in railway research and development. This is in direct response to calls from the national and international rail industry for the IHSRSI to have significant system integration capability to support the conventional and high-speed rail sectors. The system integration capabilities will allow de-risking in relation to the command and control systems including signalling.

2.127 In addition the facilities will be linked to the existing University of Leeds Passenger Motion Simulator to allow the passenger experience to be researched. This motion simulator allows full accelerations to be felt in the vertical, lateral and horizontal directions within a virtual reality simulation. The technology includes eye tracking, psychophysiological metrics and other systems to assess the passenger experience. This simulator is supported by the recent construction of an immersive virtual reality cave to research the passenger experience in new stations and railway environments.

2.128 HS2 will be of major economic benefit to the city region and the IHSRSI will help to maximise these benefits, by establishing the University and the LCR as a global lead in high speed rail engineering and research. The IHSRSI will complement and build upon the existing regional academic and industry expertise in rail research and education (e.g. University of Huddersfield) and will help cement the LCR as a world-leading centre of excellence.

- 2.129 The IHSRSI will also act as a catalyst for an Advanced Manufacturing Park which will be based on further investment from engineering and manufacturing companies within the East Leeds Enterprise Zone.
- 2.130 The scheme received decision point 2 (case paper) approval from the Combined Authority on 28 June 2018 as part of the “Call for Projects”. These schemes will be funded through over-programming against the local growth fund and were prioritised on the basis of the benefits derived and their ability to be delivered by March 2021. The Combined Authority have stated to the promoter that funding of this project is dependent on approval of Full Business Case with Finalised costs (decision point 5) by 30th June 2020 and all Combined Authority funding being committed by March 2021.
- 2.131 Since its decision point 2 approval the total project value has increased and as a result the request for Combined Authority funding has now increased from £11.44 million to £13.047 million.
- 2.132 The increase is due to the fact that at Expression of Interest (EoI) stage the brief was at an embryonic stage and costs for the two world leading test facilities were based on an outline budget for the specialised equipment for the two facilities described above and industry norms in terms of gross internal floor area for the VTF building. During RIBA Stage 1 the Design Team was able to define the brief more clearly, and design and size the building accordingly. The Design Team also worked alongside an equipment manufacturer and supplier to develop the equipment feasibility design and its interconnections with the civils build. This includes new capabilities in terms of system integrating the ITF and VTF facilities with command and control systems. This specialist has supplied budget costings for the equipment to which the University have added a contingency sum of 10%.
- 2.133 The University commits in full to underwriting any overspend on the IHSRSI project cost of £26.093m.
- 2.134 A summary of the scheme’s business case and location map is included in **Appendix 8**.

Outputs, benefits and inclusive growth implications

- 2.135 Outputs, benefits and inclusive growth implications can be summarised as:
- Phase 1: Infrastructure Test Facility (ITF) – a full-scale 400km/h capable high-speed rail infrastructure systems test facility that will be able to test full-scale railway track structures, including embankments, preformed systems and ground stabilisation technologies. This outdoor facility is adjacent to the Vehicle Test Facility;
 - Phase 1: Vehicle Test Facility (VTF) - a full-scale high-speed 400 km/h capable vehicle systems test facility capable of testing full-scale rolling stock and their interaction (behaviour) with different track systems. Housed in a building, this facility will potentially in the future accept rolling stock driven directly from the rail network via the HS2 depot.

- Phase 2: System Integration and innovation Centre (SIIC) capable of replicating the system interaction of the civil, mechanical, electrical and digital systems across the railway operational environment. This phase is subject to additional funding applications and is dependent on Phase 1 being fully funded.

2.136 All phases:

- Establishing an international reputation that will attract key industry investment, spur new enterprise, Small to Medium Enterprises and supply chains, to the Leeds City Region;
- Creation of high value employment and uplifting skills of local workforce (apprentices, technicians, undergraduates and postgraduates in the skills industry needs) and attracting new international students to Leeds;
- Increased retention of graduates in the Leeds City Region;
- Growing research and innovation expertise and manufacturing skills across the North;
- Leverage significant 'international' private sector and public research investment in Research & Development;
- De-risking UK and global high speed rail projects by providing facilities and expertise to assess track and vehicle designs and prototypes prior to deployment;
- Co-location of the HS2 depot, HS2 Yorkshire Hub Station and the IHSRSI provides the catalyst for significant future inward investment and export potential including the development of an Advanced Manufacturing Park – Leeds Council estimate that the AMP will generate 3,000 new jobs; and
- Helping to increase the GVA of the region;
- Business rate income to the Combined Authority as a result of its location in an Enterprise Zone.

Risks

2.137 The key risks to the project and the related mitigation are

- Securing all the required match funding and follow-on investment to realise the full vision for the IHSRSI. The University has secured private sector investment to support Phase 2 development. This funding is dependent on Phase 1 being fully supported. The University is in the process of formally approving the final portion of the £13.047 million matched funding for Phase 1.
- Deliverability within timescales and budgets for Phase 1. The university will under-write any potential scheme overspend in order to reduce this risk.

Costs

2.138 The project costs can be summarised as:

- The total cost of Phase 1 is forecast at £26.093 million, of which £13.047 million will be funded by the Combined Authority. This is a £1.634 million increase from the Combined Authority contribution which received indicative approval at decision point 2 (case paper) and is the maximum available from the Combined Authority.
- Funds from the university will be used as match funding (£13.047 million). The Combined Authority funding will only receive full approval once the promoter has demonstrated that the University of Leeds funding has received formal approval.
- Further funding for Phase 2 is currently being sought from other funding sources and private sector investors. This will be substantiated with the scheme's forthcoming full business case.

Timescales

- Decision point 5 (full business case with finalised costs) approval for Phase 1 is forecast for January 2020.
- Phase 1 of the scheme is due to be delivered by December 2020.
- Phase 2 of the scheme is due to be delivered by February 2021

Assurance pathway and approval route

Assurance pathway	Approval route
Decision point 3	Recommendation: Investment Committee Decision: Combined Authority
Decision point 5	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director

Assurance Tolerances

Project tolerances
The Combined Authority's contribution remains at the figure outlined in this report. Programme timescales remain within 3 months of the timescales outlined within this report.

Project responsibilities

Senior Responsible Officer	Professor Lisa Roberts, University of Leeds
Project Manager	Professor Peter Woodward, University of Leeds

Appraisal summary

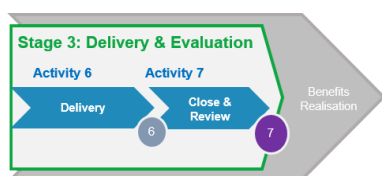
2.139 The scheme has a strong strategic, commercial and economic case at this stage, although the financial and management cases require more detail. As the full business case is developed, delivery costs and programmes will require additional clarity, to ensure the scheme is deliverable. The Combined Authority will appoint a Project Manager who will work with the University to ensure compliance with the Combined Authority assurance processes and to reduce perceived risk through close working relationships.

Recommendations

2.140 That Investment Committee recommends to the Combined Authority that:

- (i) The Institute for High Speed Rail and System Integration scheme Phase 1 proceeds through decision point 3 and work commences on activity 5 (full business case with finalised costs).
- (ii) An indicative approval to the Combined Authority's contribution of £13.047 million is given, which will be funded through 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). The total Phase 1 value is £26.093 million (The University of Leeds will contribute match funding of £13.047 million).
- (iii) 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 3: Delivery and Evaluation



Project Title	Business Growth Programme
Stage	Stage 3 (Delivery)
Decision Point	Change Request at Activity 6

Background

- 2.141 The Business Growth Programme (BGP) was launched in February 2013, with funding previously awarded through the regional growth fund (for the original programme which ran from February 2013 to March 2015). Once the Growth Deal was agreed a further £18 million was awarded through the local growth fund round 1 April 2015 to March 2018 following by £9 million through round 3 to extend the programme to March 2021.
- 2.142 The Business Growth Programme continues to be an extremely popular programme with businesses and has contributed to the creation of 2,540 jobs and the safeguarding of a further 1,682 jobs since its launch and leveraged in £183.4m of private sector funding, currently £20.8 million of the £27 million approved funding is committed. This may mean that the programme will need to close imminently to new applicants, which will be before the end of the funding cycle.
- 2.143 The programme supports businesses operating within the Local Enterprise Partnership's priority sectors (manufacturing, food and drink, low carbon & environmental, financial & business services, digital & creative and health & life sciences) by providing grants of between £10,000 and £250,000, where grant support is needed/adds value by filling a funding gap, accelerating an investment, enabling an investment to happen on a larger scale or in a particular location. The programme primarily supports small medium enterprises (SME), though large companies are considered by exception.
- 2.144 Funding supports the expansion, modernisation and diversification of economic activities. Activities supported include the purchase of plant, machinery and equipment, fit out of new premises and alterations and extensions to existing premises. Research and development activity (excluding basic/fundamental research) can be supported where this supports employment and business growth.

- 2.145 Investments must be specifically linked to job creation, or clearly demonstrate the investment is linked to growth (e.g. in the supply chain), an increase in productivity or skills development (leading to a recognised qualification). Overall, the programme will lead to productivity improvements and a net increase in the average number of employees in recipient businesses. All employment posts will be maintained for at least 3 years in SMEs and at least 5 years in large businesses. All applicants are expected to provide match funding of at least 80%. The programme aims to provide an overall funding ratio of at least 1:4 (Public to Private).
- 2.146 Applicants are required to provide a business case and demonstrate the additionality grant support will bring to the project.
- 2.147 In most cases, funding is awarded through the General Block Exemption Regulations, which allow provision of support at a 20% intervention rate for small businesses or 10% for medium sized businesses (and 10% for large businesses in assisted areas). In some cases (where the business is a large company and the project is not located in an assisted area) funding is awarded through De Minimis provisions, which allow grant support of up to 200,000 euros in a rolling three year period.
- 2.148 The existing growth deal 3 funded scheme (£9 million) will run until March 2021 and will support the creation of over 500 net new jobs to the Leeds City Region, supporting 165 businesses in the City Region's priority sectors and leveraging in £50m of private sector investment. The scheme has exceeded its forecasts and continues to deliver strongly, to the extent that it is likely to have committed all funding and delivered all targets in advance of 2021. If additional funding was allocated to the scheme it would enable the programme to deliver until the closure date of March 2021 and support a greater number of businesses.

Description of the Change Request

- 2.149 To assign an additional £7 million of Local Growth Funding to extend the programme, thereby increasing the total funding available to £34 million.
- 2.150 Securing additional funding will enable the programme to continue to provide grant support to businesses until the end of the programme (31st March 2021)
- 2.151 The change does not require any change to the delivery model; the existing project team will deliver the additional outputs. The delivery costs are approximately £475, 000 for the three year period 2018/2019 to 2020/2021. This represents 5% of the total project cost. As there will be no increase in the delivery costs should the change request be approved, the delivery costs will represent only 3% of the total project cost if approved.
- 2.152 Changes have already been made to the programme criteria to reduce financial constraints on the programme, such as removing the property purchase as an eligible criteria and restricting applications to a maximum of three cumulative value of £250k over a three year period.

2.153 The existing funding allocated (of £27 million) is not sufficient to meet the demands of businesses applying to the fund and it is expected that the fund will be fully committed by the end of quarter two 2019/2020. It has therefore been identified that allocating £7 million of additional funding to this programme will build on the existing good track record of delivery and increase the jobs created by 560. This additional allocation will be funded through overprogramming on the Local Growth Fund. If this funding is not made available to the programme there is some potential for reputational damage to the Combined Authority and the fund will be essentially closed in 2019. It is anticipated that the programme is particularly vital to supporting businesses in the forthcoming period of uncertainty surrounding Brexit.

Outputs, benefits and inclusive growth implications

2.154 The forecast outputs, benefits and inclusive growth implications from the funding requested as part of this change request are:

- Create / safeguard an additional 560 jobs (delivering at least 1,060 jobs overall)
- Leverage an additional £35 million in private sector funding (delivering at least £85 million in private sector funding overall)
- Provide grants to an additional 125 businesses (providing grants to at least 290 businesses overall)
- Cost-effective and proven way to support businesses, whilst investing the Combined Authority's Local Growth Fund on eligible activity i.e. grants for capital investment by businesses;
- Supporting Small to Medium sized businesses to capitalise on the opportunities that may be presented from Brexit

Risks

2.155 There are few risks associated with extending the funding available to the programme as it is currently in delivery and operating successfully. The key risk to the programme is:

- Brexit may result in small medium enterprises losing confidence with the market and as a result not seeking out business growth support.
Mitigation – proactive engagement with small medium enterprises to ensure that the relevant policies can be implemented in a manner that is timely to their business planning processes.

Costs

2.156 The project costs can be summarised as:

- The preferred option is to assign an additional £7 million of Local Growth Funding to the Business Growth Programme. This will increase the total funding approved for the programme to £34 million.

Timescales

2.157 The forecast completion of the Business Growth Programme is March 2021

Assurance pathway and approval route

Assurance pathway	Approval route
Activity 6 Change Request	Recommendation: Investment Committee and Decision: Combined Authority

Assurance tolerances

Assurance tolerances
That the total Combined Authority costs for the project remain within the costs outlined within this request; That the programme delivery timescales remain within 3 months of those set out in this report Creation of jobs to be not less than 10% lower than the 560 figure in this report (and therefore should be at least 504) Applicant private sector match funding to be not less than 10% lower than the £35 million figure in this report (and therefore should be at least £31.5m)

Project responsibilities

Senior Responsible Officer	Henry Rigg – Combined Authority
Project Manager	Lorna Holroyd – Combined Authority
Combined Authority case officer	Paul Coy

Appraisal summary

2.158 The Change request is in line with the overall business for the Business Growth Programme, and the proposed change will derive further positive outcomes for the programme, for partnership-working and for the local economy.

Recommendations

2.159 That Investment Committee recommends to the Combined Authority that:

- (i) The change request to the Business Growth Programme is approved to provide additional £7 million of funding to the Business Growth Programme. This will be funded from over programming against the Local Growth Fund. This would take the expenditure approval for the total programme to £34 million.

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

Decisions made through the delegation to the Managing Director

2.160 Since Investment Committee's meeting on the 7th November, 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. In order for a decision to be made through a delegation to the Managing Director, the scheme must remain within the assurance tolerances that have been approved at an earlier decision point. All the schemes outlined below have remained within their approved delegations unless stated otherwise below

Wyke Beck Flood Alleviation scheme

- 2.161 The decision point 5 approval related to the Wyke Beck Valley flood alleviation scheme and work starting on activity 6 (delivery).
- 2.162 The overall Wyke Beck flood alleviation scheme project consists of three independent but complementary schemes all situated within Local Nature Reserves associated with Wyke Beck, all of which provide multiple benefits.
- 2.163 The full business case plus finalised costs (full business case plus) for the first two schemes at Arthur's Rein and Halton Moor (Phase 1) was approved by the Combined Authority's Managing Director on 27 March 2018, at which time the Killingbeck Meadows project (Phase 2) was still in design and PAT were unable to recommend it for full business case plus approval. An updated full business case plus has now been submitted and that is the subject of this approval. The Managing Director approved decision point 5 and to the Combined Authority's contribution of £1.583 million towards the Wyke Beck Valley project, to be funded through the Local Growth Fund is given. In addition to the £975,000 approved in March 2018 for the first phase of the project, this brings the total Combined Authority contribution to the project to £2.558million. The total project value is £4.750 million.
- 2.164 The scheme will deliver the following benefits, benefits cost ratio: 2.87, Residential development on circa 15 hectares of brownfield land in East Leeds, a reduction in the risk of flooding to 29 homes in a 1:20 flood year event, 5 homes in a 1:75 year event and 3 homes in a 1:200 year event, a reduction in the extent of flooding in 1:20 year event by 18,952m². Also net present benefits of £4.84 million over 100 years.

Mytholmroyd Station Park & Ride

- 2.165 The decision point 5 approval related to Mytholmroyd Station Park & Ride scheme and work starting on activity 6 (delivery).
- 2.166 Mytholmroyd will be the 5th station car park extension to be approved within the £30.5 million Rail Park & Ride Programme and deliver much needed parking capacity onto the Calder Vale line.

- 2.167 The scheme will deliver the following outputs: +203 parking spaces including 10 Blue Badge Bays, CCTV, LED Lighting, re-surfaced access road, future proofing for potential EV Charging schemes, community landscaping.
- 2.168 The landowner, Network Rail, has approved the design. Northern have agreed to operate and maintain the finished car park. De-vegetation has been conducted by Network Rail on the schemes behalf, free of charge.
- 2.169 The scheme has synergy with the West Yorkshire Transport Strategy 2016-36, Rail Plan 7 and contributes to the SEP through Priority 4- Infrastructure for Growth. The Combined Authority are the funder and will project manage the scheme. It is being delivered through Arriva Rail North who will ultimately operate and maintain the car park.

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

Investor Readiness Support Programme

- 8.1 That Investment Committee recommends to the Combined Authority that:
- (i) The Investment Readiness project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
 - (ii) An indicative approval to the Combined Authority's contribution of £1.429 million is given (which will be funded from £714,500 from the Leeds City Region Business Rates Pool and £714,500 from ESIF), with Full

Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5. The total project value is £1.429 million with funding already secured.

- (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 subject to the scheme remaining within the assurance tolerances outlined within this report.

Transformational – A1620 Leeds Northern Outer Ring Road Improvements, Leeds

8.2 That Investment Committee recommends to the Combined Authority that:

- (i) The A6120 Leeds Northern Outer Ring Road Improvements (A647 to A65) proceeds through decision point 2 and work commences on the feasibility study.
- (ii) An expenditure approval is given to the total value of £392,500 to Leeds City Council to fund a feasibility study.
- (iii) That the Combined Authority enter into a funding agreement with Leeds City Council for expenditure of up to £392,500 to be funded from the West Yorkshire plus Transport Fund.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report 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

Corridor Improvement Programme – Dawsons Corner

8.3 That Investment Committee recommends to the Combined Authority that:

- (i) The Dawson's Corner 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 £20.159 million, with the Combined Authority's contribution of £19 million (which will be funded through £15 million from the CIP Phase 1 fund and £4 million from the LPTIP fund) 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 £20.159 million.
- (iii) That development costs of £1.59 million, (including £499,000 additional development costs and £1.1 million land assembly costs) are approved in

order to progress the scheme to decision point 5 (full business case with finalised costs), taking the approval to £2.598 million

- (iv) That the Combined Authority issue an addendum to the existing funding agreement with Leeds Council for additional expenditure of up to £1.59 million from the West Yorkshire plus Transport Fund taking the total value to £2.598 million.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report 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.

Corridor Improvement Programme Phase 1 - Dyneley Arms

That Investment Committee recommends to the Combined Authority that:

- (i) The Dyneley Arms junction project proceeds through decision point 3 and work commences on activity 4 (full business case) and 5.
- (ii) An indicative approval to the total project value of £2.747 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) Additional development costs of £373,000 (which include £250,000 for land assembly) are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) taking the total approval to £775,000.
- (iv) The Combined Authority issues an addendum to the existing funding agreement with Leeds Council for additional expenditure of up to £373,000 from the West Yorkshire plus Transport Fund (giving a total funding agreement value of £775,000).
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report 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.

Corridor Improvement Programme Phase 1 – Fink Hill

8.4 That Investment Committee recommends to the Combined Authority that:

- (i) The Corridor Improvement Programme Phase 1 Fink Hill project proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).

- (ii) An indicative approval to the total project value of £4.150 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) Additional development costs of £404,000 are approved in order to progress the scheme to decision point 4 (full business case) taking the total project approval to £519,000.
- (iv) The Combined Authority enter into an addendum to the existing funding agreement with Leeds City Council for additional expenditure of up to £404,000 from the West Yorkshire plus Transport Fund taking the total value to £519,000.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject remaining within the tolerances outlined in this report.

Corridor Improvement Programme Phase 1 – A650 Newton Bar

8.5 That Investment Committee recommends to the Combined Authority that:

- (i) The Corridor Improvement Programme Phase 1 A650 Newton Bar project proceeds through decision point 3 and work commences on activity 4 (full business case).
- (ii) An indicative approval to the total project value of £6.752 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 £129,800 are approved in order to progress the scheme to decision point 4 (full business case) taking the total project approval to £204,800.
- (iv) The Combined Authority enters into an addendum to the existing funding agreement with Wakefield Council for additional expenditure of up to £129,800 from the West Yorkshire plus Transport Fund taking the total value to £204,800.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report (including through delegation to the Combined Authority's Managing Director at decision points 4 and 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 this report.

Institute of High Speed Railways and System Integration – Phase 1

8.6 That Investment Committee recommends to the Combined Authority that:

- (i) The Institute for High Speed Rail and System Integration scheme Phase 1 proceeds through decision point 3 and work commences on activity 5 (full business case with finalised costs).
- (ii) An indicative approval to the Combined Authority's contribution of £13.047 million is given, which will be funded through 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). The total Phase 1 value is £26.093 million (The University of Leeds will contribute match funding of £13.047 million).
- (iii) 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.

Business Growth Programme

8.7 That Investment Committee recommends to the Combined Authority that:

- (i) The change request to the Business Growth Programme is approved to provide additional £7 million of funding to the Business Growth Programme. This will be funded from over programming against the Local Growth Fund. This would take the expenditure approval for the total programme to £34 million.
- (ii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined within this report.

9 Background documents

9.1 None as part of this report.

10 Appendices

Appendix 1 – Background to the report

Appendix 2 - Business case summary – Investment Readiness Support Programme

Appendix 3 - Business case summary – Transformational – A1620 Leeds Northern Outer Ring Road Improvements

Appendix 4 - Business case summary – CIP Phase 1 – A647 Dawsons Corner

Appendix 5 – Business case summary - CIP Phase 1 - Dyneley Arms

Appendix 6 - Business case summary – CIP Phase 1 - Fink Hill

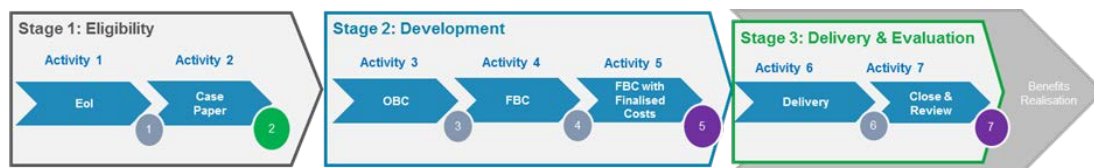
Appendix 7 - Business case summary – CIP Phase 1 – Newton Bar

Appendix 8 - Business case summary – Institute of High Speed Railways and System Integration – Phase 1

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.

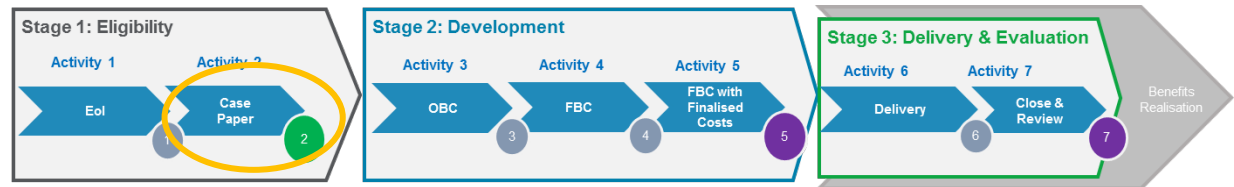
Tolerances

- 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.

Scheme Summary

Name of Scheme:	Investment Readiness Project
PMO Scheme Code:	WYCA-EU-004
Lead Organisation:	West Yorkshire Combined Authority
Senior Responsible Officer:	Henry Rigg
Lead Promoter Contact:	Head of Business Support
Case Officer:	Sarah Thacker
Applicable Funding Stream(s) – Grant or Loan:	ESIF Funding £714,500 Business Rates Pool £714,500
Growth Fund Priority Area (if applicable):	Priority Area 1
Approvals to date	ESIF funding £714,500 approved 18/10/2018 BRP funding £714,500 approved 12/09/2018
Forecasted Full Approval Date (Decision Point 5):	Dec 2018/Jan 2019 – TBC depending on outcome of DP2 approval
Forecasted Completion Date (Decision Point 6):	December 2021
Total Scheme Cost (£):	£1.429 million
Combined Authority Funding (£):	£1.429 million
Total other public sector investment (£):	
Total other private sector investment (£):	
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 Investment Readiness project will support at least 300 small and medium-sized enterprises (SMEs) across the City Region to grow, become productive and provide better quality jobs by supporting them to attract the right amount and type of external investment. It will also directly create at least 50 jobs in the SMEs supported, and facilitate significantly more employment creation indirectly by enabling firms to attract investment and then grow as a result. It is estimated that this could create up to an additional 1,000 new jobs further down the line.

This clear focus on directly supporting business growth will contribute to generating increased business rates receipts for Local Authorities over the coming years.

The project closely aligns to local strategic priorities as set out within the Strategic Economic Plan and ESIF Strategy, as well as the Business Rates Pool Prospectus, by helping SMEs to access the full range of finance, innovation and digital support options available to them, in order to create good quality employment and business growth opportunities within the City Region. Furthermore, the project will create growth and employment that enables businesses to start-up, scale-up, innovate, access finance for investment and enter new markets.

1.1 Introduction

The project will support the growth of SMEs across Leeds City Region by providing them with an impartial and confidential advice service on how to prepare for, and access, the full range of finance options available to them. This will include finance products and services delivered by the private and public sectors, including the LEP's grants and loans, the Northern Powerhouse Investment Fund, Start-Up Loans, R&D Tax Credits, Innovate UK, mainstream commercial finance and new technology-led options, such as crowdfunding, factoring and bitcoin.

It will meet a clear gap in the market in Leeds City Region for a responsive and bespoke support service that can help businesses increase their productivity, and benefit their local economies, by accessing the external finance required to realise their growth plans, in the process creating good quality jobs. It will focus on the importance of producing detailed and compelling investment propositions and business plans, and on maintaining tight controls on the financial management of businesses, something that can often be the deciding factor for an investor.

1.2 Match-funding

A Full Business Case for the project has been approved under the European Regional Development Fund (ERDF) for £714,500 over three years. A successful application to the Leeds City Region Business Rates Pool (BRP) has provided the required 50% match-funding to support delivery of the £1.429 million project for the City Region. The two funding sources will allow the project to progress without the need for any additional funding from the CA or any match-funding from the businesses accessing the support.

1.3 Aim and objectives of the project

The project's primary aim is to contribute to the creation of business growth opportunities in the Leeds City Region, and particularly within the key sectors of the current Strategic Economic Plan.

The specific objectives of the project are to:-

1. Drive-up business productivity through increased investment by businesses in the City Region
2. Improve the financial and business planning capabilities of businesses in the City Region.
3. Better prepare businesses with growth potential to access the finance they require.
4. Improve the knowledge and understanding of different finance options and finance products amongst the Leeds City Region business base.
5. Enhance the ability of businesses to develop and present compelling investment propositions and, as a consequence, to improve their strategic business planning.
6. Increase levels of external finance going into businesses in the City Region.
7. Provide business-owners and managers with a confidential support service on all matters related to access to finance.
8. Improve the working relationship between businesses and providers of business finance.

1.4 What the project will do

There are four inter-connected elements to the project as set out below. Businesses will be able to access some or all of the support available, with those demonstrating most growth potential being provided with the more intensive one-to-one advice

1. Business Diagnostic (undertaken via telephone, online or face-to-face at one of the LEP's Business Advice Pop-Up events), leading to an Investment Action Plan tailored to the needs of the business. This will explore in detail the investment readiness stage of the business and its future requirements related to preparing for, and/or, directly accessing finance. The information and next steps will be captured within the Investment Action Plan, which may also include other current products available to businesses in the City Region, such as Finpoint, LEP Capital Grants, Ad:Venture, Digital Enterprise, Access Innovation, Resource Efficiency Fund, NPIF, Innovate UK etc.
2. Investment Coaching - one-to-one expert support for SMEs with the most growth potential, focussed on attracting and managing external finance to drive-up productivity and create good quality jobs (circa three hours per session).
3. Investment Best Practice - series of expert sessions covering key investment readiness topics (six workshops each lasting two to three hours, and each delivered in a group setting with an important element of peer support and learning). Complemented by more specialist two-hour masterclasses delivered by business funders as an in-kind contribution to the project.
4. Information & Advice Service - for more straightforward, transactional queries on access to finance i.e. products available and headline options for businesses. Calls to this line will be limited to 30 minutes and support will be accessed via the LEP Growth Service Gateway.

Business Case Summary:

Strategic Case

The project will deliver against several work areas and has clear alignment with Priority 1, 'Growing Businesses,' of the Leeds City Region Strategic Economic Plan (2016 - 2036), of which access to finance is a key strand. In doing so, it will have an overall focus of boosting business productivity in the City Region, which is a key objective of the Combined Authority, through increased investment in new technology, workforce development and strategic business planning.

The strategic case for interventions related to access to finance and improved investment readiness is clearly set out within Annex 3 of the Leeds City Region Business Rates Pool Prospectus. It highlights that 'many businesses are not aware of the different products available in the marketplace, and often believe that if their bank turns them down for funding, other options are not worth pursuing'. It goes on to state that 'SMEs often fail to present the strengths and 'investability' of their growth plans in a manner that appeals to investors.' The proposed project will directly address these issues by delivering a package of support that can provide 'businesses with the required advice and skills on making compelling and innovative proposals for investment and preparing businesses to draw down external finance.'

The following interventions set out within the prospectus will be directly addressed by the project:

- One-to-many workshops to be delivered across the City Region covering the different categories of funding available to SMEs. More detailed one-to-one advice surgeries for SMEs to prepare for, and access, external finance.
- Workshops focussed on individual funds and/or funding opportunities, at which specific providers are invited to present to SMEs e.g. NPIF, Innovate UK, R&D Tax Credits.
- Continued close working with the private sector intermediary network in the City Region (e.g. banks, other funders, accountants, legal advisers etc.)
- Providing all businesses in the City Region with access to the full range of publicly-funded support available to support growth.

The project will be delivered across the whole of Leeds City Region, including within spatial priority areas and Enterprise Zones. It will support businesses of all sizes with a focus on the current priority sectors for the City Region.

The project will directly deliver the following outputs and outcomes:

Outputs – Enterprises receiving support, Enterprises receiving non-financial support.

Outcomes – Increased awareness and take-up of support available across the City Region, Increase in SME productivity, investment, turnover and jobs created, Increase in business inward investment, A more buoyant and joined-up marketplace for SME finance in the City Region, Higher levels of private investment into SME growth.

Evidence of need

The 2017 Leeds City Region Business Survey included interviews with 2,368 businesses, 96% of which had less than 50 staff and 99% less than 250 staff. Access to finance was a specific section within the survey and provided the following headline results which clearly demonstrate the need for the project:

- Access to finance was cited by most respondents as their main barrier to growth, with 1 in 8 specifically citing it as inhibiting their growth.
- The second most commonly cited barrier to growth was cash flow, which is clearly related to access to finance and is an issue to be addressed by the project.
- Similarly, 47% of respondents stated that they did not currently have a written business plan, which is also something to be addressed by the project.
- 15% of respondents had applied for finance in the previous 12 months, with one fifth of these being declined.
- Investment for innovation/R&D was the only area of finance to see an increase in demand compared to the previous survey in 2015. Again, the full range of incentives related to R&D investment will be covered within the project.
- On the wider topic of where businesses go for business support/advice, banks and accountants was lower in 2017 than in 2015, but the LEP was higher. This would suggest that the profile of the LEP and its offer to SMEs has increased over the past two years, meaning it is well-placed to deliver a new project in the SME marketplace such as the one proposed here.

Evidence of demand

Between April 2015 and March 2018, there were 1,792 enquiries from businesses looking for external finance to support their growth plans, which represents 67% of all enquiries to the service. As the table below shows, there has also been an ongoing increase in the number of access to finance enquiries since 2015, which demonstrates the need for a bespoke service catering for the subject.

Access to Finance Enquires to LEP Growth Service

2015/16	92
2016/17	735
2017/18	965
Total Access to Finance Enquiries	1792
Total Enquiries	2661

The activities will be delivered from different geographic locations ensuring full coverage across Leeds City Region (except Barnsley), thereby

<p>Commercial Case</p>	<p>ensuring that SMEs that need to access support can engage at a localised level. This will be particularly the case with the workshop programme that will need to equitably reach the diverse SME population of the City Region</p> <p>in much the same way as the LEP's/CA's successful Business Advice Pop-Up Cafes Programme. To date, the team have delivered successful events at over 20 different locations, including ones that might be considered as being in the more outlying areas of the City Region, such as Todmorden, Steeton, Cleckheaton and Otley, and those in the more disadvantages areas, such as Beeston, Leeds and Manningham, Bradford. The events have all been successful in attracting SMEs and customer feedback has been consistently over 90% regarding satisfaction levels. This clear experience and expertise will be utilised to inform this project's delivery.</p> <p>A contractor will be openly procured to deliver the diagnostic and investment action plan, workshops and one- to-one support to businesses. They will be managed by the project delivery team within the CA's Business Support Team to ensure documentation is collated correctly using standardised forms, and that performance stays on track throughout the project through monthly progress meetings.</p> <p>The delivery partner will be sourced via a transparent procurement process, with a provider selected based on a robust set of criteria, including value for money, expertise and experience, capacity to deliver and added value/innovation. The Business Support Team would then manage the contract, quality assure the provision (including via regular customer satisfaction surveys and external impact evaluations) and support integration within the business support landscape.</p> <p>The tender specification will clearly state the requirement to provide workshops at accessible locations across the City Region, and the more intensive one-to-one support will be expected to be delivered at a location of the SME's choice, typically their own business premises. It is yet to be determined how the more detailed diagnostic with the SMEs will be delivered as this will be a key component of the procured service.</p>
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Economic Case

The expected outcomes from the project will be an increased number of businesses in the City Region being able to secure the finance needed to achieve their scale-up plans, In turn, this will see an increased number of higher value jobs and a positive impact on the City Region's productivity rate.

The project will deliver good value for money in terms of cost per output for business support projects of this nature. The unit cost per business supported is £4,750, which is below similar existing ERDF-funded projects currently in delivery in the City Region (e.g. Ad:Venture, Strategic Business Growth, Access Innovation and Digital Enterprise), and the cost per business supported intensively (equating to at least 12 hours of support) is also relatively modest at £9,500. The evaluation of business support projects funded by the previous Regional Development Agency for the region (Yorkshire Forward) put average cost per intensive business assist at £20,000.

The following options have been considered to identify the preferred way forward:

Options	Impact	Reason for rejection / selection
1. Do nothing	SMEs in the City Region fail to secure the growth-related finance required to boost productivity. Less investment in the Leeds City Region business marketplace, and lower take-up of growth funds, including NPIF.	There is a clear and evidenced gap in the market for impartial investment readiness support. There is also a current opportunity to secure the required funding via ERDF and Business Rates Pool funding.
2. Smaller project	Fewer SMEs in the City Region secure the growth-related finance required to boost productivity.	There is a current opportunity to secure funding to deliver an Investment Readiness project that could make a positive impact on the City Region. Therefore, the full £1.429 million should be utilised. .
3. Larger project through charging businesses to access the support.	More businesses in the City Region secure the growth-related finance	Reputational and moral issues related to charging businesses to access external finance i.e.

		<p>required to boost productivity.</p> <p>Businesses may not engage if there is a direct financial cost, and it could confuse the marketplace.</p>	<p>repayment of fees if no finance is secured.</p> <p>Including business financial contributions within an ERDF-funded project can be complicated and potentially disruptive if too few businesses participate.</p>
	<p>4. Current proposal/preferred way forward</p>	<p>Will deliver an impactful and in-demand additional growth-related product for businesses in the City Region.</p> <p>Will provide growing businesses with free and impartial advice on access to finance issues in a challenging economic environment.</p> <p>Will contribute to the ongoing maturity of the City Region's business finance landscape.</p>	<p>The opportunity now exists to deliver the project utilising two sources of compatible public funding, and without needing to charge businesses.</p> <p>The proposed project complements and adds value to the current Growth Service offer, and meets a clear and well-evidenced gap in the market for good quality, free and impartial investment readiness support.</p>
Financial Case	<p>The scheme will be funded from ESIF £714,500 and a public match from West Yorkshire Combined Authority via the Leeds City Region Business Rates Pool of £714,500.</p> <p>The Combined Authority will be the accountable body for each source of funding.</p>		
Management Case	<p>The Combined Authority's Business Support Team would be responsible for the overall management of the project. The delivery of support to businesses will then be put out to tender via an open and transparent procurement process, with a provider(s) selected based on a robust set of criteria, including value for money, expertise and experience, capacity to deliver and added value/innovation. The Business Support Team would then manage the contract, quality assure the provision (including via regular customer satisfaction surveys and external impact evaluations) and support integration within the business support landscape.</p> <p>Although the appointed provider will be responsible for the design and delivery of the workshop content as part of the procurement, it is expected that the following key areas will be covered:- producing a robust business plan, R&D credits, managing cash-flow effectively, preparing for external investment, pitching skills and the different finance products on the market.</p>		

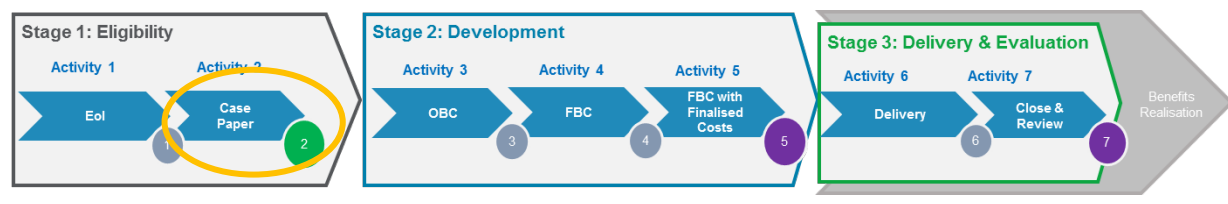
	<p>The workshop programme will advance the knowledge and skills of attendees and provide an important element of peer support and learning, something that many business owners and managers often state as important benefits to such projects. The workshops will be delivered in accessible locations across the City Region on a rolling basis.</p> <p>For those businesses whose investment action plan clearly identifies growth potential and the associated need to raise external investment in the short-term, more detailed one-to-one support will be delivered by the appointed provider(s). This will include ‘hands on’ support in the preparation of key finance and planning documents, and on the development and delivery of verbal investment pitches. This support will usually be delivered at the premises of the business.</p> <p>The package of support accessed by each business will vary across the four main areas of delivery as informed by the initial diagnostic of need. For example, one client may attend six workshops, or, two one-to-one sessions, or, a mixture. In addition to the workshops and one-to-one sessions, additional masterclasses will be delivered at no cost by private sector partners of the LEP and Combined Authority. These will cover more specific, technical areas, such as intellectual property, business plans and cash flow forecasts, asset finance and equity investment.</p>																													
	<table border="1"> <thead> <tr> <th data-bbox="440 952 932 981">Milestone</th> <th data-bbox="932 952 1415 981">Target Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="440 981 932 1016">Full Application</td> <td data-bbox="932 981 1415 1016">August 2018</td> </tr> <tr> <td data-bbox="440 1016 932 1055">Sign Contracts</td> <td data-bbox="932 1016 1415 1055">November 2018</td> </tr> <tr> <td data-bbox="440 1055 932 1093">Project Staff in Place</td> <td data-bbox="932 1055 1415 1093">January 2019</td> </tr> <tr> <td data-bbox="440 1093 932 1167">Procurement of business support provider(s) complete</td> <td data-bbox="932 1093 1415 1167">February 2019</td> </tr> <tr> <td data-bbox="440 1167 932 1240">DP5 following completion of procurement</td> <td data-bbox="932 1167 1415 1240">February 2019</td> </tr> <tr> <td data-bbox="440 1240 932 1314">Award/sign contracts with appointed contractor</td> <td data-bbox="932 1240 1415 1314">March 2019</td> </tr> <tr> <td data-bbox="440 1314 932 1388">Full Project launch i.e. delivery to SMEs commences</td> <td data-bbox="932 1314 1415 1388">April 2019</td> </tr> <tr> <td data-bbox="440 1388 932 1462">Quarterly private sector masterclasses</td> <td data-bbox="932 1388 1415 1462">July 2019 onwards</td> </tr> <tr> <td data-bbox="440 1462 932 1500">Mid-term summative assessment</td> <td data-bbox="932 1462 1415 1500">November 2020</td> </tr> <tr> <td data-bbox="440 1500 932 1538">Final summative Assessment</td> <td data-bbox="932 1500 1415 1538">October 2021</td> </tr> <tr> <td colspan="2" data-bbox="440 1538 1415 1576">Delivery partners:</td> </tr> <tr> <td data-bbox="440 1576 932 1615">Role / Organisation</td> <td data-bbox="932 1576 1415 1615">Responsibility in project delivery</td> </tr> <tr> <td data-bbox="440 1615 932 1982">Project Manager & Project Assistant, Combined Authority</td> <td data-bbox="932 1615 1415 1982">The Project Manager will be responsible for all operational elements of the project, including the procurement of the delivery partner(s) and managing the performance of the contract. They will also be responsible for managing the contact and working relationships with the project’s funders and for appointing, and</td> </tr> </tbody> </table>		Milestone	Target Date	Full Application	August 2018	Sign Contracts	November 2018	Project Staff in Place	January 2019	Procurement of business support provider(s) complete	February 2019	DP5 following completion of procurement	February 2019	Award/sign contracts with appointed contractor	March 2019	Full Project launch i.e. delivery to SMEs commences	April 2019	Quarterly private sector masterclasses	July 2019 onwards	Mid-term summative assessment	November 2020	Final summative Assessment	October 2021	Delivery partners:		Role / Organisation	Responsibility in project delivery	Project Manager & Project Assistant, Combined Authority	The Project Manager will be responsible for all operational elements of the project, including the procurement of the delivery partner(s) and managing the performance of the contract. They will also be responsible for managing the contact and working relationships with the project’s funders and for appointing, and
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		<p>managing the contract with, the appointed evaluators.</p> <p>The Project Assistant will be responsible for supporting the Project Manager in all operational and contractual elements of the project, with a particular focus on ensuring all relevant output-evidence and supporting documentation is gathered, maintained and recorded in line with funding requirements.</p>
	Head of Business Support, Combined Authority	Overall responsibility for the delivery of the project and for reporting progress within the governance structures set out below. Also responsible for ensuring integration with the LEP Growth Service and the wider business support landscape.
	Procured Delivery Partner	Responsible for delivering the one-to-one and one-to-many elements of the project via an openly procured contract with the Combined Authority.
	<p>Governance arrangements</p> <p>The LEP and CA's Business, Innovation and Growth (BIG) Panel will be responsible for the governance and strategic direction of the project, with progress also reported to the main LEP Board and the Combined Authority, as well as to the BRP Committee. The LEP Growth Service already operates within this governance and scrutiny function.</p> <p>Additionally, a steering group will be established for the project to oversee operational delivery. The group will then report progress and risks to the Combined Authority's Economic Services Programme Performance Board, with any key delivery issues and risks reported onward to the Portfolio Management Group.</p>	

Scheme Summary

Name of Scheme:	A6120 Leeds Northern Outer Ring Road Improvements (A647 to A65)
PMO Scheme Code:	WYTF-PA4-053
Lead Organisation:	Leeds City Council
Senior Responsible Officer:	Gary Bartlett
Lead Promoter Contact:	Paul Roberts (consultant)
Case Officer:	Heather Briggs
Applicable Funding Stream(s) – Grant or Loan:	West Yorkshire-plus Transport Fund- transformational allocation. Grant funding.
Growth Fund Priority Area (if applicable):	Priority 4
Approvals to Date:	Activity 1 was approved 17/10/2018
Forecasted Full Approval Date (Decision Point 5):	TBC
Forecasted Completion Date (Decision Point 6):	TBC
Total Scheme Cost (£):	£492,500 (pre-feasibility funding only)
Combined Authority Funding (£):	£392,500
Total other public sector investment (£):	£100,000
Total other private sector investment (£):	NA
Is this a standalone Project?	Yes
Is this a Programme?	No
Is this Project part of an agreed Programme?	Yes- Transformational Programme

Current Assurance Process Activity:



Scheme Description:

This project forms part of the Transformational Programme. £12.5 million was allocated to the development of transformational project which will be delivered post 2025. This project is Leeds City Councils transformational project submission.

An initial feasibility study will identify what could be delivered from an expansion or upgrade of the Leeds Northern Outer Ring Road A6120 between Dawsons Corner (A647) and Horsforth Roundabout (A65). Considerations will be given to an expansion of the existing carriageway to dual 2/3 standard and could include new/ upgraded bridge crossings of the canal, river and railway.

Improvements would enable a transformation of the highway network by unlocking a major strategic bottleneck caused by limited orbital highway capacity which is also severely constrained by three major bridges. The scheme will also look to enhance the strategic cycle network.

The aim of the scheme will be achieved by delivering the following strategic objectives:

- 1 STO 1 - Provide an adequate level of orbital highway capacity in order to better manage strategic and local traffic movements in west Leeds and along the wider northern outer ring road corridor
- 2 STO 2 - To improve connectivity between key employment centres and strategic routes.
- 3 STO 3 - To help facilitate the managed growth of Leeds especially the delivery of new housing and other development as identified in the Site Allocations Plan of the Core Strategy.
- 4 STO 4 - To mitigate the negative impact of traffic on local communities by providing a high quality alternative route with capacity for sustainable and inclusive growth.
- 5 STO 5 - To improve network resilience in North West Leeds.
- 6 STO 6 - Extending the long term structural integrity of three major bridge crossings.

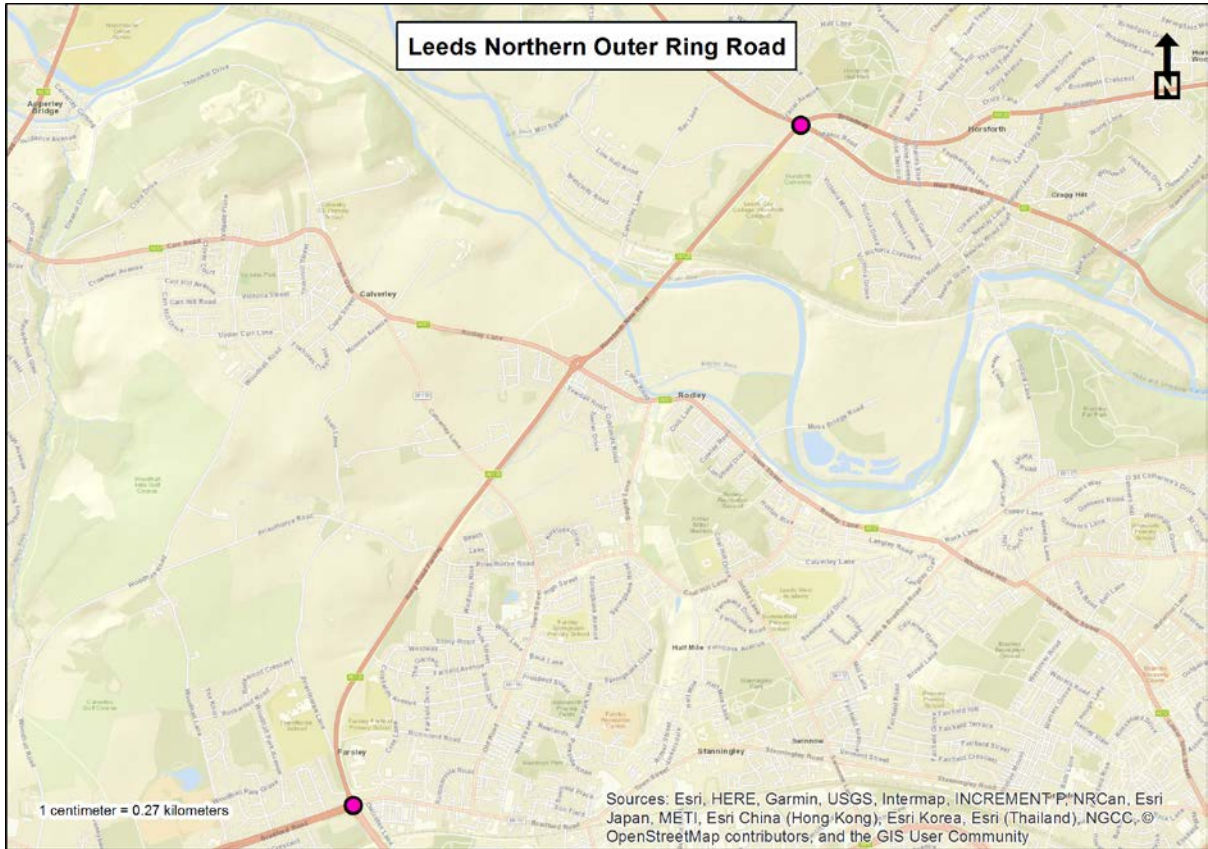
Business Case Summary:

Strategic Case

The project would seek to support high level objectives for a city that is 'Prosperous, Liveable and Healthy'. In particular this would be done by identifying a set of investments to this section of the Outer ring road which would:

- reduce the negative impacts of traffic in west and north west Leeds, by providing more orbital highway capacity and being able to manage strategic traffic movements more effectively, from an economic, social and environmental point of view

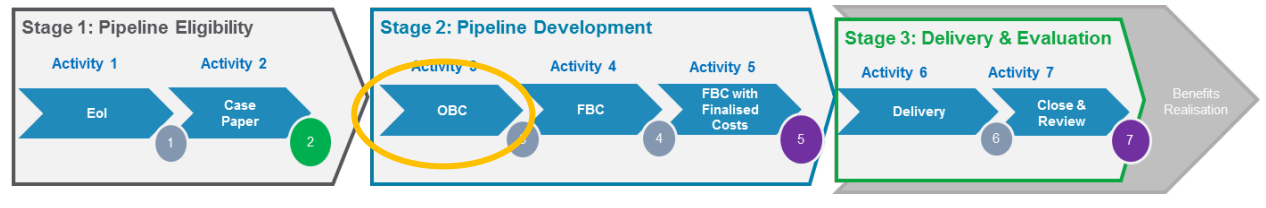
	<ul style="list-style-type: none"> • transform transport connectivity and so increase the productivity of existing and new businesses • support a growth in higher levels of employment and making those employment opportunities more inclusive across a wider geography and a more inclusive range of social groups • support the spatial aspirations of Leeds, and Bradford, for a growth in housing by unlocking and accelerating identified sites to the west and north of Leeds, and east and north of Bradford • support spatial priorities being identified by Transport for the North including the identification, delivery and upgrade of their proposed major road network (MRN) • the improvements would also transform road access to the Airport, by addressing a major bottleneck on the route from Bradford, the rest of the LCR (to the west) and the M62 corridor
Commercial Case	Traffic data shows that the Outer Ring Road is regularly at capacity on the section between Horsforth, Rodley and Dawsons Corner roundabouts. This occurs during all peak hours, and at times during the inter-peak and off-peak time periods.
Economic Case	Preliminary modelling suggests the delay in journey times is affecting route choice and placing greater pressure on adjacent river crossings. This in turn is affecting the local communities and viability of business and bus travel.
Financial Case	The feasibility study funding comes to a total of £492,500 with £392,500 from the Combined Authority and £100,000 from Leeds City Council. Total scheme costs for delivery will be estimated as part of the feasibility study.
Management Case	The scheme will be managed by Leeds City Council.



Section A: Scheme Summary

Name of Scheme:	Corridor Improvement Programme: A647 / A6120 Dawsons Corner Junction Improvement
PMO Scheme Code:	WYTF-PA4-038a-3
Lead Organisation:	Leeds Council
Senior Responsible Officer:	Gary Bartlett
Lead Promoter Contact:	Mark Philpott
Case Officer:	Nick Fairchild
Applicable Funding Stream(s) – Grant or Loan:	Grant
Growth Fund Priority Area (if applicable):	Priority 4b – West Yorkshire plus Transport Fund
Approvals to Date:	Programme level at decision point 2 – June 2017
Forecasted Full Approval Date (Decision Point 5):	December 2019
Forecasted Completion Date (Decision Point 6):	June 2021
Total Scheme Cost (£):	20.159 million
Combined Authority Funding (£):	15 million CIP Phase 1 + 4 million Leeds Public Transport Investment Programme A647 Corridor
Total other public sector investment (£):	n/a
Total other private sector investment (£):	1.050 million Section 106 (5%) – not yet confirmed
Is this a standalone Project?	No
Is this a Programme?	No
Is this Project part of an agreed Programme?	Yes – Corridor Improvement Programme (CIP) – Phase1

Current Assurance Process Activity:



Scheme Description:

The Dawsons Corner project is part of Phase 1 of the CIP. The Dawsons Corner (A6120 Outer Ring Road \ B6157 Bradford Road \ A647 Stanningley Bypass \ A647 Bradford Road) junction is located in Pudsey and is 5km east of Bradford city centre and 10km west of Leeds city centre.

It is the junction of the Outer Ring Road with the A647/B6157 Bradford Road. It is currently a four-arm signal-controlled roundabout with a dedicated slip lane from south to west, from the A647 Stanningley Bypass to the A647 Bradford Road. It is a key junction not only for those using the Ring Road, but also for vehicle trips between Leeds and Bradford (including public transport trips).

The proposals are to provide a fully remodelled and enlarged signalised junction of Dawsons Corner, utilising third party land to the southwest of the existing junction, which provides:

- More capacity on each approach arm to accommodate future traffic growth at this key junction
- Pedestrian crossing facilities and footways to provide better connections with New Pudsey station
- Enhanced at-grade cycle facilities for the Leeds-Bradford Cycle Superhighway
- Bus priority facilities at a key Leeds Public Transport Investment Programme (LPTIP) intersection
- Landscaping and other “green streets” features.

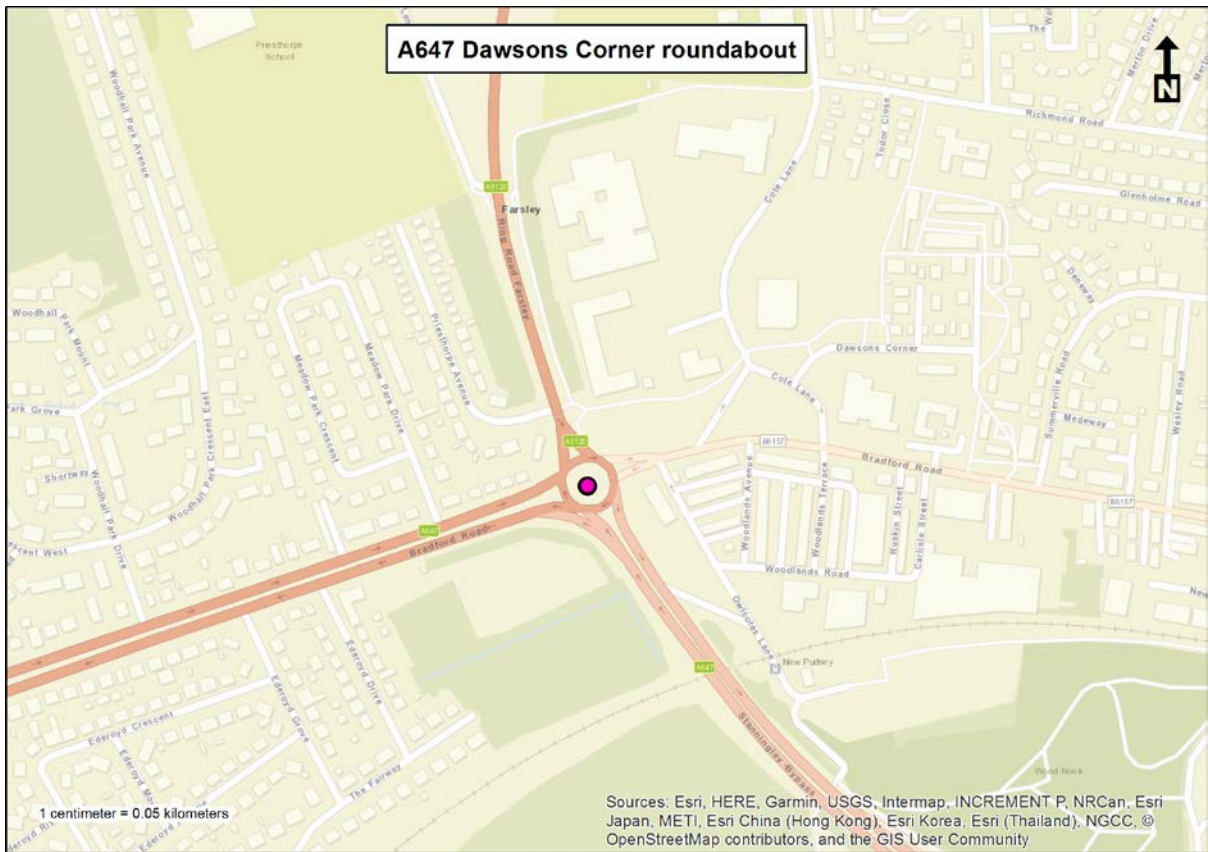
The scheme requires consideration of the Cycle Superhighway which runs between Bradford and Leeds on the east/west axis of the junction. In addition, New Pudsey railway station lies to the south of the junction. The station is currently subject to a separate project to consider increased parking provision and alternative access arrangements.

The Dawsons Corner junction is a key intersection on the Leeds Public Transport Improvement Programme (LPTIP) A647 corridor. Although the junction improvement scheme is being mostly funded under CIP and not LPTIP, there are direct interactions and interfaces (resulting in a funding contribution) at the boundary of the junction improvement scheme. This junction alongside Armley Gyratory forms one of the flagship interventions on the LPTIP A647 corridor.

Business Case Summary:	
Strategic Case	<ul style="list-style-type: none"> • There are existing transport challenges which negatively impact on current businesses and on future growth, including car dominated commuting, congestion with extended and highly variable journey times, bus delays, difficulty accessing key employment sites and poor air quality. • Contributes to Leeds City Region Strategic Economic Plan (SEP) with particular emphasis on Priority 4 - where the SEP sets out its requirements for an integrated, accessible transport system, including investment in transport infrastructure and services, to support the growth and regeneration of prioritised areas within the city region. There are also consequent benefits on Priorities 1-3 in terms of facilitating business growth, improving access to jobs and improving air quality. • Contributes to Transport Strategy 2040 which aims to deliver a modern, high class, integrated transport system that supports the SEP for sustained, healthy and inclusive economic growth. • Dawson's Corner scheme improves capacity at a key strategic junction on the Outer Ring Road (ORR) and is part of the West Yorkshire Key Route Network (WYKRN). Reducing journey times will support the delivery of the Clean Air Zone (CAZ). • A comprehensive engagement exercise was undertaken for an eight week period between February and April 2018. This was under the Connecting Leeds brand and Dawsons Corner was consulted as part of the A647 Corridor.
Commercial Case	<ul style="list-style-type: none"> • Existing levels of congestion would act to constrain local growth and development unless they could be addressed. The scheme provides additional highway capacity at the Dawsons Corner junction, improving accessibility to these key growth points, unlocking and enabling their development potential. This in turn will boost business growth, productivity, exports and business. • Between 2017 and 2036, traffic demand through the junction is predicted to increase by approx. 18% which will place additional demand on the junction, exacerbating existing congestion issues, difficulties for pedestrians/cyclists and unreliability for public transport services. It is likely that the congestion will act to constrain local development. • Intended procurement approach - YORcivils framework for a preferred design & build contract partner for the three Leeds CIP schemes as a combined package - Fink Hill, Dawsons Corner and Dyneley Arms.
Economic Case	<ul style="list-style-type: none"> • Potential improvement schemes for the junction have been under consideration for a number of years and more recently carried out to expression of interest (EoI) stage. • Analysis concluded that doing nothing would result in very significant delays. The only options which deliver the appropriate junction capacity are the signal gyratory options with/without flyover. Adding a flyover would not provide a step change in capacity or performance and given the costs of grade separation is unlikely to offer value for money without a stronger case that

	<p>orbital flow increases of greater than 75% (compared to 2015) are likely to materialise.</p> <ul style="list-style-type: none"> • Junction modelling for each of the long list options concluded that option C (at-grade improvement with or without widening of the existing railway bridge) would have capacity to accommodate the 2028 flows and it is a design based on that option that has been taken forward to this current round of work (outline business case stage). • Five options (including the 'do minimum') have been examined using stand-alone models, and also through microsimulation modelling for 2021 opening year and 2036 design year. • Scheme reduces journey times and increases reliability on the A6120 Ring Road. This has been evaluated to £206.852 million (discounted to 2010 base year) in time savings over the life of the scheme. • The best performing option in terms of overall benefit cost ratio is option 4 (11.5) however option 3 has been selected as the preferred option to take forwards to full business case stage. The benefit cost ratio represents very high value for money and although this has the lowest benefit cost ratio (11.0) of the three options, it is the most straightforward and marginally lowest cost to deliver, and most likely to operate reliably. It meets the scheme objectives - providing the best overall balance for traffic operation and for pedestrian and cyclist infrastructure, with limited environmental impact.
<p>Financial Case</p>	<ul style="list-style-type: none"> • The scheme cost estimate, £20.159 million, has been derived from take-off quantities from the proposed scheme drawings. In order to derive the full likely delivery costs of the scheme, a number of additional allowances have been made: <ul style="list-style-type: none"> ○ Contingencies (typically applied) – 10% ○ Preliminary works – 30% ○ Additional cost uplift for utilities – 25% ○ Inflation • A quantified risk assessment has been used. The total risk allowance for inclusion in the financial case is £1.107 million. • The scale of the scheme will result in increased operational and maintenance costs for Leeds Council (LC). • West Yorkshire Plus Transport Fund's Corridor Improvement Programme CIP Phase 1 to fund just under 75% of the scheme; including design, construction and land acquisition. • £4 million (20% of scheme) has been identified as a contribution from LPTIP. • £1.05 million (5% of scheme) has been identified as Section 106 developer contributions to the scheme intended for costs post 2020/2021 (after CIP and LPTIP funding ends). • Top 5 financial risks have been identified and mitigated against. <p>As the project moves into activity 4 (full business case) a project board will be established to oversee the management of the design and delivery of the three Leeds City Council (LCC) CIP schemes. The project board will set cost tolerances for the project manager for each scheme which fit within the grant funding available through the CIP programme. The project manager will escalate to the LCC project board if those tolerances are going to be exceeded. Should the costs exceed those approved for</p>

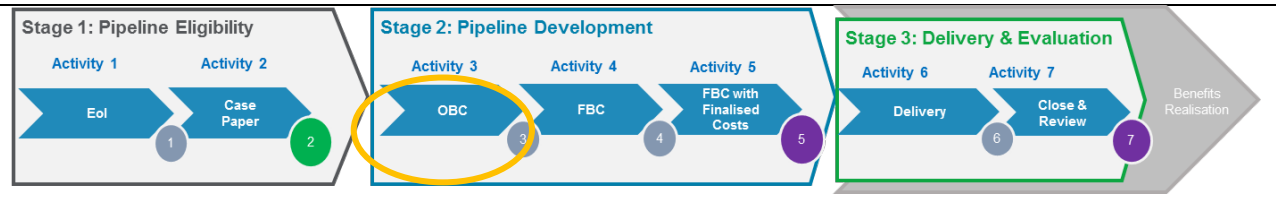
	<p>the scheme then the project board will escalate the matter to the Combined Authority programme board.</p> <ul style="list-style-type: none"> •
<p>Management Case</p>	<ul style="list-style-type: none"> • CIP is programme managed by the Combined Authority. There is an established programme management board chaired by the Senior Responsible Owner (SRO) and supported by a Programme Manager. Both these roles along with programme support are fulfilled by the Combined Authority. • Partner council Leeds Council (LC) is promoting the scheme and will manage delivery, budgets and outcomes at an individual project level. • LC has appointed WSP as technical consultants and senior suppliers. Other framework partners will be appointed to assist with delivery of detailed scheme design, developing the full business case and scheme construction. • The scheme development commenced in 2015 and it is anticipated that the scheme will be completed on site in June 2021.



Scheme Summary

Name of Scheme:	Corridor Improvement Programme A660/A658 Dyneley Arms
PMO Scheme Code:	WYTF-PA4-038a-2
Lead Organisation:	Leeds City Council
Senior Responsible Officer:	Melanie Corcoran
Lead Promoter Contact:	Mark Philpott
Case Officer:	Chris Payne (Mott MacDonald)
Applicable Funding Stream(s)	West Yorkshire plus Transport Fund
Growth Fund Priority Area (if applicable):	Priority 4b – West Yorkshire plus Transport Fund
Approvals to Date:	Programme level at decision point 2 – June 2017
Forecasted Full Approval Date (Decision Point 5):	Forecasted full approval date: July 2019
Forecasted Completion Date (Decision Point 6):	Forecasted completion date: October 2019
Total Scheme Cost (£):	£2.747 million
Combined Authority Funding (£):	£2.747 million – West Yorkshire plus Transport Fund
Total other public sector investment (£):	£0
Total other private sector investment (£):	£0
Is this a standalone Project?	No
Is this a Programme?	No
Is this Project part of an agreed Programme?	Yes –Corridor Investment Programme (CIP) – Phase 1

Current Assurance Process Activity:



Scheme Description:

2.60 The A660/A658 Dyneley Arms project is part of Phase 1 of the Corridor Improvement Programme (CIP). This outline business case (OBC) details improvements to the Dyneley Arms junction with the A660 Leeds Road and A658 Pool Bank New Road in Bramhope. It is currently a four-arm traffic signal-controlled junction immediately adjacent to the Dyneley Arms public house that gives its name to the junction. All arms are signal controlled except for the north-to-east movement from the A658 Pool to the A660 towards Leeds, which is priority controlled.

Leeds City Council (LCC) has undertaken considerable work to identify an improvement scheme for Dyneley Arms. However, the junction presents several engineering challenges due to local topography, land ownership and property constraints. Traffic approaching the junction from Pool and the north does so on a very uphill steep gradient, and traffic from the south approaches on a (less steep) downhill gradient to the junction. The gradients complicate improvement options at the junction and significant engineering works are therefore required to achieve a scheme with appropriate capacity. A report to the Executive Board dated 20 September 2017 recognised these challenges and stated that an improved junction will require purchase of third party agricultural land.

This OBC details an interim, 'Quick Win' scheme that will provide the additional capacity required in the short and medium term to mitigate existing congestion, accommodate continued traffic growth and enable development, whilst recognising that a larger scheme is needed in the medium-to-long term.

It is anticipated this scheme will be a short-term intervention and a more significant improvement for the junction will be necessary in the medium-to-long term. Although this could be considered a risk to the investment of public money, any future scheme will seek to maximise the investment made under CIP Phase 1.

A 'Quick Win' scheme under CIP Phase 1 will ensure rapid delivery of a junction improvement in line with the funding objectives but limiting the potential exposure of the investment should the requirement for a larger intervention at a later date come to fruition.

Business Case Summary:

Strategic Case

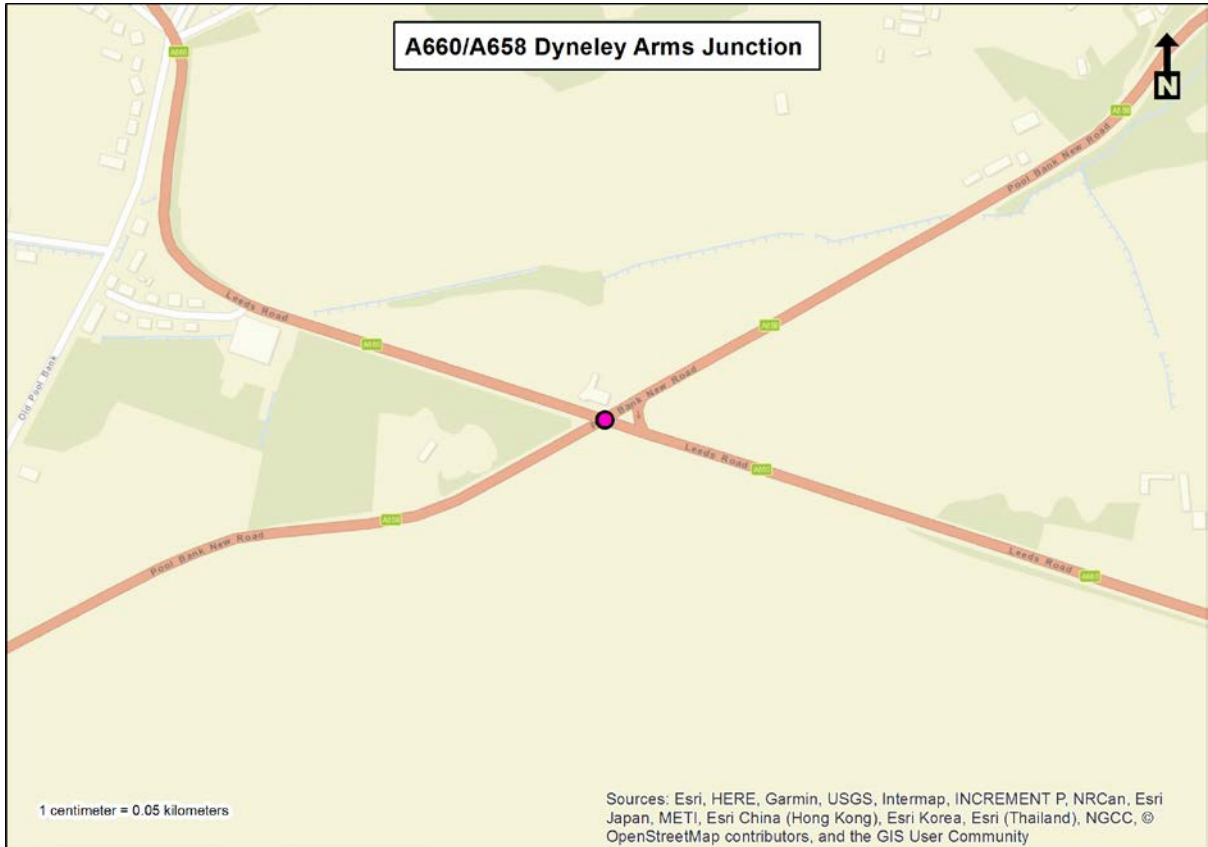
The scheme seeks to address the need to alleviate current peak capacity. Leeds City Council (LCC) has conducted a junction hotspot exercise using Trafficmaster data (GPS sourced dataset providing detailed analysis of congestion) and the junction was ranked within the top 30 most congested junctions in the Leeds District. There is therefore the opportunity to provide a step change in traffic capacity at the junction and to improve journey times between Leeds and Harrogate and the intervening villages.

Dyneley Arms acts as a crucial intersection connecting Wharfedale, North Yorkshire, A1 Corridor, LBA and Leeds. While there are no immediately

	<p>adjacent development sites, improvement to Dyneley Arms will facilitate access and increased demand to and from the surrounding urban areas. This includes 36.23 hectares of employment land at Leeds Bradford Airport and several housing developments in Bramhope and east of Otley amounting circa 1,200 new houses.</p> <p>There is also an opportunity from new housing developments to secure S106 developer contributions towards this scheme. The east of Otley housing will be funding the east of Otley relief road which has circa £7 million of Housing Infrastructure Framework funding from Ministry of Housing, Communities and Local Government.</p> <p>The project's main contribution to the Leeds City Region Strategic Economic Plan is towards Priority Area 4, but there are also consequent benefits on Priority Areas 1-3 in terms of facilitating business growth, improving access to jobs and improving air quality.</p> <p>The Dyneley Arms scheme improves capacity at a key strategic junction. Improvements to the junction will reduce congestion, improve connectivity and also unlock development.</p> <p>In summary the scheme:</p> <ul style="list-style-type: none"> • Helps SEP objectives to be achieved through connecting people to employment and skills opportunities. • Improves accessibility between Leeds and Harrogate and Otley. This in turn will boost business growth, productivity, exports and business. • Facilitates accessibility to employment growth sites that will assist Leeds in delivering more jobs. • Provides journey time enhancements to key bus routes between Leeds and Harrogate and Otley, increasing the potential for residents to access new skills and increase opportunities for career progression. • Reduces congestion, leading to environmental improvements and localised air quality improvements. • Improves journey times and increases journey reliability.
<p>Commercial Case</p>	<p>The existing traffic signal-controlled junction is heavily trafficked during weekday peak periods. The resultant queues and delays impact on journey time reliability and creates adverse localised environmental issues such as increased noise and particulate matter emissions, also contributing to issues within the Pool AQMA (Air Quality Management Area) designated north of the junction.</p> <p>Based on traffic data, the existing layout is overcapacity in the morning peak hour with existing flows approaching capacity during the afternoon peak. The causes of queues and delays at the junction are in large part caused by right turning vehicles delaying those trying to continue ahead through the junction, this especially so for the southbound movement from Pool.</p> <p>These traffic flows were used to produce a junction model, where it was found that the Ahead/Right lane on the A658 from Pool was over capacity.</p> <p>The preferred option will;</p> <ul style="list-style-type: none"> • Address existing operational issues at the junction to improve throughput and delay currently experienced.

	<ul style="list-style-type: none"> • Create improvements for the uphill route from Pool through the junction especially for larger vehicles (Bus / HGV), by reducing stop potential at the signals. • Maintain a well function junction in the short and medium term ensuring access to Leeds Bradford Airport in particular is not hindered. • To provide improvements to the AQMA in Pool. <p>The scheme will follow the Leeds Public Transport Infrastructure Fund (LPTIP) delivery partner approach, with all of the Leeds CIP schemes (Dawsons Corner and Fink Hill) are to be packaged together to make it more attractive to the market. The Council will use YORcivils framework to procure the delivery partner</p>
<p>Economic Case</p>	<p>Potential improvement schemes for the junction have been under consideration for a number of years. Provision of improved capacity at the Dyneley Arms junction is the fundamental driver for the proposed scheme.. Existing capacity issues mean that additional highways capacity will be needed in order to accommodate any future development.</p> <p>Due to the quick win nature of the scheme, its performance has been examined over a more limited appraisal period than would normally be expected. For most highway schemes, an assessment period of 60 years is used, as it is considered to be equivalent to the life of the scheme. However in this instance, an appraisal period of 7 years has also been presented, as it is anticipated that a more significant network improvement would be required in the longer term.</p> <p>Through the options assessment it was found that Option 4, ‘Quick Win’ , has a benefit cost ration (BCR) of 10:90:1 when assessed over a conventional 60 year appraisal period. Even when assessed over a shorter 7 year appraisal period, it still achieves a BCR of 1:59:1.</p> <p>.</p> <p>The scheme provides a significant capacity improvement at a relatively low financial and environmental cost.</p>
<p>Financial Case</p>	<p>The total project outturn costs is £2.747 million. The proposed scheme is to be wholly funded by the Combined Authority through the West Yorkshire plus Transport Fund. Funding will be used to pay for 100% of the scheme; including design and construction.</p> <p>In terms of section 106 contributions, as this is Quick Win scheme and comes in well under the £8 million larger scheme submitted at expression of interest stage, the Council has not considered any 106 contributions at outline business case stage.</p> <p>Further, any developer contributions which may come forward in the future may be more suited to the larger scheme and can be allocated against this..</p> <p>As the project moves into activity 4 (full business case) a project board will be established to oversee the management of the design and delivery of the three Leeds City Council (LCC) CIP schemes. The project board will set cost tolerances for the project manager for each scheme which fit within the grant funding available through the CIP programme. The project manager will escalate to the LCC project board if those tolerances are going to be exceeded. Should the costs exceed those approved for the scheme then the</p>

	project board will escalate the matter to the Combined Authority programme board.
Management Case	<p>The Corridor Improvement Programme is a programme managed by the Combined Authority. There is an established programme management board chaired by the Senior Responsible Owner (SRO) and supported by a Programme Manager. Both these roles along with the programme support are fulfilled by the Combined Authority.</p> <p>The board meets monthly and is attended by Project Managers from the Partner Districts who are developing schemes included in phase 1 and who provide highlight reports outlining progress, key risks / issues and financial forecasting on the individual projects.</p> <p>LCC has appointed WSP as technical consultants and senior suppliers. Other framework partners will be appointed to assist with delivery of detailed scheme design, developing the full business case and scheme construction.</p> <p>The scheme development commenced in March 2017 and it is anticipated that the scheme will be completed on site in October 2019.</p>



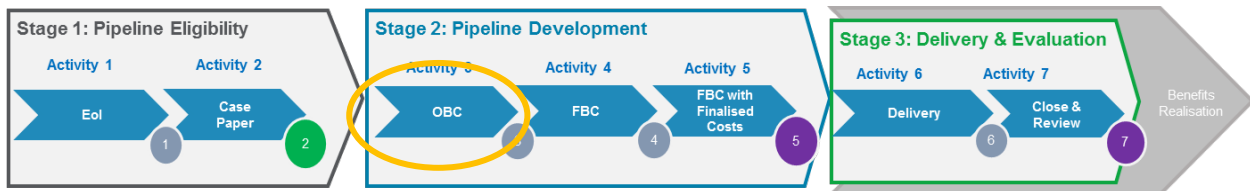
Section A: Scheme Summary

Name of Scheme:	Corridor Improvement Package – A6120 Ring Road - Fink Hill Junction Improvement
PMO Scheme Code:	WYTF-PA4-038A-1
Lead Organisation:	Leeds Council
Senior Responsible Officer:	Melanie Corcoran
Lead Promoter Contact:	Gwyn Owen
Case Officer:	Paul Coy
Applicable Funding Stream(s) – Grant or Loan:	West Yorkshire plus Transport Fund - £4.150 million
Growth Fund Priority Area (if applicable):	Priority 4b – West Yorkshire plus Transport Fund
Approvals to Date:	Programme level at decision point 2 – June 2017
Forecasted Full Approval Date (Decision Point 5):	July 2019
Forecasted Completion Date (Decision Point 6):	July 2020
Total Scheme Cost (£):	£4.150 million
Combined Authority Funding (£):	The proposed scheme is to be wholly funded through the Combined Authority's West Yorkshire Plus Transport Fund's Corridor Improvement Programme (CIP) Phase 1.
Total other public sector investment (£):	0
Total other private sector investment (£):	0
Is this a standalone Project?	No
Is this a Programme?	No

Is this Project part of an agreed Programme?

Yes - Corridor Improvement Programme (CIP) - Phase 1

Current Assurance Process Activity:



Scheme Description:

The Fink Hill scheme is part of Phase 1 of the CIP. The proposed scheme is located at the junction of the A6120 Outer Ring Road, Fink Hill and Parkside and forms a four arm signal controlled junction. Parkside and Fink Hill are offset by approximately 45 metres.

The scheme will introduce signal controlled pedestrian crossings across Fink Hill and both arms of the ORR, simplified movements at the A6120 Ring Road / Parkside junction which becomes left in / left out only and widening of the A6120 between Horsforth roundabout and Fink Hill to provide two lanes in each direction. The scheme also includes an additional lane in both directions of the A6120 at Fink Hill to provide two ahead lanes and a turning lane into Fink Hill.

There has been a change of scope since the approval of the Programme case paper (decision point 2) in June 2017. The original scope of the scheme was focused around providing pedestrian crossing improvements and accessibility benefits, whilst still looking to reduce journey times. This scheme was proposed to address existing severance and safety issues associated with crossing the outer ring road.

During development of the outline business case it was found that the provision of formal pedestrian crossing facilities would introduce additional congestion and delay to traffic on the A6120, therefore to provide these facilities additional highway capacity and widened approaches are required to ensure general traffic is not dis-benefited. These have now been included within the enhanced scope of the scheme.

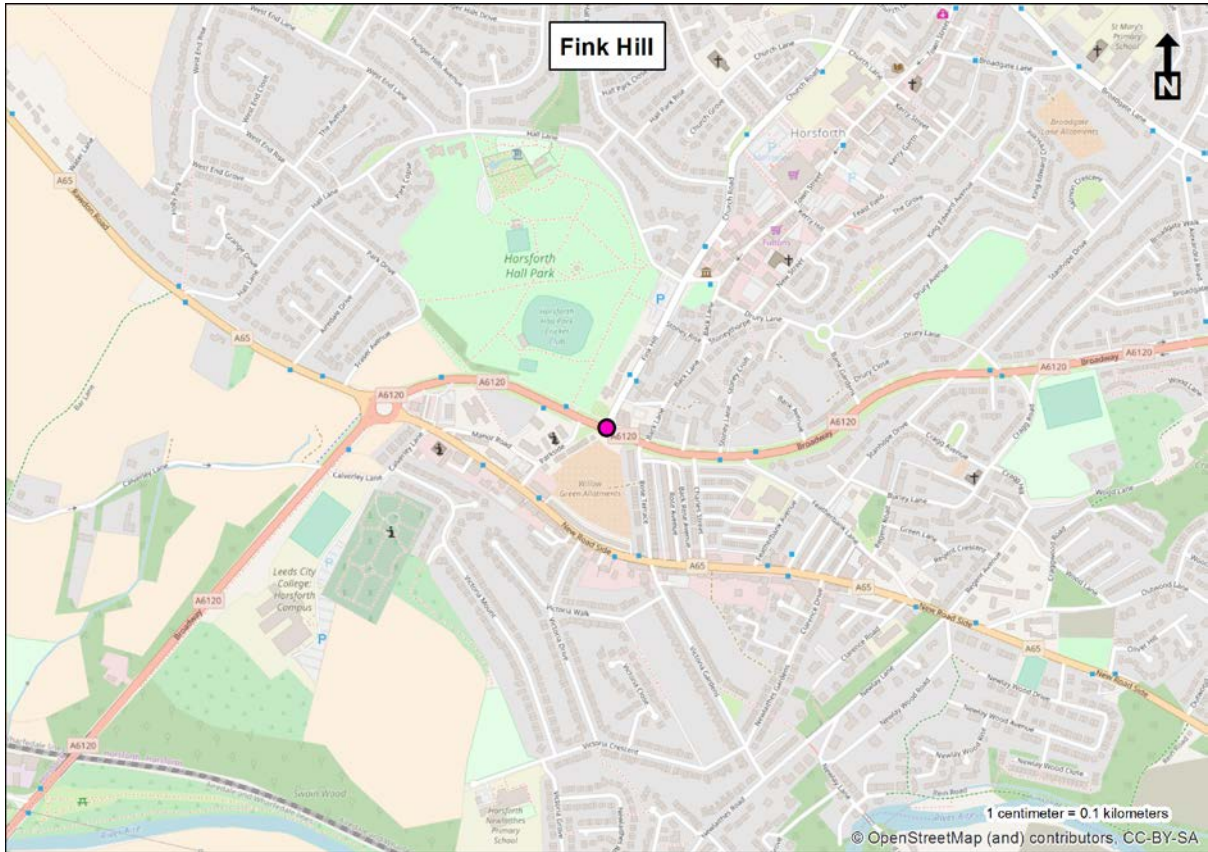
The junction improvements will assist with accessibility to key growth sites in north Leeds by enhancing Outer Ring Road capacity whilst providing safer infrastructure for both pedestrians and cyclists. This is a key junction because it is close to the A65 / A6120 Horsforth roundabout and provision of sufficient capacity is important for the functioning of both the A65 radial route and the A6120 orbital route.

The increased scope of the proposed scheme improvements at Fink Hill will contribute to the wider benefits to be secured through other planned schemes to improve junctions and in particular the outer ring road. These include those associated with East Leeds Orbital Road (ELOR); and associated outer ring road (ORR) junction improvements at King Lane and Harrogate Road (A61) roundabouts and Shadwell Lane and Roundhay Park crossroads and the Leeds Public Transport Improvement Programme (LPTIP).

Business Case Summary:	
Strategic Case	<p>There are currently no formal crossings on the Fink Hill, Parkside or A6120 (W) arms. Similarly, there no formal crossings at the internal stop lines. On-site observations indicate that pedestrians regularly cross at these points.</p> <p>Pedestrian improvements at the Fink Hill junction have been repeatedly requested by the local community. However on each occasion scheme development revealed that the implementation of a signalised crossing within the existing road space would severely compromise the operation of the Outer Ring Road and that a more comprehensive approach would be required.</p> <p>The junction currently experiences congestion, delaying traffic movements on A6120 Outer Ring Road which is a key strategic route for the city. Without additional highway capacity providing formal pedestrian crossing facilities would introduce additional congestion and delay to traffic on the A6120 in particular.</p> <p>The nearby Horsforth roundabout (junction of the A6120 Ring Road with the A65 Rawdon Road) was improved to form a signalised roundabout in 2016. The performance of this improvement is currently constrained by link capacity in both directions on the A6120 towards Fink Hill and exit link capacity on the A6120 towards Rodley Roundabout.</p> <p>It is anticipated that these improvements will reduce queuing and delay on this section of the Ring Road and make it easier and safer for pedestrians and cyclists to cross the highway. It will also facilitate improved access to housing and employment growth sites and will assist Leeds in delivering more jobs.</p> <p>Journey time enhancements to key bus routes in North West Leeds will also increase the potential for residents to access new skills and increase opportunities for career progression.</p> <p>The A6120 Outer Ring Road is a main strategic route for Leeds. Ensuring it is functioning as efficiently as possible is a key challenge.</p>
Commercial Case	<p>The initial scheme came about due to pedestrian demand from the commercial businesses based between A6120 \ Park Side \ Manor Road catchment just southwest of the junction. Due to permit only parking within the area for residents, and the need to access the free car park and amenities on Fink Hill and Town Street, this has created a south to north and vice versa desired line for pedestrians. The only official crossing on the eastern leg of the Outer Ring Road makes the pedestrian movement very cumbersome and people currently cross at risk on the western arm of the Outer Ring Road.</p> <p>The scheme is intended to be part of the wider improvement of the Outer Ring Road Corridor. Widening will provide additional queue storage on the westbound approach to Horsforth roundabout, whilst the eastbound widening will provide an easier exit from the roundabout and additional queue storage at the Fink Hill junction. The main measure of success for the scheme will be freer flowing traffic during peak periods, reduced</p>

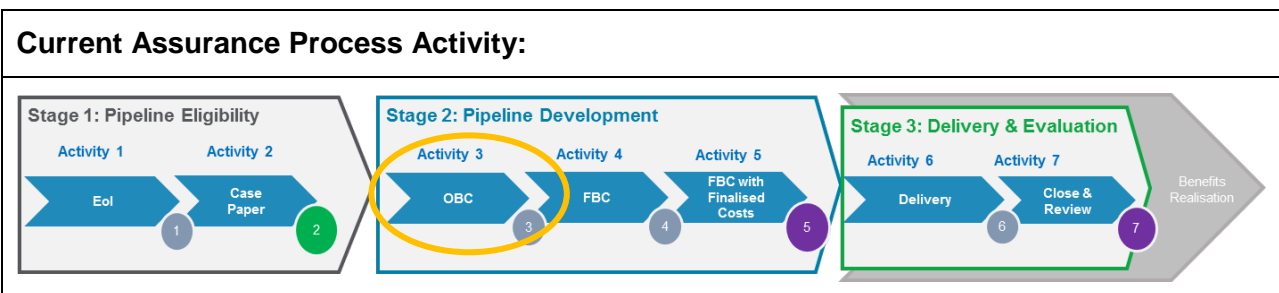
	<p>journey times and greater reliability of journey times for all users when compared to the existing situation .</p>
<p>Economic Case</p>	<p>Provision of improved pedestrian facilities at Fink Hill is a key driver for the proposed scheme, and all options developed include these facilities. Existing capacity issues mean that additional highways capacity will be needed in order to accommodate any additional formal pedestrian crossings.</p> <p>The limited geographical extent of the scheme and tightly focussed objectives, mean that the potential range of options is relatively limited, and there is no long list. The evaluation has concentrated on the short list of options developed.</p> <p>The preferred option is focused around the widening of the highway and upgrading the junction at Fink Hill, as well as improved pedestrian and cycle infrastructure.</p> <p>The preferred option has a benefit cost ratio of 1.05:1, which demonstrates a low value for money. This is because the operations of the crossing has a detrimental impact on the left and right turning movements into Fink Hill (in terms of queue and delay).</p> <p>It should be noted that this BCR is based purely on the economic modelling for the scheme and does not consider the wider strategic benefits which are not captured. The scheme will deliver wider benefits including safety benefits from formalising two lane operation reducing the scope for collisions, improvements to pedestrian safety when crossing the outer ring road and reducing severance for pedestrians and cyclists.</p> <p>In addition the scheme should be considered as the ‘sum of all the parts’ with other developments including, for example, the housing development and other planned transport schemes in the local area as a whole will benefit from these improvements.</p> <p>The preferred option to take forward to full business case stage best meets the scheme objectives, providing the best overall balance for traffic operation and for pedestrian and cycle infrastructure, with limited environmental impact.</p>
<p>Financial Case</p>	<p>The total project outturn costs is £4.150 million. The proposed scheme is to be wholly funded through the Combined Authority West Yorkshire Plus Transport Fund’s Corridor Improvement Programme Phase 1, including design and construction. The scheme is contained within the existing highway boundary; it does not require the acquisition of any third party land.</p> <p>As the project moves into activity 4 (full business case) a project board will be established to oversee the management of the design and delivery of the three Leeds City Council (LCC) CIP schemes. The project board will set cost tolerances for the project manager for each scheme which fit within the grant funding available through the CIP programme. The project manager will escalate to the LCC project board if those tolerances are going to be exceeded. Should the costs exceed those approved for the scheme then the project board will escalate the matter to the Combined Authority programme board.</p>

	<p>A risk register has been completed for the scheme and a Quantified Risk Allowance (QRA) has been calculated.</p> <p>To control the project costs the Leeds project board will actively manage the quantified risk assessment and seek to promote securing best value from the contract.</p>
<p>Management Case</p>	<p>The Corridor Improvement Programme (CIP) is a programme managed by the West Yorkshire Combined Authority. There is an established programme management board chaired by the Senior Responsible Owner (SRO) and supported by a Programme Manager, both these roles along with programme support are fulfilled by the Combined Authority. The board meets monthly and is attended by project managers from the partner Councils who are developing schemes included in phase 1 and who provide highlight reports outlining progress, key risks/issues and financial forecasting on the individual projects.</p> <p>LCC is one of the partner authorities and in delivering the outline business case for Fink Hill, Leeds has followed a PRINCE2 based management procedure to fit with that adopted by the Combined Authority.</p> <p>At a project level and within LCC the joint project managers' report to the monthly LCC Major Transport Projects Board on the three Leeds Corridor Improvement Programme Schemes.</p> <p>This board is chaired by the Chief Officer Highways and Transportation and has a wide attendance across the Highways and Transportation function. This ensures that the Authority is well sighted on the schemes and ensures that proper interfaces are maintained with the other projects delivering on the wider Outer Ring Road Corridor strategy e.g. ELOR.</p> <p>LCC has appointed WSP as technical consultants and senior suppliers. Other framework partners will be appointed to assist with delivery of detailed scheme design, developing the full business case and scheme construction.</p> <p>Leeds City Council is the scheme promoter who will manage delivery, budgets and outcomes at an individual project level. The Combined Authority is the lead promoter who will manage delivery, budgets and outcomes at programme.</p>



Scheme Summary	
Name of Scheme:	Corridor Improvement Programme - A650 Newton Bar, Wakefield
PMO Scheme Code:	WYTF-PA4-038a-13
Lead Organisation:	Wakefield Council
Senior Responsible Officer:	Graham West, Acting Service Director Planning Transportation and Highways, Wakefield Council
Lead Promoter Contact:	Paul Stevenson, Transportation Planning Manager, Wakefield Council
Case Officer:	Asif Abed, Project Appraisal Manager, Combined Authority
Applicable Funding Stream(s) – Grant or Loan:	Growth Deal West Yorkshire Transport Fund
Growth Fund Priority Area (if applicable):	Priority Area 4 - Infrastructure for Growth
Approvals to Date:	<p>The Corridor Improvement Programme (CIP) received Programme Approval at decision point 2 (case paper): 16 June 2017 Investment Committee (for recommendation) 29 June 2017 Combined Authority Board (for approval)</p> <p><u>Approvals</u> <i>That the Corridor Improvement Programme, Phase 1 proceeds through Decision Point 2 and the work commences on the 13 individual schemes on Activity 3 (Outline Business Case)</i></p> <p><i>That an indicative approval to the Phase 1 programme value of £67.8 million is given, with ultimate approval to spend being granted once the individual schemes have progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs) Indicative £4.5 million approved for Newton Bar.</i></p>
Forecasted Full Approval Date (Decision Point 5):	September 2019
Forecasted Completion Date (Decision Point 6):	December 2020
Total Scheme Cost (£):	£6.752 million
Combined Authority Funding (£):	£6.708 million (represents a 99.3% intervention rate)

Total other public sector investment (£):	£0 - Wakefield Council are however providing the land for development of c. 1.8 acres in the Snowhill / Newton Bar area to the scheme for free. Indicative residential land valuation of April 2017 suggests the land value to be c. £970k.
Total other private sector investment (£):	£44,000 Snowhill S106 Contribution (Secured) Plus possibility of a further £221,998 S106 (Unsecured) Total possible contribution of £265,998 - This would be offset against the Combined Authority funding request.
Is this a standalone Project?	Yes
Is this a Programme?	No
Is this Project part of an agreed Programme?	Yes - Phase 1 Corridor Improvement Programme



Scheme Description:

The Phase 1 Corridor Improvement Programme (CIP) seeks to address connectivity challenges the City Region faces, which is constraining growth associated with new housing and employment sites, through low and medium cost highway interventions across a range of key strategic corridors on the Key Route Network throughout West Yorkshire.

This scheme comprises a major junction improvement of an existing roundabout and approach roads around the A650 at Newton Bar, Wakefield. It involves the construction of a new signalised ‘hamburger’ roundabout (where the main road goes through the centre of the roundabout), upgrade of adjacent signal controlled junction, additional traffic lanes, the provision of shared cycle/pedestrian footways, signalised pedestrian/cycle crossings, and the extension of a bus lane along the A650/A61 corridor (see **Figure 1** Existing Layout, **Figure 2** Proposed Layout).

The scheme objectives are:

1. To improve journey time reliability by reducing journey times on specified routes by 8% by 2025.
2. Improve connectivity for all modes in line with PERS and CERS assessment recommendations in opening year. (Note: PERS and CERS to be commissioned at FBC stage).
3. Enhance provision for active modes by providing 1,320m of footpath/cycle way and 22 no. signalised pedestrian/cycle crossing facilities by opening year.

4. Not to worsen air quality by ensuring that annual mean nitrogen dioxide levels observed in the Wakefield AQMA are no worse than existing levels by the opening year.
5. Improve road safety by reducing the number of collisions by 10% by 2025, with particular focus on collisions involving 2 wheeled modes.
6. Facilitate future housing growth and development by reducing transport constraints to development.
7. Provide an attractive gateway to Wakefield city centre by replacing trees and implementing the landscape scheme in the first planting season after the opening year.

The Combined Authority funding will be used to pay for 99.3% of the project. This will include land purchase, land preparation, highways improvement costs, upgrade of adjacent signal controlled junction, drainage, provision of shared cycle/footways, pedestrian and cycle crossing, landscaping, project and design team professional service fees, and planning fees. Note the council is providing c. 1.8 acres of development land (in their ownership) for the scheme at the Snowhill / Newton Bar area for free. An indicative land valuation of April 2017 suggests the land value of c. £970,000.

At Expression Of Interest (EOI), the total scheme cost was anticipated to be £4.5 million. This has risen to £6.752 million meaning an additional cost of £2.252 million is now sought to deliver the scheme. The scheme has not increased in scope, but further detailed investigation of costs, including those for statutory undertakers' design costs and diversion estimates, means that construction costs have risen by £2.119 million to £5.389 million from an originally estimated £3.270 million.

The scheme seeks decision point 5 (full business case with finalised costs) approval by September 2019, with completion of construction works by December 2020.

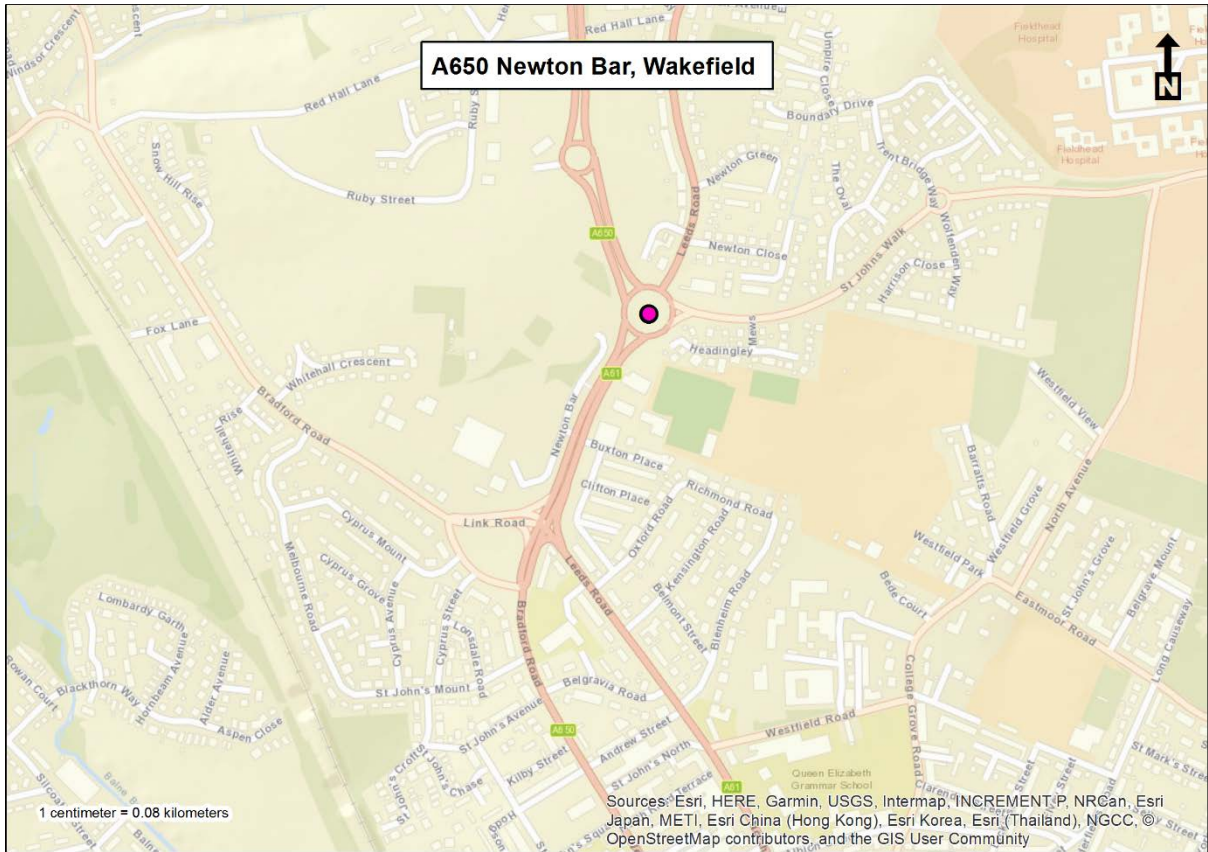
Business Case Summary:

Strategic Case	<p>The seven Newton Bar SMART objectives align to (and will support delivery of) the CIP Programme output targets of:</p> <ul style="list-style-type: none"> • 8% reduction in journey time (all traffic) • 12% reduction in journey time (buses) • 7% increase in bus frequency <p>By addressing the issues at Newton Bar, the scheme will contribute directly to Priority 4 "Infrastructure for Growth", supporting the SEP vision of reducing journey times, removing accessibility constraints, delivering improvements for pedestrians and cyclists, and helping to facilitate more and better jobs for the City Region, It will also contribute to the delivery of success measures identified for Priority 4 of:the SEP.</p> <p>The delivery of the scheme will also support realisation of desired objectives and outputs of a number of other West Yorkshire / Leeds City Region strategic priorities, such as:</p> <ol style="list-style-type: none"> 1. West Yorkshire Transport Strategy 2040 (WYTS) 2. West Yorkshire Low Emission Strategy (WYLES) 3. West Yorkshire Key Route Network (WYKRN) 4. Wakefield District Transport Strategy and Implementation Plan 2011-2026 5. Northern Powerhouse
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	<p>Without Combined Authority funding, the scheme will not go ahead - given the scale and cost of intervention required which Wakefield Council are unable to fulfil through alternative funding streams. This would compromise growth of the Snowhill Special Policy Area, will not address current (and future) congestion issues, and constrain unlocking of other allocated development sites in the area.</p> <p>A consultation exercise has taken place, this has included.</p> <ul style="list-style-type: none"> • Eight Local Ward Members (inc the Portfolio Holder) were briefed on the proposals at a meeting of 5 March 2018. The scheme was well received. • The proposal was advertised in the local newspaper on 9 March 2018, and publicised on the council's website the following week - this included a questionnaire to be filled in. • An exhibition was held at Outwood Memorial Hall on 13 March 2018, attended by council officers and Local Members - with questionnaires available to record views. Responses were positive. • An unmanned two week display was held at New Southgate Surgery from 12 March to 23 March 2018. <p>The results indicate public satisfaction with the proposal with an increase in Good or Excellent responses to the proposal. The main concerns raised relate to existing traffic congestion with peak time delays, and difficulty to access the roundabout, dangerous for motorists.</p>
<p>Commercial Case</p>	<p>The following sources of evidence have been provided to demonstrate market demand justification for delivery of the scheme:</p> <ul style="list-style-type: none"> • Evidence of population growth statistics from ONS provided • Evidence of housing growth through the City Fields housing development and the Snowhill Special Policy Area. Approximately 3000 houses to be built. • Evidence of limitations to the existing traffic network surrounding the Paragon and Wakefield business parks which is forecasted to worsen due to population growth <p>The financial sustainability of the scheme is not dependent upon market demand as the scope of work relates to highway infrastructure improvements. Financial sustainability beyond completion of the project relates to the affordability of operational / maintenance costs. Although the details of these costs are not included in the outline business case, all related revenue costs will be funded through Wakefield Council's existing maintenance budgets.</p> <p>Discussions have been held with the Council's Development Management Team and formal pre-application planning advice has been received. Planning consent will be required for the works as an element of the scheme is outside the highway boundary. A full list of requirements to support the planning application has been received from planning, however the potential issues and implications are not identified in the OBC. Details of any potential planning issues arising from the pre-application discussions should be identified and clarified prior to progressing to FBC.</p>

	<p>The OBC details that the planning application is planned to be submitted in December 2018 and determination will take approximately 13 weeks. Other potential permissions and consents have not been referenced in the OBC, therefore no timescales are evident.</p> <p>A quantified risk assessment has been completed.</p>										
<p>Economic Case</p>	<p>Long list options testing was undertaken.</p> <p>Critical Success Factors of Operation, Capacity, Active Travel Provision, and Safety Potential were used in the evaluation of the long list options.</p> <p>A short list of four options was assessed as set out below;</p> <table border="1" data-bbox="448 629 1401 954"> <thead> <tr> <th data-bbox="448 629 924 667">Option</th> <th data-bbox="924 629 1401 667">Option Description</th> </tr> </thead> <tbody> <tr> <td data-bbox="448 667 924 736">1 Do Something - Preferred</td> <td data-bbox="924 667 1401 736">Signal controlled 'hamburger' roundabout.</td> </tr> <tr> <td data-bbox="448 736 924 808">2. Do Something - Less Ambitious</td> <td data-bbox="924 736 1401 808">Conventional signal controlled roundabout.</td> </tr> <tr> <td data-bbox="448 808 924 880">3 Do Something - More Ambitious</td> <td data-bbox="924 808 1401 880">N/A</td> </tr> <tr> <td data-bbox="448 880 924 954">1. Do Nothing / Minimum</td> <td data-bbox="924 880 1401 954">Conventional priority roundabout.</td> </tr> </tbody> </table> <p>Two options have been developed in detail by Wakefield Council traffic signal design engineers and assessed:</p> <ul style="list-style-type: none"> • A conventional signal controlled roundabout (£6.5m) • A "hamburger" signal controlled roundabout (£6.75m) <p>The land-take for both options is identical, with the cost of the conventional roundabout only marginally less than the hamburger roundabout (circa £250k).</p> <p>The conventional roundabout has now reached capacity (at 2018), and would be significantly over capacity by 2035.</p> <p>Journey time savings of approximately 13minutes along the Key Route at Newton Bar, and several other key routes around the area are expected through delivery of the preferred option. This had driven the very high benefit cost ratio of 25.6.</p> <p>The preferred option offers 'Very High' VfM. The sensitivity tests around demand growth also retains this VfM category. This scheme will have facilitate local developments and will aid businesses via effects on agglomeration, job creation, GVA etc however these benefits have not been appraised at OBC stage.</p>	Option	Option Description	1 Do Something - Preferred	Signal controlled 'hamburger' roundabout.	2. Do Something - Less Ambitious	Conventional signal controlled roundabout.	3 Do Something - More Ambitious	N/A	1. Do Nothing / Minimum	Conventional priority roundabout.
Option	Option Description										
1 Do Something - Preferred	Signal controlled 'hamburger' roundabout.										
2. Do Something - Less Ambitious	Conventional signal controlled roundabout.										
3 Do Something - More Ambitious	N/A										
1. Do Nothing / Minimum	Conventional priority roundabout.										
<p>Financial Case</p>	<p>The scheme cost breakdown is as follows:</p> <ul style="list-style-type: none"> • Project Development – (£205k). • Land Assembly – (£36k). • Enabling works – (£0). • Delivery – (£5.389m). • Benefits Realisation Reporting – (£10k). • Risk – (£582k). • Contingency – (£368k). 										

	<ul style="list-style-type: none"> • Inflation – included (£162k) • Total - £6.752m. <p>Scheme costs have increased from £4.5m to £6.75m following further detailed investigation of costs, including those for statutory undertakers' design costs and diversion estimates.</p> <p>The scheme will be subject to the following revenue costs, which will be funded through Wakefield Council's existing maintenance budgets:</p> <ul style="list-style-type: none"> • Resurfacing • Ongoing maintenance of traffic / pedestrian signals • Ongoing maintenance of street lighting. <p>Additional funding of £44,000 has been secured through the Snowhill Section 106 contribution. This amount has been deducted from the outturn cost resulting in the required WYCA funding amount reducing to £6.708m. An additional £221,000 of funding has also been applied for via the Snowhill Section 106 source - this amount is currently unsecured.</p>
<p>Management Case</p>	<p>CIP is programme managed by the Combined Authority. There is an established programme management board chaired by the Senior Responsible Owner (SRO) and supported by a Programme Manager. Both these roles along with programme support are fulfilled by the Combined Authority.</p> <p>Wakefield Council is promoting the scheme and will manage delivery, budgets and outcomes at an individual project level. The council have delivered similar projects such as Kirkgate Highway improvements, as well as major construction projects such as Pontefract Northern Relief Road, Bretton Reservoir, and the Wakefield Eastern Relief Road.</p> <p>The project will be managed via the Council's project management guidelines which are based on the PRINCE2 principles. A governance structure for this scheme is in place.</p> <p>Headline risks have been identified and are being managed.</p>



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Scheme Summary

Name of Scheme:	Institute for High Speed Railways and System Integration (IHSRSI)
PMO Scheme Code:	UNI-Leeds-001
Lead Organisation:	University of Leeds
Senior Responsible Officer:	Professor Peter Woodward
Lead Promoter Contact:	Professor Peter Woodward
Case Officer:	Lisa Childs

Applicable Funding Stream(s) – Grant or Loan:	Over programming against the Local Growth Fund
Growth Fund Priority Area (if applicable):	Priority 1: Growing Business/ Priority 2: Skilled People, better jobs / Priority 3: Clean energy, environmental resilience. / Priority 4: Infrastructure for growth.

Approvals to Date:	Case Paper approved (decision point 2) 28 th June 2018 by Combined Authority
Forecasted Full Approval Date (Decision Point 5):	January 2020
Forecasted Completion Date (Decision Point 6):	December 2020

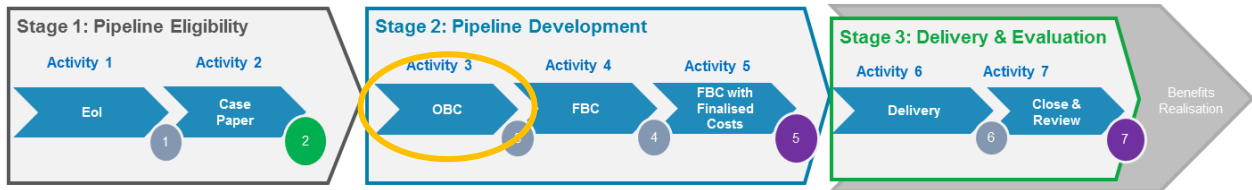
Total Scheme Cost (£):	£26.093 million
Combined Authority Funding (£):	£13.047 million Growth Deal (Indicative approval at decision point 2 was £11.44 million)
Total other public sector investment (£):	£0 for Phase 1. Further funding for Phase 2 is currently being sought from other funding sources and private sector investors
Total other private sector investment (£):	£13.047 million University of Leeds match funding

Is this a standalone Project?	No. The IHSRSI represents a substantial component of the University's planned new Technology Park, which is itself part of a much wider Project for development in the East Leeds Enterprise Zone via an Advanced Manufacturing Park (AMP). This project represents phase 1 of IHSRSI, with phase 2 focusing on improved systems integration and the creation of an innovation centre (the subject of separate funding bids).
Is this a Programme?	No

Is this Project part of an agreed Programme?

No

Current Assurance Process Activity:



Scheme Description:

High Speed 2 (HS2) is Europe’s largest railway project, and a vital part of the UK Government’s strategic plan for regeneration, growth and rebalancing of the UK economy. It also represents a significant opportunity for the UK to capitalise on a rapidly growing high-speed rail global market. The lack of testing facilities in high-speed rail represents a significant barrier to the future development of high-speed rail research and innovation but presents a significant opportunity for the Leeds City Region (LCR) to be a global lead.

The University of Leeds, working closely with partners from industry, government and the University sectors, is seeking to establish the Institute for High Speed Railways and System Integration (IHSRSI) in the LCR with the ambition of helping to unlock the full economic potential of high speed rail, nationally and globally to the benefit of job and wealth creation in the LCR.

This will provide the City region with a major new hub for high-speed rail innovation in track infrastructure and dynamics, rolling stock technology and system integration.

A number of options have been considered and fully researched to locate the facilities on a new campus called the Leeds Engineering and Technology Campus (LETeC). The current preferred option is for the LETeC to sit alongside the HS2 depot and within the Leeds Enterprise Zone (Aire Valley). Land purchase is at an advanced stage and it is expected to complete December 2018 / January 2019 with outline planning permission submission in December 2018.

The development and success of the IHSRSI is not dependent on HS2 or the HS2 depot, but its co-location with HS2 represents a strategic opportunity to have an even greater economic impact within the LCR.

The scheme will be delivered in two concurrent phases. The funding requested from the Combined Authority will part fund the delivery of Phase 1 only:

Phase 1 - creation of two world-leading test facilities for the new institute, these being a high-speed railways infrastructure test facility (ITF) and a high speed vehicle test facility (VTF). Specifically, world class high speed rail infrastructure test & Research & Development facilities to include:

- A full-scale 400 kilometre per hour capable world-leading fully dynamic high-speed rail Infrastructure Test Facility which will be able to test full-scale railway track structures, including embankments, preformed systems and ground stabilization technologies. By researching and developing new track support structures the facility will revolutionize the way conventional and high-speed tracks will be designed and built in the future and allow full cost reduction technologies and strategies to be fully validated.
- A full-scale high-speed 400 kilometre per hour capable Vehicle Test Facility capable of testing full-scale rolling stock and their interaction (behaviour) with different track systems. This world-leading facility will incorporate advanced technologies that allow the full duty cycle of the vehicle to be tested including all electrical and mechanical systems. This will allow advanced

technologies to be developed and tested, and therefore help to de-risk the introduction of new rolling stock onto the rail network. The VTF will also have a full scale power test facility that will allow rolling stock to be powered directly through the pantograph and catenary test equipment. The construction of sidings will allow future connection to the HS2 depot and hence rail network placing the IHSRSI at the very heart of the rail industry and projecting the LCR as a global centre for railways.

Phase 2 - By linking the above two test facilities to a new System Integration and Innovation Centre (subject to additional funding applications) a whole system integration approach can be developed. By connecting the conventional and digital train control systems, a complete test-bed platform can be developed within an integrated research environment. This will create a unique research and development facility allowing transformational change in railway research and development. This is in direct response to calls from the national and international rail industry for the IHSRSI to have significant system integration capability to support the conventional and high-speed rail sectors. The system integration capabilities will allow de-risking in relation to the command and control systems including signalling.

In addition, the facilities will be linked to the existing University of Leeds Passenger Motion Simulator to allow the passenger experience to be researched. This motion simulator allows full accelerations to be felt in the vertical, lateral and horizontal directions within a virtual reality simulation. The technology includes eye tracking, psychophysiological metrics and other systems to assess the passenger experience. This simulator is supported by the recent construction of an immersive virtual reality cave to research the passenger experience in new stations and railway environments.

HS2 will be of major economic benefit to the city region and the IHSRSI will help to maximise these benefits, by establishing the University and the LCR as a global lead in high speed rail engineering and research. The IHSRSI will complement and build upon the existing regional academic and industry expertise in rail research and education (e.g. University of Huddersfield) and will help cement the LCR as a world-leading centre of excellence.

The IHSRSI will also act as a catalyst for an Advanced Manufacturing Park which will be based on further investment from engineering and manufacturing companies within the East Leeds Enterprise Zone.

Business Case Summary:

Strategic Case

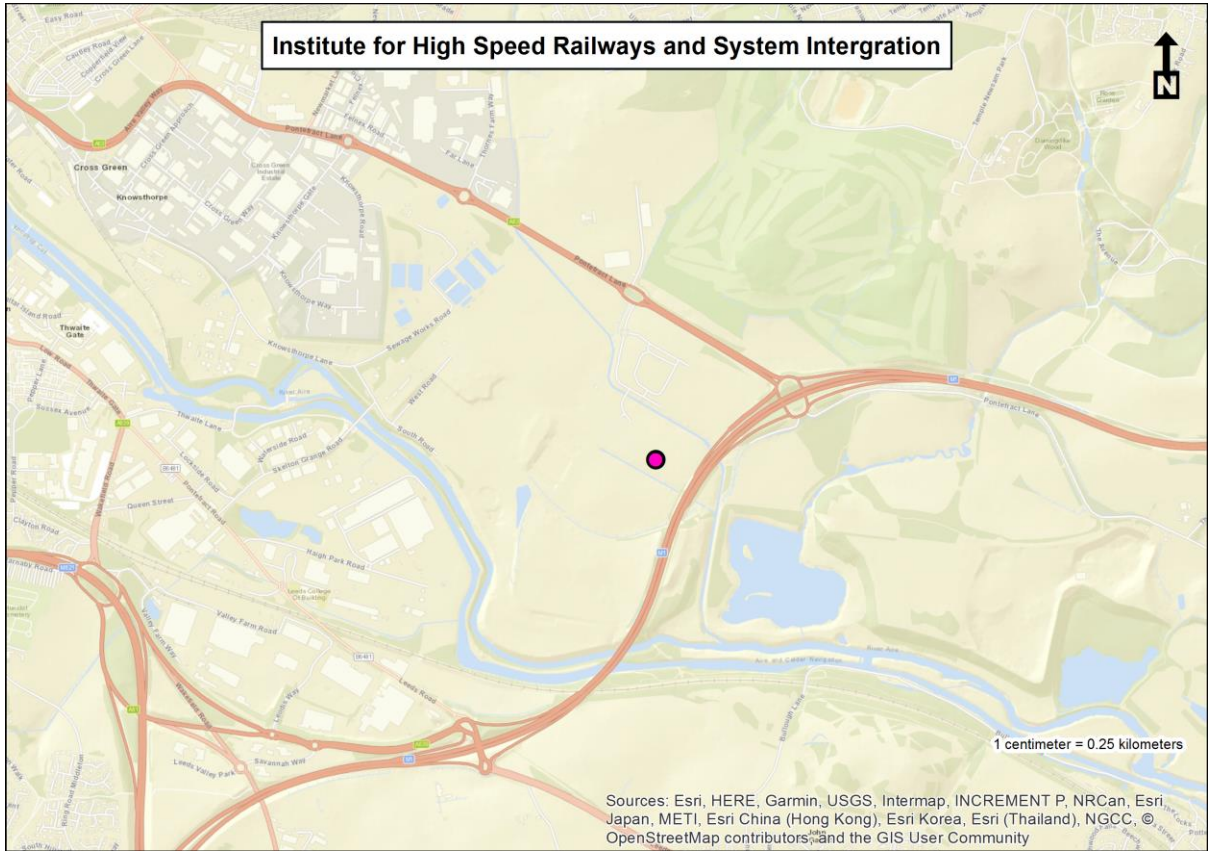
The strategic case for this project is very strong and has attracted letters of support from a wide range of business, academic and local government leaders.

Key strategic drivers are:

- The development of High Speed Rail due to population growth.
- The growing size of rail supply chain economy
- The increasing performance requirements of High Speed trains, including the requirement for new infrastructure and test facilities.
- The pressure to de-carbonise transport and freight, and the subsequent innovation of new technology.
- Potential future resources in modular manufacturing.

The UK currently has no access to R&D test facilities. This project would fill that gap and create a nationally unique, and globally significant facility and act as a catalyst for cluster development in advanced manufacturing within the East Leeds enterprise zone. The facility will also be complimentary to the co-location of the HS2 depot which is also planned to locate within the same Enterprise Zone.

<p>Commercial Case</p>	<p>The global railway sector is going through a period of change and substantial growth. Current estimates of the value of the rail market are in the region of £128 billion and a growth of 2.7%. This investment will allow the city region to tap into this market and create a driver for economic growth.</p> <p>The UK is set to see the greatest investment in the railways since the Victorian era with new projects in the pipeline worth more than £100 billion. The UK's train fleet is forecast to grow by 89% over the next 28 years and between 11-16,000 new electric vehicles are expected to be added to the network.</p> <p>The lack of suitable R&D and test facilities could cause delays and disruption in getting new rolling stock into service. The IHSRSI's test bed capability will help address this issue. It will also provide a mechanism for testing new rolling stock without causing delays to the existing network.</p>
<p>Economic Case</p>	<p>Site allocation and nature of facility options testing has been carried out by the Universities experienced projects team and their professional advisors. Details are supplied in the business case.</p> <p>The investment in phase 1 of the IHSRSI will directly contribute:</p> <ul style="list-style-type: none"> • 8.75 FTE jobs creation. • 1,063m² of commercial floor space constructed in the VTF (building) • 2,292m² of commercial floor space constructed in the ITF (external test facility) <p>In addition to these direct outputs will be indirect contributions through both phase 1 and phase 2 of the IHSRSI of:</p> <ul style="list-style-type: none"> • Jobs created within the IHSRSI and supply chain • Businesses assisted- businesses receiving advice from the facility to improve performance. • Businesses receiving grant funding – securing innovation grants to deliver IHSRSI projects. • Learning opportunities – postgraduate, undergraduate and CPD programmes.
<p>Financial Case</p>	<p>The total project cost is £26.093 million.</p> <p>The cost breakdown is:</p> <ul style="list-style-type: none"> • Project development £1.339 million • Land assembly £1.855 million • Enabling works £1.855 million • Delivery / construction £18.964 million • Contingency £2.030 million • Independent impact evaluation £0.050m • Total £26.093 million <p>The future revenue costs will be funded from the operating income generated, research income, industry income and tuition fee income.</p>
<p>Management Case</p>	<p>The delivery of IHSRSI is being managed as part of Leeds University's Leeds Engineering Technology Campus (LETeC) development. Dedicated project staff are being assigned to this scheme from the University Estates Department. External Professional and consultancy advice had been procured. Governance of the project is to be via the LETeC programme board, though a recommendation could be made that a separate project board be set up with attendance from the Combined Authority.</p>



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**MINUTES OF THE MEETING OF THE
BUSINESS INVESTMENT PANEL
HELD ON TUESDAY, 6 NOVEMBER 2018 AT COMMITTEE ROOM B,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Judith Blake CBE (Chair)	Leeds City Council
Simon Wright (Deputy Chair)	Yorkshire Bank
Councillor Darren Byford	Wakefield Council
Councillor Graham Swift	Harrogate Borough Council
Councillor Tim Swift MBE	Calderdale Council
Michael Allen	NatWest Bank
Colin Glass OBE	WGN
Marcus Mills	BigWord
Gareth Yates	Ward Hadaway

In attendance:

Kate Thompson	West Yorkshire Combined Authority
David Shepherd	West Yorkshire Combined Authority
Henry Rigg	West Yorkshire Combined Authority
Chris Brunold	West Yorkshire Combined Authority
Neill Fishman	West Yorkshire Combined Authority
Samuel Lewis	West Yorkshire Combined Authority
Lorna Holroyd	West Yorkshire Combined Authority
Lauren Thomas	West Yorkshire Combined Authority
Megan Hemingway	West Yorkshire Combined Authority

34. Apologies for absence

Apologies for absence were received from Councillor Pandor, Councillor Ross-Shaw and Jonathan King.

35. Declarations of disclosable pecuniary interests

Simon Wright declared a disclosable pecuniary interest in relation to Growing Places Fund Loans exempt Item 8, Appendix 3.

36. Exempt information - Exclusion of the press and public

Resolved: That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting

during consideration of Appendices 1 and 2 of Agenda Item 6 and Appendices 1, 2 & 3 of Item 8 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

37. Minutes of the meeting of the Business Investment Panel held on 5 October 2018

Resolved: That the minutes of the Business Investment Panel held on 5 October 2018 be approved and signed by the Chair.

38. Governance Arrangements

The Panel noted that the new Governance arrangements for Business Investment Panel had been approved by Investment Committee.

The Chair drew attention to the new members and the new quorate.

Resolved: That the Governance arrangements for Business Investment Panel be noted.

39. Strategic Inward Investment Fund

The Panel considered a report which outlined the current position regarding progress in committing grants through the Strategic Inward Investment Fund (SIIF).

The Panel Considered the project which was attached at exempt Appendices 1 and 2.

Resolved:

- (i) That a paper will be circulated to members in the next few weeks on the use of SIIF in attracting investment to the region, in comparison with other regions.
- (ii) That member briefings are available on the above paper.
- (iii) That the progress on the Strategic Inward Investment Fund be noted.
- (iv) That the Panel recommended that project SIIF 006, detailed in exempt Appendices 1 and 2, be approved.

40. Business Grants Programme

The Panel considered a report which outlined the current position regarding progress in committing grants through the Leeds City Region Enterprise Partnership (the LEP) Business Grants Programme.

The Members were updated on the application history of the BGP and the efforts to widen its reach and raise its profile. There was discussion around how this could be achieved.

Resolved: That the contents of the Business Grants Programme report be noted.

41. Growing Places Fund loans

The Panel considered a report which provided an update on:

- Progress in committing loans through the Growing Places Fund (GPF).
- The bi-annual review of risks within the GPF Programme (exempt Appendix 1).
- The GPF review (draft report) and future of the GPF (exempt Appendix 2).

The Panel received an update on one project with changed circumstances which was attached at exempt Appendix 3.

Simon Wright left the room during discussion of Appendix 3.

Resolved:

- (i) That the update on progress on the Growing Places Fund be noted.
- (ii) That the Panel agreed that no action should be taken at present in respect of exempt Appendix 3 and awaited a further update on the project next week.

42. Date of next meeting

5 December 2018 at 10am in Committee Room A, Wellington House, Leeds

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