

WEST YORKSHIRE AND YORK INVESTMENT COMMITTEE

**MEETING TO BE HELD AT 11.00 AM ON WEDNESDAY, 6 FEBRUARY
2019 IN COMMITTEE ROOM A, WELLINGTON HOUSE, 40-50
WELLINGTON STREET, LEEDS**

A G E N D A

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE
PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING OF THE WEST YORKSHIRE AND
YORK INVESTMENT COMMITTEE HELD ON 9 JANUARY 2019**
(Pages 1 - 6)
- 5. CAPITAL PROGRAMME UPDATE**
(Pages 7 - 12)
- 6. CAPITAL SPENDING AND PROJECT APPROVALS**
(Pages 13 - 104)

For Information

- 7. DRAFT MINUTES OF THE BUSINESS INVESTMENT PANEL
HELD ON 10 JANUARY 2019**
(Pages 105 - 108)

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, 9 JANUARY 2019 AT COMMITTEE ROOM A,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Peter Box CBE (Chair)	Wakefield Council
Roger Marsh OBE (Deputy Chair)	Leeds City Region Enterprise Partnership
Councillor Barry Collins	Calderdale Council
Councillor Ian Gillies	City of York Council
Councillor Peter McBride	Kirklees Council
Councillor Alex Ross-Shaw	Bradford Council

In attendance:

Councillor Kim Groves	Chair, Transport Committee
Councillor Eric Firth	Deputy Chair, Transport Committee
Melanie Corcoran	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Kate Thompson	West Yorkshire Combined Authority
Lisa Childs	West Yorkshire Combined Authority (minute 45 only)
Caroline Farnham-Crossland	West Yorkshire Combined Authority (minute 45 only)
Ruth Chaplin	West Yorkshire Combined Authority

39. Apologies for Absence

Apologies for absence were received from Councillors D Jeffery and R Lewis.

40. Declarations of Disclosable Pecuniary Interests

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

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

the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

42. Minutes of the Meeting of the West Yorkshire and York Investment Committee held on 5 December 2018

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

43. Governance Arrangements

The Committee considered a report on changes to the terms of reference for the Investment Committee, which authorise the Committee to make specified decisions to progress schemes under the Leeds City Region Assurance Framework.

Members noted the revised terms of reference which had been approved by the Combined Authority and a copy was attached at Appendix 1. The changes in the Committee's role would streamline decision-making and help the delivery of schemes within funding programme timescales. Details of the decisions the Committee would now be allowed to take were outlined in the submitted report. It was noted that the Combined Authority had also revised the existing approval routes for specific schemes and changes to the bespoke assurance pathways and approval routes for the schemes were set out in Appendix 2.

The Committee was advised that any decisions made by them will be eligible for call-in and therefore the Committee may need to respond to reports or recommendations from the Overview and Scrutiny Committee

Resolved:

- (i) That the revised terms of reference for the West Yorkshire and York Investment Committee be noted.
- (ii) That the changes to the bespoke assurance pathways and approval routes for the schemes be noted.

44. Capital Programme Three Year Budget and Update

The Committee considered a report on the capital programme three year budget and update.

The report provided the Committee with the draft indicative three year capital programme and a summary of the expected outturn for 2018/19 and three year forecast capital programme to 2021/22 was attached at Appendix 1. It was noted that further work would be undertaken to finalise the figures before they are considered by the Combined Authority in February 2019.

Members also noted an update on actions to be undertaken to achieve the Growth Deal target spend, the review of the Growth Deal that is currently being undertaken and the independent evaluation of the Transport Fund.

It was reported that the Growth Deal Annual Conversation had taken place in December 2018. This had involved a full review of the progress of the programme including its delivery, strategy and governance. A formal response is expected in February 2019.

Resolved: That the indicative three year capital programme to be considered by the Combined Authority in February 2019 be noted.

45. 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 and welcomed the proposals for the progression of the Headrow City Centre Gateway scheme through decision point 3 and for work to commence on activity 4 full business case. It was considered that the scheme was a key part of the transformation for the city centre which would support economic growth, reduce carbon emissions, and provide transport interventions to encourage the use of public transport. A copy of the business case summary for the scheme was attached at Appendix 2. The possibility of improving access to Leeds Bradford Airport from the city centre was also raised and this would be considered at a future meeting.

It was noted that following the changes to its terms of reference, the Investment Committee were now able to make decisions using their delegated authority. In this respect the Committee considered change requests for the following two schemes:

- Bradford Interchange Station Gateway – Phase 1
- Bradford Forster Square Station Gateway

The Committee was advised that both schemes have had change request reports assessed in line with the Combined Authority's assurance process and Members discussed the details which were provided in the submitted report. The importance and benefits of both schemes was acknowledged and the need to provide additional, specialist expertise to progress complex schemes was recognised.

The Committee was also advised of the following two decisions made through delegations to the Combined Authority's Managing Director since the last meeting:

- Kirklees College – Dewsbury Learning Quarter
- Bradford Odeon

Details of both the schemes were outlined in the submitted report.

It was suggested that future reports should, where possible, include information about the social and economic benefits the schemes would provide.

Resolved:

- (i) In respect of the Headrow City Centre Gateway, Leeds, the Investment Committee recommends to the Combined Authority:
 - (a) That the Headrow Gateway scheme proceeds through decision point 3 and work commences on activity 4 (full business case).
 - (b) That an indicative approval to the total project value of £20.7 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 development costs of £500,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) taking the total project approval to £1.1 million.
 - (d) That the Combined Authority enters into an addendum to the existing Funding Agreement with Leeds City Council for expenditure of up to £1.1 million from the Leeds Public Transport Investment Fund.
 - (e) 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.
- (ii) In respect of Bradford Interchange Station Gateway – Phase 1, the Investment Committee approves:
 - (a) That the change request to the Bradford Interchange Phase 1 project to increase development funds by £113,000 from £180,000 to give a total of £293,000 is approved.
 - (b) That the Combined Authority enters into an addendum to the existing funding agreement with City of Bradford Metropolitan District Council for additional expenditure of up to £293,000 from the West Yorkshire plus Transport Fund.
 - (c) That the project delivery completion date timeframe extension from September 2020 to October 2021 (thirteen months) is approved.

- (d) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report to include delegation to Investment Committee at decision point 3, and delegation to the Combined Authority's Managing Director at decision points 4 and 5. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (iii) In respect of Bradford Forster Square Station Gateway, the Investment Committee approves:
- (a) That the change request to the Bradford Forster Square Station Gateway project to increase delivery timeframe from March 2021 to December 2021 is approved.
 - (b) That the Combined Authority enters into an addendum to the existing funding agreement with City of Bradford Metropolitan District Council amending the programme dates as detailed.
 - (c) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.

46. Draft Minutes of the Business Investment Panel held on 5 December 2018

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

47. Growing Places Fund

The Committee considered a report which provided a position statement on a Growing Places Fund loan with changed circumstances.

It was reported that a recipient of a Growing Places Fund loan, GPF Project 315, was subject to changed circumstances. Members discussed the further details including the financial implications associated with the changes which were provided in the exempt Appendices 1 and 2 and asked that they be kept informed of further developments.

Resolved: That the position statement and information provided in exempt Appendices 1 and 2 be noted.

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Report to: West Yorkshire and York Investment Committee

Date: 6 February 2019

Subject: **Capital Programme Update**

Director: Melanie Corcoran, Director of Delivery

Author(s): Lynn Cooper

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:	

1. Purpose of this report

- 1.1 To update the Committee on progress made on the implementation of the West Yorkshire Combined Authority's capital programme and the report provides an update on the annual review of the Growth Deal.
- 1.2 The report also provides an update on the progress made on the West Yorkshire Broadband Programme.

2. Information

Capital Programme

- 2.1 The revised capital programme, reported to the Investment Committee on 9 January 2019 will be considered by the Combined Authority at its meeting on 14 February 2019. Table 1 provides the latest outturn budget for each programme and actual spend figures as reported at quarter 2. Figures will be updated at the March 2019 Investment Committee once quarter 3 monitoring information has been finalised.

Table 1

Capital Programme	2018/19 Outturn Forecast	Actual Expenditure Quarter 2 2018/19
Growth Deal (including West Yorkshire Transport Fund)	£102,080,000	£25,237,483
Leeds Public Transport Investment Programme	£10,115,000	£2,685,238
Local Transport Plan Integrated Transport Block and National Productivity Investment Fund	£8,081,000	£3,618,076
Highways Maintenance Block and Highways Incentive Fund	£28,442,000	£13,915,000
Pothole Action Fund / Highways / Flood Resilience	£9,267,000	£2,095,000
Cycle City Ambition Grant	£8,500,000	£1,740,000
West Yorkshire Cycling and Walking Fund	£1,304,000	£271,118
Cycle Safety Grant	£470,000	£0
CCAG Top Up	£210,000	£0
Steeton and Silsden Active Travel Access	£0	£0
Clean Vehicle Technology Fund	£1,368,000	£73,930
Ultra Low Emissions Vehicles	£978,000	£14,978
West Yorkshire Broadband	£5,769,000	£2,084,817
Growing Places Fund	£1,350,000	£1,000,000
One Public Estates	£1,070,000	£0
Warm Homes	£1,369,000	£172,070
Corporate Projects - Accommodation	£335,000	£70,531
Corporate Projects - Technology Strategy	£1,570,000	£0
Total	£182,278,000	£52,978,241

Growth Deal

Growth Deal Annual Conversation

- 2.2 The Growth Deal Annual Conversation took place on 13 December 2018. This involved a full review of the progress of the programme. All Local Enterprise Partnerships are assessed against set criteria which cover governance, delivery and strategy. A formal response from Government is expected in February 2019.
- 2.3 A key issue for discussion at the Annual Conversation related to the likelihood of achieving the required expenditure target of £102.08 million. Spend on the programme is currently monitored by Government under two categories:
- Expenditure – This is the total Local Growth Fund (LGF) monies spent by project sponsors on their projects.
 - Outturn - The total LGF funds transferred to project sponsors by the Combined Authority (this specifically includes pre-payments to project

sponsors where projects are in contract and / or eligible expenditure falls across two financial years)

In previous years Government has assessed achievement of target spend based on outturn. The monitoring returns which are submitted to Government (the data capture sheets) record both out-turn and expenditure figures and it has been confirmed that LEP's will be assessed based on the expenditure figure. At the end of 2017/18 the Leeds City Region had made total pre-payments of £18 million, these prepayments will become expenditure in 2018/19. As a consequence of this the actual declared expenditure in the returns to Government will be in the region of £18 million higher than the Growth Deal dashboard which is currently predicting spend of just over £90 million.

- 2.4 There are however specific project risks in relation to achievement of the £90 million which will need to be closely monitored in the final quarter. The main area of risk relates to the Transport Fund. Work is ongoing with partner councils / project sponsors to ensure accurate forecasts are in place and projects can be accelerated where possible.
- 2.5 Advanced payments are being explored for 2018/19 against the following schemes that are/ will be in contract by year end:

Table 2

District	Project Name	Amount of Prepayment
Calderdale	Halifax, Beech Hill	£380,821
Calderdale	A629 Phase 1b - Elland Wood Bottom to Jubilee Road	£2,000,000
Leeds	Leeds ELOR and North Leeds Outer Ring Road	£4,100,000
Wakefield	Glasshoughton Southern Link Road	£4,600,000
York	York Outer Ring Road Phase 2	£2,400,000
Total		£13,480,821

West Yorkshire and York Broadband Programme

- 2.6 The City Region's **Strategic Economic Plan** (SEP) has laid out an ambition to achieve 99% superfast broadband connectivity across West Yorkshire and York by 2018/19. The West Yorkshire and York Broadband programme commenced in 2013 and is overseen by a partnership agreement between the West Yorkshire and York councils and the Combined Authority. The programme is well on the way to meeting this ambition. With Contract 1 completed and with Contract 2 in progress, the programme is on track to deliver up to 98% access to superfast broadband by end June 2021. A further Contract 3 to address some of the remaining most difficult to reach urban, semi-urban and/or rural properties, is currently in procurement to secure the use of a broadband infrastructure supplier. The target for Contract 3 is to take coverage up to and over 99%.

- 2.7 In 2018 the **West Yorkshire and York (WY&Y) Broadband Contract 2**, following some delays in the delivery of the programme it has now turned a corner and the build is accelerating with a target to be back on track by end March 2019. The performance in 2018 was affected by the supplier Openreach's chief sub-contractor, Carillion, going out of business, and by a national lack of fibre engineering skills.
- 2.8 To address these issues Openreach has now brought in experienced fibre teams from other projects and has bolstered its WY&Y team with additional managers and data engineers. The WY&Y Broadband Partnership has received confirmation from Openreach that the new teams will remain with WY&Y and not be reallocated elsewhere once the programme is back on track.
- 2.9 The **West Yorkshire and York Broadband Contract 3** European procurement is underway. The invitation to tender has been approved by the Combined Authority procurement team and has passed the Broadband Delivery UK (BDUK) / Department of Culture, Media and Sport (DCMS) Checkpoint B2. The tender was advertised on 21 December 2018 and expressions of interest were due from fibre infrastructure suppliers by 17 January 2019 with a deadline for full responses by 14 March 2019. Applications for funding for the programme have been submitted for European Regional Development Fund (ERDF) and Department for Food, Energy and Rural Affairs (DEFRA) decisions on this funding are awaited.

3. Financial Implications

- 3.1 Financial implications are set out within the report.

4. Legal Implications

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

5. Staffing Implications

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

6. External Consultees

- 6.1 No external consultations have been undertaken.

7. Recommendations

- 7.1 It is recommended that the Investment Committee notes the progress made in implementing the Combined Authority Capital Programme.
- 7.2 It is recommended that the Investment Committee support the prepayment of grant through the Growth Deal programme detailed in paragraph 2.5.

8. Background Documents

None.

9. Appendices

None.

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Report to: West Yorkshire Combined Authority

Date: 14 February 2019

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 Deal, for consideration by the Combined Authority's assurance process.
- 1.2 One of the schemes being considered today was recommended by January's West Yorkshire and York Investment Committee, (the Investment Committee), the remainder from February's Investment Committee. Please note, at the time of preparing this report the majority of these schemes will not have been considered by Investment Committee which meets on 6 February. However, in order to expedite scheme delivery and to avoid any delay (the next meeting of the Combined Authority is in April 2019) the report is being presented at this time. The recommendations within this report are based on those being put to Investment Committee. The Chair of the Investment Committee will provide a verbal update on the outcome of the 6 February Investment Committee's consideration of these schemes and whether there are any changes to the recommendations to be considered by the Combined Authority. Any significant changes will be presented in an addendum to the report.
- 1.3 In December 2018, the Combined Authority amended the terms of reference of the Investment Committee to provide for the Committee to make any decision to progress a scheme under the Leeds City Region Assurance Framework, in accordance with the scheme's bespoke approval pathway and approval route (subject to an exception relating to exceeding the cumulative total of the financial approval and tolerance levels agreed by the Combined Authority by more than 25%). This is the first report to the Combined Authority which includes information on the exercise of the Investment Committee's new delegated decision making role. Decisions made by Investment Committee which are for the Combined Authority's information, and those requiring an approval decision by the Combined Authority, will be made clear in this report

through being highlighted in the summary table and the recommendations where applicable.

- 1.4 This report presents proposals for the progression of 5 schemes, which have been recommended for approval by the West Yorkshire and York Investment Committee, and considered in line with the Leeds City Region Assurance Framework. These schemes have a total combined funding value of £41.080 million when fully approved, of which £40.950 million will be funded by the Combined Authority. A total expenditure recommendation to the value of £2.734 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
Raising Aspirations Leeds City Region (February's Investment Committee)	<p>This scheme will conduct a pilot which will investigate the best activities to undertake to support disadvantaged pupils to raise their aspirations. Activities will include strengthening engagement with employers, widening pupil's experience of jobs beyond their home communities and engagement with young role models working in priority sectors. Support will be provided in the form of a grant to schools and will complement the work of the Local Enterprise Partnership's Enterprise Co-ordinators. The scheme will be funded through Business Rates Pool funding.</p> <p>The scheme will deliver an enhanced model of enterprise education to 3,500 most disadvantaged learners in the Leeds City Region and will engage an additional 20 employers to deliver 6,000 employer encounters. With the outcome of improving participants' destinations and making them less likely to become NEET (not in education, employment and training).</p>	<p>Approval to proceed through decision point 2 and work commences on activity 5 (full business case with finalised costs) subject to external funding being secured.</p> <p>Total value - £400,000</p> <p>Total value of Combined Authority funding - £400,000</p> <p>Funding recommendation sought - £0</p>
Headrow City Centre Gateway	The scheme comprises a set of significant on-street enhancements to bus,	Approval to proceed through decision point 3 and work

Scheme	Scheme description	Decision sought
<p>Leeds (January's Investment Committee)</p>	<p>pedestrian and cycling infrastructure and public realm in Leeds City Centre to the north of the city centre's main pedestrian area.</p> <p>Improvements will be made to the Headrow, Westgate, Vicar Lane, New Briggate, Cookridge Street, Harrison Street, Eastgate and parts of some adjacent streets.</p> <p>The scheme is to be funded through the devolved Department for Transport funding forming the Leeds Public Transport Investment Programme.</p> <p>The benefit cost ratio (BCR) is 1.14:1, with an adjusted BCR of 1.26:1 taking in to account bus based wider economic impacts.</p> <p>The scheme's wider social benefits include improved public health and quality of life through delivering better connectivity, reducing journey times, encouraging active travel, and reducing carbon emissions.</p>	<p>commences on activity 4 full business case.</p> <p>Total value - £20.7 million</p> <p>Total value of Combined Authority funding - £20.7 million</p> <p>Funding recommendation sought - £500,000</p>
<p>A647 Bus Priority Corridor Leeds (February's Investment Committee)</p>	<p>The scheme consists of a series of improvements along the Leeds A647 corridor to improve bus journey times and reliability and increase bus patronage.</p> <p>It involves extending sections of existing bus lanes, introducing bus priority measures at traffic signals, the relocation and reorganisation of bus stops and changes to the Ledgard Way/Armley Road junction.</p> <p>The scheme supports Priority 4 (Infrastructure for Growth) of the Strategic Economic Plan. It is part of and funded by the Leeds Public Transport Investment Programme (LPTIP) and will be funded through the</p>	<p>Approval to proceed through decision point 3 and commence work on activity 4 (full business case)</p> <p>Total value - £9.68 million</p> <p>Total value of Combined Authority funding - £9.68 million</p> <p>Funding recommendation sought - £0</p>

Scheme	Scheme description	Decision sought
	<p>devolved Department for Transport funding.</p> <p>The forecast benefit cost ratio (BCR) is 3.39:1 which represents 'high' value for money (VfM) The scheme's wider social benefits include providing better accessibility to jobs and services for local communities within areas of high deprivation and reducing levels of nitrogen oxides on a key public</p>	
<p>Corridor Improvement Programme Phase 1 – Huddersfield Southern Corridors</p> <p>Kirklees</p> <p>(February's Investment Committee)</p>	<p>This scheme is to be delivered as part of the Corridor Improvement Programme (CIP) phase 1 - to address transport challenges from growth associated with new housing and employment sites across the City Region.</p> <p>The scheme is to be funded by the West Yorkshire plus Transport Fund.</p> <p>The scheme will deliver highways, junction and traffic signal improvements, enhancement to pedestrian footpaths and crossing facilities, new cycle crossing provision, bus stop improvements, and public realm enhancements to address the causes of congestion and constraints to economic growth on the southern side of Huddersfield town centre.</p> <p>The benefit cost ratio (BCR) for the scheme is 2.2:1 which is judged to represent high value for money.</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>Approval to proceed through decision point 3 and work commences on activity 4 full business case.</p> <p>Total value - £8.199 million</p> <p>Total value of Combined Authority funding - £8.199 million</p> <p>Funding recommendation sought - £2.234 million of which:</p> <ul style="list-style-type: none"> • Scheme development £634,000 • Land acquisition £1.6 million
<p>Rochdale Canal – Cycle Safety Fund</p>	<p>The scheme will deliver a high quality 6km cycle route between Hebden Bridge and</p>	<p>Approval to proceed through decision point 4 and work commences on activity 5</p>

Scheme	Scheme description	Decision sought
<p>Calderdale (February's Investment Committee)</p>	<p>Todmorden. It will form part of the Calder Valley cycle route and is part of the CityConnect programme.</p> <p>It supports Priority Area 3 (Clean Energy & Environmental Resilience) and 4 (Infrastructure for Growth) of the Strategic Economic Plan.</p> <p>The scheme will be funded by the Department for Transport Cycle Safety Grant, the Cycle City Ambition Grant (CCAG City Connect Programme).</p> <p>The forecast benefit cost ratio of the scheme is 1.4:1. Taken as the full 12km Corridor between Todmorden and Sowerby Bridge this increases to 2:1 As well as supporting an increase in the number of walking and cycling trips, it will support a reduction in cyclist road traffic accidents on the A647 corridor and reduce the risk of flooding to homes along the canal corridor.</p>	<p>(full business case with finalised costs).</p> <p>Total value - £2.101million</p> <p>Total value of Combined Authority funding - £1.971 million</p> <p>Funding recommendation sought - £0</p>

Additional approvals - Delegation sought to the Investment Committee

- 1.5 In addition to decisions relating to the above schemes, a sub-delegation is sought from the Combined Authority to the Investment Committee in relation to Calderdale's A629 phase 2 scheme and the Dewsbury Riverside Housing Scheme.
- 1.6 The Combined Authority's assurance framework requires that formal approval is given to the following elements of a scheme as part of its development:
- The progression of a scheme through a decision point to the next activity.
 - Indicative or full approval to the total value of the scheme funding requested.
 - The Combined Authority's entry into a funding agreement with the scheme's promoter.
 - The assurance pathway and approval route for future decision points.
 - The scheme's approval tolerances.

- 1.7 This report provides information required to enable the Combined Authority to approve each of the above elements.
- 1.8 Since the Combined Authority's meeting on 13 December 2019, the following decision points and change requests have been assessed in line with the Combined Authority's assurance process and approved through the agreed delegation to the Combined Authority's Investment Committee. Under the delegation a total expenditure of £113,000 has been approved.

Scheme	Scheme description	Decision
Bradford Interchange Station Gateway – Phase 1	To deliver an improved gateway environment at Bradford Interchange which will improve the customer experience and the pedestrian environment.	Activity 3 (outline business case) change request to approve an increase in development costs due to scope of feasibility works from £180,000 to £293,000. There is no change to the total project costs. To approve a timeframe extension for the delivery of this project from September 2020 to October 2021. Total Value - £5.65 million Total value of Combined Authority funding - £5.65 million Funding Recommendation sought - £113,000
Bradford Forster Square Station Gateway	To deliver an improved gateway environment at Bradford Forster Square which will improve the customer experience and the pedestrian environment. For information, DfT have requested "small bid" submissions to the Transforming Cities Fund and a bid of £4 million is proposed to be submitted for Bradford Forster Square Station Gateway to enhance accessibility and therefore enable the delivery of the Bradford Forster Square masterplan ambition.	Activity 4 (full business case) change request to approve an increase the delivery timeframe from March 2021 to December 2021. There is no change to the total project costs. Total Value - £17.311million Total value of Combined Authority funding - £17.061 million Funding Recommendation sought - None
Halifax Town Centre - Northgate House Calderdale	The scheme involves the refurbishment of part of the former Calderdale Council offices at Northgate House to create 4,274m ² of office and 1,115m ² of retail	Approval to proceed through decision point 4 and work commences on activity 5 (full business case with finalised costs) subject to a

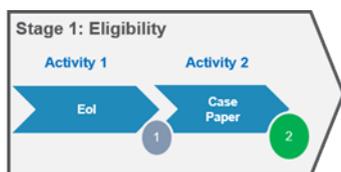
Scheme	Scheme description	Decision
	<p>floorspace. It supports Priority 4 (Infrastructure for Growth) of the SEP.</p> <p>The scheme is funded by the Local Growth fund (LGF) Growth Deal 3. It has the potential to generate 427 gross jobs when 85% let and £30m of Gross value added (GVA) to the local economy over a 10-year period following completion - a GVA based Benefit cost ratio (BCR) of 10:1.</p> <p>The scheme's wider social benefits relate to the new employment and training opportunities associated with occupiers letting space in the completed development and also supporting the vitality and vibrancy of Halifax town centre by increasing footfall.</p>	<p>full RICS Red Book Valuation report</p> <p>Total value - £10.655 million</p> <p>Total value of Combined Authority funding - £3.0 million</p> <p>Funding recommendation sought - £0</p>

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 pathway and approval route and the assurance tolerances for each scheme.
- 2.2 Location maps for each of the schemes presented in this report (where applicable) are provided in **Appendix 2**.
- 2.3 All the schemes set out in this report have been considered by the Investment Committee on 9 January 2019 and 6 February 2019.

Programmes and projects for consideration

Projects in stage 1: Eligibility



- 2.4 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	Raising Aspirations
Stage	1 (Eligibility)
Decision Point	2 (Case paper)

Is this a key decision?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:		

Background

- 2.5 This scheme will be delivered by the Economic Services directorate of the Combined Authority and has been designed to deliver against Priority 2 of the Strategic Economic Plan and the Leeds City Region Employment and Skills Plan in terms of “Greater Education connected to businesses” and “Employability, accessing jobs and realising potential”. The scheme will enhance and complement the work undertaken by the Leeds City Region’s Local Enterprise Partnership’s Enterprise Coordinators. The scheme will be funded from the Business Rates Pool funding, the aim of which is to support regional economic growth by providing support to and working in collaboration with regional partners. This scheme formed part of the wider “Raising Aspirations” application made to this funding stream.

- 2.6 The Raising Aspirations School Pilot scheme will involve conducting a pilot at schools with high numbers of disadvantaged pupils and / or with an intake of pupils from the most deprived wards of the Leeds City Region. Disadvantaged institutions/pupils will be identified using Department for Education figures for pupil premium, and IDACI (income deprivation affecting children index). Funding will be used to develop a school pilot fund. Grants will be awarded to schools / colleges to support an increase in activity to raise aspirations amongst disadvantaged pupils by strengthening engagement with employers, widening pupil’s experiences of jobs beyond their home communities and engagement with young role models working in priority sectors. An evaluation of the pilot will also be undertaken, and the pilot will culminate in a best practice sharing workshop.
- 2.7 The Combined Authority has been delivering a highly regarded Enterprise in Education service since 2015 with a universal offer in place and is currently working with 90% of Leeds City Region’s secondary schools and colleges. The service has supported 215 employers to build greater links with education and are particularly keen to engage companies from skills shortage and growth sectors, in order to raise awareness of the career opportunities that they offer. This pilot provides a unique opportunity to address ‘cold spots’ through a fund only available to schools and colleges in order to design solutions for the most disadvantaged communities.
- 2.8 Applications for grant funding will be made against an eligibility criteria. The minimum funding offered is £7,000 and £50,000 is the maximum threshold.

For grants of £7,000 - £25,000	Schools will be asked to demonstrate either cash match or in-kind support from employer time
For grants of £25,000 - £40,000	Schools will be asked to demonstrate cash match of 20%
For grants of £40,000 - £50,000	Up to two grants will be available for projects requesting £40,000 - £50,000. Schools will need to demonstrate an increased cash match fund of at least 50% and demonstrate a high scoring for all areas of funding criteria (see below)

- 2.9 Grant applications received will be considered by an advisory panel who will make recommendations to senior officers with delegated responsibilities to approve applications. The Local Enterprise Partnership’s Employment and Skills Panel will retain oversight of scheme delivery.
- 2.10 Combined Authority scheme funding for the scheme has been secured via the business rates pool ‘call for projects’ process.

Outputs, benefits and inclusive growth implications

- 2.11 The forecast outputs, benefits and inclusive growth implications are:

- Enable schools to meet the eight Gatsby Career Benchmarks of good practice as outlined in the Government's Careers Strategy.
- Deliver an enhanced model of enterprise education directly to 3,500 most disadvantaged learners by June 2020.
- Engaging an additional 20 employers to deliver 6,000 employer encounters (including to the learners identified above) by June 2020.
- Sharing best practice will help to reach in total 18,000 disadvantaged learners indirectly by June 2020.
- Evidence shows that where learners have more opportunities to engage with employers they are less likely to be unemployed, and more likely to earn more than their peers as they are enabled to make better informed choices about their next steps in education, training or employment.

Risks

- 2.12 **Risk** - Lack of grant applications received from schools - **Mitigation** - Consultation with Headteachers during grant development to establish realistic timescales for schools. Enterprise Coordinators with existing relationships with schools will promote the fund to schools and support them to submit applications. A communication plan will include press releases and social media to ensure awareness across West Yorkshire. Two rounds of funding will also allow for changes to be made to the promotion and communication as necessary.
- 2.13 **Risk** - Applications received are not from target schools with high numbers of pupil premium students or cohorts from area of deprivation - **Mitigation** - Clear and transparent criteria shared with schools which values applications from schools with higher pupil premium numbers and with intakes from areas of deprivation. Analysis undertaken from Department of Education by Combined Authority to measure schools comparative level of deprivation in this way. Scoring to recognise impact on pupil premium pupils through value for money. If required a second round of funding would allow opportunity to review criteria.
- 2.14 **Risk** - Quality of applications is low and not linked to Combined Authority's strategic priorities - **Mitigation** - Schools will be supported by their Enterprise Coordinator as a Combined Authority Lead, who will have received training and documentation enabling them to help schools understand and meet the criteria. Schools will also be allowed up to two opportunities to resubmit applications, receiving feedback from the panel on why they were unsuccessful.
- 2.15 **Risk** - School awarded grants fail to complete their projects within the required timescale - **Mitigation** - Finances will be released to schools in two parts, 60% for approved applications and 40% for completion of evaluation. School must agree to monitoring including a termly Compass report and a project update midway through the project with final evaluation due April - July 2020. Enterprise Coordinators for schools will continue to support schools to oversee delivery and ensure timely submission of evaluation material.

Costs

- The current total forecast cost of the scheme is £400,000.
- The Combined Authority will contribute the full £400,000 which will be funded from the secured business rates pool funding.
- No development funding is required for this scheme

Timescales

- The scheme is forecast to reach decision point 5 approval by March 2019
- Final deadline for applications from schools is May 2019
- Delivery of projects supported by the Raising Aspirations Schools Pilot - May 2019 – July 2020
- The scheme is forecast to achieve decision point 6 approval by July 2020
- Evaluation of activities against progression towards Gatsby benchmarks. Case studies collected and learning shared through a best practice event - May 2020 to October 2020

Assurance pathway and approval route

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

Assurance Tolerances

Assurance tolerances
That the total project costs remain at the level set out in this report. That the project delivery timescale remains within 3 months of the timescales identified. That learners assisted should remain within 10% of the figure outlined in this report.

Project responsibilities

Senior Responsible Officer	Michelle Burton, Combined Authority
Project Manager	Sonya Midgley Combined Authority

Combined Authority case officer	Mott MacDonald On behalf of the Combined Authority
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Appraisal summary

- 2.16 The project has a strong fit to the Leeds City Region SEP priorities and has good evidence to prove the need for it. The objectives, output and outcomes appear reasonable however clarification is needed around the wide aim of delivering grants to 8-49 schools. Timeframes for commencing the pilot are challenging with advice from head teachers stating that at least one full academic year is required to implement higher value projects. Full engagement with schools to raise awareness of the pilot has not fully commenced, although the Enterprise Coordinator team supporting schools have been briefed. A later start date has been reflected in a later end date to allow a full academic year for the project and to mitigate the risk. This may impact on the number of applications received, this will be addressed in advance of the scheme receiving decision point 5 approval.

Recommendations

- 2.17 That the Combined Authority approves that:
- (i) The Raising Aspirations project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs)
 - (ii) An indicative approval to the total project value of £400,000 to be funded by the Combined Authority from the secured business rates pool funding 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) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Projects in Stage 2: Development



- 2.18 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.

Project Title	Headrow City Centre Gateway
Stage	2 (Development)
Decision Point	3 (Outline business case)

Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:		

Background

- 2.19 This scheme presented for decision point 3 approval (outline business case) forms part of the Leeds Public Transport Investment Programme (LPTIP). The programme received decision point 2 approval from the Combined Authority on 29 June 2017, following recommendation by Investment Committee on 16 June 2018.
- 2.20 The programme is comprised of the following packages:
- Bus Priority Corridors
 - Bus Park and Ride
 - City Centre Gateways
 - Rail
 - Bus Transformation
 - Mass Transit

- 2.21 The Headrow Gateway scheme is one of four projects proposed for delivery within the LPTIP City Centre Gateway package. The proposal seeks to make required changes to the current transport network and public realm provisions to ensure economic potential of the city is not held back. By addressing the identified shortcomings, will enhance the sustainable transport offer in the city centre and improve public realm which will foster economic growth and improve the environment.
- 2.22 The scheme comprises of the following interventions:
- Changes to highway geometry with removal of central reserve.
 - Applying general restrictions to traffic moving through the gateway.
 - Footway widening.
 - Provision of new green infrastructure.
 - Provision of new public open spaces.
 - Improved pedestrian crossings.
 - Provision of new protected cycle lanes.
 - Removal or relocation of some on-street parking, loading and taxi provision.
 - Public realm enhancement.
 - Bus re-routing.
- 2.23 As part of the scheme, improvements will be made to the Headrow, Westgate, Vicar Lane, New Briggate, Cookridge Street, Harrison Street, Eastgate and parts of some adjacent streets.
- 2.24 The scheme supports delivery of Priority 4 'Infrastructure for Growth' of the Leeds City Region Strategic Economic Plan (SEP), by creating additional capacity to enable development, and helping to achieve the Leeds City Region SEP principle of 'Good Growth'.
- 2.25 The LPTIP programme was given decision point 2 (case paper) approval by the Combined Authority in June 2017, with an indicative LPTIP programme approval of £183.266 million and £15.310 million to fund project development costs of individual schemes as they come forward at outline business case (decision point 3).
- 2.26 Within the aforementioned programme approval, the City Centre Gateway package received an indicative allocation of £29 million towards scheme costs, with approval of £600,000 towards Headrow Gateway project development costs to outline business case (decision point 3).
- 2.27 The Headrow Gateway scheme is now presented at outline business case (decision point 3) and seeks to progress to full business case (decision point 4).

- 2.28 Given the Headrow Gateway scheme is requesting £20.7 million of the allocated £29 million, the scheme promoter has provided a statement on LPTIP Programme affordability - stating it is not feasible to develop all projects concurrently, therefore a prioritisation process is underway. In addition feedback from the extensive consultation undertaken has driven which schemes come forward first. With respect to the City Centre Gateway package, the Headrow Gateway scheme received a greater positive reaction than the other corridor proposals and is seen as the core Gateway scheme.
- 2.29 Leeds City Council (LCC) has provided further details on the prioritisation process for schemes coming forward within individual work packages and this will be considered by the LPTIP Programme board.

Outputs, benefits and inclusive growth implications

- 2.30 The forecast outputs, benefits and inclusive growth implications are:
- Increase overall bus patronage by 100% by 2026.
 - Improve end to end bus journey times and bus punctuality through reducing cross-city journey times through the Gateway by 20% by 2020.
 - 50% improvement to bus punctuality through the Gateway.
 - Improve air quality in the Gateway through reducing carbon emissions - indicator to be tracked.
 - Improve facilities for cyclists and pedestrians.
 - Improve connectivity between bus and rail services in the city.
 - A value for money benefit to cost ratio of 1.14:1 with an adjusted benefit to cost ratio of 1.26:1 taking in to account bus based wider economic impacts.
 - Through improving the transport network and connectivity, will better connect people to job and education across the city.
 - Through enhancements to public realm and green infrastructure, improved facilities for cyclists and pedestrians encouraging active travel, and reduced bus journey times, will improve quality life.

Risks

- 2.31 The key risks to the project and the related mitigation are:
- Unanticipated statutory diversions causing additional costs and delays to the delivery programme, to be mitigated through early information gathering and research relating to utilities.
 - Objections from the Hackney Carriage trade to the removal of their ranks are upheld, requiring changes to scheme design. Additional costs will be incurred to cover changes to design and mitigation measures. Early engagement has been had with further consultation scheduled for early 2019.

Costs

2.32 The project costs can be summarised as:

- The current total cost forecast for the scheme at decision point 3 is £20.7 million.
- The Combined Authority will fund £20.7 million from the devolved Department for Transport Leeds Public Transport Investment Programme Fund.
- The Combined Authority of June 2017 at decision point 2 (case paper) approved £600,000 to fund project development costs to Outline Business Case (decision point 3).
- The scheme now seeks a further £500,000 at outline business case (decision point 3) to fund project development costs to full business case with finalised costs (decision point 5) taking total project development costs funding sought to £1.1 million, which represents 5.3% of total scheme costs.
- The Combined Authority will need to enter in to an addendum to the existing Funding Agreement to the value of £1.1 million.

Timescales

- Outline business case (decision point 3) - February 2019.
- LCC executive board approval - March 2019.
- Full business case (decision point 4) - April 2019.
- Full business case with finalised costs (decision point 5) - July 2019.
- Construction commences - August 2019.
- Construction complete (decision point 6) - June 2020.

Assurance pathway and approval route

Assurance pathway	Approval route
Decision point 3 (outline business case)	Recommendation: Investment Committee Decision: Combined Authority
Decision point 4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director
Decision point 5 (full business case with finalised costs)	Recommendation: Combined Authority's Programme Appraisal Team

	Decision: Combined Authority's Managing Director
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Assurance Tolerances

Assurance tolerances
<p>Combined Authority costs should remain within 10% of the costs set out in this report.</p> <p>That programme timescales should remain within 3 months of the timescales set out in this report.</p>

Project responsibilities

Senior Responsible Officer	Gary Bartlett, Leeds City Council
Project Manager	Gwyn Owen, Leeds City Council
Combined Authority case officer	Asif Abed

Appraisal summary

- 2.33 The strategic case for the Headrow Gateway scheme has a clear fit with the Leeds City Region Strategic Economic Plan, specifically in delivery against Priority 4 'Infrastructure for Growth' - improving connectivity by enhancing the transport network, reducing congestion and carbon emissions, and encouraging active travel through improved cycling and pedestrian facilities. This will also deliver consequential benefits to priority 1 growing businesses, priority 2 skilled people and better jobs, and priority 3 clean energy and environmental resilience.
- 2.34 The core benefit to cost ratio of 1.14:1 and the adjusted benefit to cost ratio of 1.26:1 both indicate a low value for money scheme. The scheme however as alluded to above will deliver a number of wider outputs and benefits, which reflects the need to consider the strategic context of the scheme as important.
- 2.35 It is recommended the scheme promoter at full business case (decision point 4) demonstrates a robust strategy with board approval to delivering the other three schemes profiled within the LPTIP City Centre package, given the Headrow Gateway scheme will expend £20.7 million of the £29 million allocated.
- 2.36 The Combined Authority will act as the accountable body, providing approval to fund the scheme through the Leeds Public Transport Investment Fund.
- 2.37 Leeds City Council will be the delivery lead with WSP as development partner, and Sisk+Capita appointed as delivery partners (detailed design and delivery).
- 2.38 The scheme will continue reporting to the Leeds Public Transport Investment Programme Board, managed by the Combined Authority.

Recommendations

2.39 That the Combined Authority approves that:

- (i) The Headrow Gateway scheme proceeds through decision point 3 and work commences on activity 4 (full business case).
- (ii) An indicative approval to the total project value of £20.7 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).
- (iii) Development costs of £500,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) taking the total project approval to £1.1 million.
- (iv) The Combined Authority enters into an addendum to the existing Funding Agreement with Leeds City Council for expenditure of up to £1.1 million from the Leeds Public Transport Investment Fund.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Project Title	A647 Bus Priority Corridor
Stage	2 (Development)
Decision Point	3 (Outline business case)

Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:		

Background

- 2.40 This scheme forms part of the Leeds Public Transport Investment Programme, a £183.5 million programme using devolved Department for Transport funding supplemented with contributions from Leeds City council and the Combined Authority. This programme aims to support economic growth by unlocking transport constraints, improve public transport journey times and usage and improve health outcomes by reducing overall transport emissions.
- 2.41 This A647 Corridor scheme forms part of the Bus Priority Corridor package, which aims to target investment in a number of key corridors to reduce bus journey times and improve bus services. The other schemes included in the package are A660, A58, A61 (North) and A61 (South). The A61 (South) scheme received decision point 3 approval for £14.5 million from the Combined Authority on 13th December 2018 following recommendation by the Investment Committee on 7th November 2018.
- 2.42 In addition, the scheme also interfaces with the following schemes which have been allocated funding by the Combined Authority
- Dawsons Corner Corridor Improvement Programme scheme
 - Expansion of rail-based park and ride facilities at New Pudsey Station
 - Reconfiguration of Armley Gyratory as part of the Leeds City Centre Package
- 2.43 The A647 Corridor scheme extends from the Armley Gyratory to the Leeds border with Bradford and includes the Leeds Road Gyratory in Bradford and the B6157 Stanningley Road/Bradford Road through Stanningley.

- 2.44 The scheme consists of a series of corridor improvements along the corridor, including:
- Extending sections of existing bus lanes, including the conversion of existing High Occupancy Vehicle (HOV) lanes into dedicated bus lanes;
 - Bus priority measures at traffic signals and the relocation and reorganisation of bus stops;
 - Lengths of new bus lanes;
 - Improvements to the Ledgard Way/Armley Road junction; and
 - Improvements to pedestrian facilities along the corridor and some cycle measures to complement and enhance the cycle Superhighway
- 2.45 The primary objective of the scheme is to increase bus patronage and improve bus journey times which support the delivery of Priority 4 (Infrastructure for Growth) of the Strategic Economic Plan. It will also support the delivery of Priority 1 (Growing Businesses, Priority 2 (Skilled People and Better Jobs), and Priority 3 (Clean Energy and Environmental Resilience).
- 2.46 The scheme forms part of the Leeds Public Transport Investment Programme (LPTIP). The programme received decision point 2 approval from the Combined Authority on 29 June 2017. As part of the LPTIP approval, the Bus Priority Corridor package was given an indicative allocation of £48.9 million towards scheme costs.
- 2.47 This scheme is one of five in the Bus Priority Corridor package, the others are A660, A58, A61 (North) and A61 (South). The A61 (South) scheme received decision point 3 indicative approval for £14.5 million from the Combined Authority on 13 December 2018 following recommendation by the Investment Committee on 7 November 2018
- 2.48 Leeds City Council (LCC) has provided further details on the prioritisation process for schemes coming forward in this package and this will be considered by the LPTIP Programme board on 27 January 2019.
- 2.49 LCC are the promoters for LPTIP with WSP as development partner and BAM are the appointed contractor for the programme.
- 2.50 This scheme interfaces and complements the improvements proposed as part of the A647 Dawsons Corner Corridor Improvement Programme scheme which received decision point 3 indicative approval for £20.159 million from the Combined Authority on 13 December 2018.
- 2.51 Public and stakeholder engagement on the objectives of the scheme which has fed into the emerging designs, was carried out in February/March 2018 and during November/December 2018.

Outputs, benefits and inclusive growth implications

2.52 The forecast outputs, benefits and inclusive growth implications are

- A 25% increase in bus patronage on the corridor by 2026.
- Improved end-to-end journey times and punctuality for buses, reducing journey time variability.
- Improved quality of bus passenger experience and levels of satisfaction.
- Improved facilities for cyclists and pedestrians, including access to bus stops.
- Improved network safety for all users.
- Improved access to employment and training via public transport.
- Reduced levels of nitrogen oxides on the key public transport corridors.
- The benefits will accrue from scheme completion in 2021 and will be measured 3 years after opening. The forecast benefit cost ratio (BCR) is 3.39:1 which represents 'high' value for money (VfM).

Risks

2.53 The key design and delivery risks to the scheme and associated mitigation measure are: -

- Objections to the proposed improvements, including the removal of the High Occupancy Vehicle (HOV) lanes – mitigated through ongoing consultation and stakeholder engagement and the demonstration of scheme benefits arising from further transport modelling
- Disruption to the road network during construction – significant construction works are focused on the Armley section of the corridor and will be completed prior to works at the Armley Gyratory. The full business case will demonstrate how Leeds City Council will manage the interfaces between the construction impacts of this scheme with the construction impacts of the Dawsons Corner Corridor Improvement scheme.
- Interface with the A647 Dawsons Corner Corridor Improvement Programme (CIP) scheme – this scheme can be delivered independently of the CIP scheme

Costs

- The current total forecast of the scheme is £9.68 million. A higher cost scheme was discounted due to potential programme and delivery risks
- The Combined Authority will fund the £9.68 million from the devolved Department for Transport LPTIP fund.
- The scheme does not seek further project development funding at decision point 3, confirming the £799,000 approved at decision point 2 is satisfactory to progress the scheme to full business case with finalised costs (decision point 5).

Timescales

- Leeds City Council Executive Board – February 2019
- Leeds City Council Highways Board approval - April 2019
- Full business case (decision point 4) - May 2019
- Full business case with finalised costs (decision point 5) - June 2019
- Construction commence - August 2019
- Construction complete (decision point 6) - November 2020

Assurance pathway and approval route

Assurance pathway	Approval route
Decision point 3 (outline business case)	Recommendation: Investment Committee Decision: Combined Authority
Decision point 4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director
Decision point 5 (full business case with finalised costs)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director

Assurance Tolerances

Assurance tolerances
<p>Combined Authority costs should remain within 10% of the costs set out in this report</p> <p>The programme timescales should remain within 3 months of the timescales set out in this report</p> <p>Measureable benefits/outcomes should remain within 20% of the forecasts set out a decision point 3</p>

Project responsibilities

Senior Responsible Officer	Gary Bartlett, Leeds City Council
Project Manager	Andrew Wheeler, Leeds City Council
Combined Authority case officer	Ian McNichol

Appraisal summary

- 2.54 The scheme is part of the LPTIP and its objectives are well aligned with SEP Priority 4 - Infrastructure for Growth - and other key local and national

strategies and plans including the West Yorkshire Transport Strategy, and the West Yorkshire Bus Strategy. As well as improvements to bus journey times/reliability/quality it will improve facilities for cyclists and pedestrians and improve network safety for all uses.

- 2.55 The case for change is drawn from evidence of the performance of other similar schemes including the Leeds A65 Quality Bus Corridor and the procurement strategy is robust. The project forms part of the LPTIP and BAM have been appointed as main contractor with Mott MacDonald as their design subcontractors
- 2.56 The scheme represent 'high' value for money (VfM) and further sensitivity tests around different demand growth for general traffic will be provided at decision point 4 (Full business case).
- 2.57 The project will be funded 100% through LPTIP and the key financial risks are understood. It has a clearly defined delivery plan with an existing governance structure and experienced team in place. The approach to risk is appropriate to the scale and complexity of the project and the programme appears achievable.

Recommendations

- 2.58 That the Combined Authority approves that:
- (i) The Leeds Public Transport Investment Programme: A647 Corridor 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 £9.68 million is given from Leeds Public Transport Investment Programme funding 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) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 4 (full business case) and 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.

Project Title	Corridor Improvement Programme Phase 1 - Huddersfield Southern Corridors
Stage	2 (Development)
Decision Point	3 (Outline business case)

Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:		

Background

- 2.59 This scheme will be funded from the West Yorkshire plus Transport Fund. This is a £1 billion fund, covering West Yorkshire and York. The objectives of the West Yorkshire plus Transport Fund are to enable key employment and housing development areas and will help to create around 20,000 new jobs over the next 10 years. These strategic transport projects will be delivered to facilitate the growth priorities identified in the Leeds City Region Economic plan.
- 2.60 The Huddersfield Southern Corridors scheme is part of the Transport Fund's Corridor Improvement Programme (CIP). This programme seeks to address peak time congestion and connectivity challenges which are 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.
- 2.61 The Huddersfield Southern Corridors (HSC) proposal will deliver strategic interventions at four locations south of Huddersfield town centre. They are:
- Longroyd Bridge
 - Lockwood Bar
 - Queensgate
 - Folly Hall
- 2.62 The scheme will comprise of highways, junction and traffic signal improvements, enhancement to pedestrian footpaths and crossing facilities,

new cycle crossing provision, bus stop facility improvements, and public realm enhancements.

- 2.63 Following scheme delivery, it is anticipated journey times will reduce by 8% for all modes and 12% for buses during weekday AM and PM peak on the A616 and A62, help facilitate full delivery of the residential and employment sites allocated within the emerging Kirklees Local Plan for south and rural Huddersfield, and enhance provision for buses and active travel modes within the southern area in order to help limit net growth in car trips and reduce overall car mode share by 5%.
- 2.64 The scheme supports delivery of Priority 4 'Infrastructure for Growth' of the Leeds City Region Strategic Economic Plan (SEP), by creating additional capacity to enable development, and helping to achieve the Leeds City Region SEP principle of 'Good Growth'.
- 2.65 Members of the Investment Committee recommended to the meeting of the Combined Authority in June 2017 the CIP programme at decision point 2 is awarded an indicative West Yorkshire plus Transport Fund (Transport Fund) allocation of £67.8 million, with £4.482 million to fund project development costs to outline business case.
- 2.66 Within the aforementioned programme approval, the Huddersfield Southern Corridors scheme received an indicative allocation of £8.199 million towards scheme costs, with approval of £300,000 towards project development costs to outline business case.
- 2.67 The Huddersfield Southern Corridors scheme is now presented at outline business case and seeks to progress to full business case (decision point 4).

Outputs, benefits and inclusive growth implications

- 2.68 The forecast outputs, benefits and inclusive growth implications are:
- Reduce congestion within the HSC area for trips to/from Huddersfield along the A616 and A62, during the Monday to Friday AM and PM peak hours, with a target 8% reduction in average journey times by all modes and 12% reduction in average journey times by bus, within 5 years of scheme completion.
 - To improve journey time reliability on the A616 and A62 within the HSC area, particularly for public transport users, reducing variability between peak and off-peak time periods for journeys to/from Huddersfield within 12 months of scheme completion.
 - To help facilitate full delivery of the residential and employment sites allocated within the emerging Kirklees Local Plan for south and rural Huddersfield by 2030, by addressing existing transport constraints at Lockwood Bar, Longroyd Bridge and Folly Hall, and providing an environment which promotes and encourages use of active travel modes.
 - To enhance provision for buses and active travel modes within the HSC area in order to help limit net growth in car trips and reduce overall car

mode share by 5% by 2031, once trips generated by new development are accommodated.

- To reduce the number of collisions on the A616 and A62 within the HSC area by 10% within the first 12 months of opening compared with the annual average for 2013 to 2018, with a particular focus on reducing collisions involving pedestrians and cyclists.
- To help ensure that the annual mean nitrogen dioxide levels observed in the Huddersfield town centre AQMA do not exceed legal limits within 12 months of scheme completion.
- A benefit to cost ratio of 2.2:1 (high value for money) for the preferred option.
- The scheme will address traffic congestion and inadequacies of the road network south of Huddersfield town centre, to unlock opportunities for local development & investment, and support job creation.
- The scheme will encourage active mode travel with enhancements to the pedestrian and cycling provision, improving public health and quality of life.

Risks

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

- Land acquisition - Majority of the highway works are within the adopted highway, but parcels of land specifically at the Lockwood site will need purchasing / demolition to accommodate the works. A Compulsory Purchase Order (CPO) will be needed if purchase through negotiation fails, potentially adding 18 months to the delivery programme. This has been factored in within the current delivery programme, with scheme completion by November 2022 as worst case scenario. It has also been noted that a number of the buildings are Listed but within council ownership.
- Loss of stakeholder support - An engagement exercise was undertaken in March 2018. Although feedback on the proposal was relatively positive, the response pool was less than 1% (34 responses). Further engagement and consultation to be undertaken early 2019 as part of Detailed Design and the Planning process.
- The scheme benefits for the Folly Hall element of HSG have not been made clear at outline business case. Current modelling indicates the inclusion of Folly Hall has slightly adversely affected the benefit cost ratio (BCR) and further work is required. The benefit of the intervention at Folly Hall will be explored further at full business case.

Costs

2.70 The project costs can be summarised as:

- The current total cost forecast for the scheme at decision point 3 is £8.199 million. This reflects no change to scheme costs as approved at decision point 2.
- The Combined Authority will fund £8.199 million from the West Yorkshire plus Transport Fund.
- At decision point 2 (case paper) £300,000 was approved to fund project development to outline business case (decision point 3).
- The scheme now seeks a further £2.234 million funding at outline business case (decision point 3). This will fund:
 - Project development costs of £634,000 to decision point 5 (full business case with finalised costs)
 - Land acquisition costs of £1.6 million
- This takes the total expenditure approval on the scheme to £2.534 million of which £934,000 is attributed to scheme development costs which is 11.4% of total scheme costs.

Timescales

- Outline business case approval (decision point 3) - February 2019
- Full business case approval (decision point 4) - January 2020
- Full business case with finalised costs approval (decision point 5) - April 2020
- Construction complete (decision point 6) - November 2022

Assurance pathway and approval route

Assurance pathway	Approval route
Decision point 3 (outline business case)	Recommendation: Investment Committee Decision: Combined Authority
Decision point 4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director
Decision point 5 (full business case with finalised costs)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director

Assurance Tolerances

Assurance tolerances
Combined Authority costs should remain within 10% of the costs set out in this report. That programme timescales should remain within 3 months of the timescales set out in this report.

Project responsibilities

Senior Responsible Officer	Karl Battersby, Kirklees Council
Project Manager	James Newell, Combined Authority
Combined Authority case officer	Asif Abed

Appraisal summary

- 2.71 The Huddersfield Southern Corridors scheme demonstrates a good strategic case, given it is to be delivered as part of the CIP programme phase 1 package, with the proposed scheme interventions to the south of Huddersfield town centre anticipated to realise benefits prioritised by the CIP programme and West Yorkshire plus Transport Fund.
- 2.72 The financial case provides further support for the scheme, highlighting the forecast scheme cost of £8.199 million at decision point 3 is still in accordance to the indicative approval granted by the Combined Authority at decision point 2. The scheme promoter has additionally demonstrated Kirklees Council is still in a position to deliver all three CIP phase 1 schemes within the indicative £21 million Transport Fund allocation - the other two CIP schemes being The A62 Smart Corridor and the Holmfirth Town Centre Access Plan.
- 2.73 The value for money assessment through appraisal of the economic case delivers a benefit cost ratio of 2.2:1, judged as high value for money. More work will be undertaken on modelling and benefits being quantified as part of full business case development.
- 2.74 Kirklees Council will be the delivery lead with AECOM and WYG appointed as business case development partners.
- 2.75 The scheme will continue reporting to the Corridor Improvement Programme project board.

Recommendations

- 2.76 That the Combined Authority approves that:
- (i) The Huddersfield Southern Corridors scheme proceeds through decision point 3 and work commences on activity 4 (full business case).

- (ii) An indicative approval to the total project value of £8.199 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 £2.234 million are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) taking the total project approval to £2.534 million. This includes land acquisition costs of £1.6 million.
- (iv) The Combined Authority enters into an addendum to the existing funding agreement with Kirklees Council for expenditure of up to £2.534 million from the West Yorkshire plus Transport Fund.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Project Title	Rochdale Canal – Cycle Safety Fund
Stage	2 (Development)
Decision Point	4 (Full business case)

Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:		

Background

- 2.77 The project forms part of the CityConnect programme which is delivering on the Governments Cycling and Walking Investment Strategy that aims to double cycling activity by 2025 and is funded through the DfT Cycle City Ambition Grant and Cycle Safety Grants. The programme has an overall vision to get more people cycling and walking more often and aims to:
- Make cycling and walking natural and popular choices for short journeys
 - Make cycling and walking accessible to everyone
 - Improve access to employment, skills and education
 - Reduce CO2 and improve local air quality
 - Create a safe environment for walking and cycling
- 2.78 The objectives of the scheme are to increase walking and cycling by creating a high quality safe and attractive environment, support Priority Area 3 (Clean Energy & Environmental Resilience) and 4 (Infrastructure for Growth) of the Strategic Economic Plan.
- 2.79 The scheme will deliver a high quality 6km cycle route in the Calderdale district between the centres of Hebden Bridge and Todmorden, forming part of the Calder Valley cycle route. It forms part of the existing CityConnect programme (adding to the routes already constructed and under construction) in the area, providing a continuous off road route between Brighouse and Todmorden.
- 2.80 This scheme will utilise the Rochdale canal towpath, as a traffic free, flat and attractive alternative to the A646, through the provision of a new upgraded towpath, a signage package and 0.745km of canal wash wall repairs. It will

increase route widths available for cyclists and pedestrians as well as providing a durable all weather surface that is also in keeping with the nature and historic value of the canal environment.

- 2.81 As part of the CityConnect Programme, the Combined Authority is responsible for programme management and the project is managed by the Canals & Rivers Trust. Kier are the appointed contractor.
- 2.82 Decision point 2 (case paper) approval for the scheme was given in August 2018 for a Combined Authority grant of £1.473 million, utilising the DfT Cycle Safety Funding, towards a total scheme cost of £1.553million with a funding contribution of £800,000 from Calderdale Metropolitan Borough Council. Whilst the project costs have increased since decision point 2 the project is still considered value for money and a good scheme.

Outputs, benefits and inclusive growth implications

- 2.83 The scheme will facilitate journeys to be made by bike or on foot as well as and delivering safety improvements along the corridor and improving flood resilience. It will:
- Create 6km of high quality cycle route connecting people to urban centres and key employment sites, to provide 12km of improvements on the Rochdale Canal including Phase 1 of the scheme.
 - Support an increase the numbers of walking and cycling trips on the route by 20% and 66% respectively.
 - Support a 20% reduction in cyclist's road traffic accidents on the A647 corridor.
 - Reduce the risk of flooding to 32 homes along the canal corridor through wash wall repair.
 - The forecast benefit cost ratio of the scheme is 1.4:1. The BCR for the full 12km improvement is 2:1.

Risks

- The key design and delivery risks to the scheme and the related mitigation are:
- Not achieving the quality and design standards set out in the CityConnect Quality Management strategy. Final designs have been approved by the Programme Board following inputs from the scheme Advisory Group
- Construction works adversely affect adjacent structures. This risk will be transferred to the contractor, Kier.
- Fluctuations in water levels during the construction works. This will be mitigated by carrying out flood resilience works prior to construction of the towpath.

Costs

2.84 The current total forecast cost of the scheme is £2.101million. This is an increase of £560,000 from decision point 2 (case paper) and can be met within the City Connect Programme allocation. The rationale for this cost increase is:

- The costs included in the expression of interest were indicative only and have been further refined by the Canals & Rivers Trust; and,
- The costs have been refined to take account of further survey work undertaken and the availability of benchmark cost information from the Phase 1 scheme.

2.85 The Combined Authority contribution to the total forecast cost of the scheme is £1.971million, an increase of £498,000 from decision point 2 (case paper). This will be funded by:

- £1.473 million from the DfT Cycle Safety Grant; and
- £498,000 from the Cycle City Ambition Grant (Utilising unspent monies from completed CityConnect schemes that have been returned to the programme). The use of these funds for this project has been endorsed by the CityConnect Programme board.

2.86 The remaining £130,000 of scheme costs will be funded by Calderdale Metropolitan Borough Council, which has funded scheme development costs.

Timescales

- Full business case with finalised costs approval at decision point 5 is forecast for March 2019
- Start of construction is forecast for March 2019
- Completion of construction (decision point 6) is forecast for September 2019

Assurance pathway and approval route

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

Assurance Tolerances

Assurance tolerances
That the scheme costs remain within 10% of the costs identified within this report
That the project delivery timescale remains within 3 months

Project responsibilities

Senior Responsible Officer	Caroline Farnham-Crossland, Combined Authority
Project Manager	Fiona Limb, Combined Authority
Combined Authority case officer	Ian McNichol

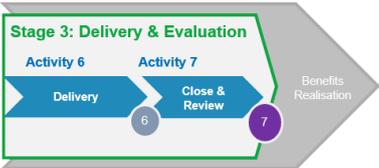
Appraisal summary

- 2.87 The project has a strong strategic and commercial case and appears ready to deliver subject to confirmation of the final costs. The rationale for the increase in costs appears reasonable for a project moving from decision point 2 (case paper) to decision point 4 (full business case) and funding appears to be in place to address this cost increase. The project delivers wider benefits and is integrated with other existing/planned investment in the area which may support a higher growth scenario and an improved benefit cost ratio post implementation.

Recommendations

- 2.88 That the Combined Authority approves that:
- (i) The Rochdale Canal Cycle Safety Fund Towpath Phase 2 (Hebden Bridge to Todmorden) scheme proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs).
 - (ii) An indicative approval to total project cost of £2.101 million of which £1.971 million will be Combined Authority Funding which will be funded from the DfT Cycle Safety Grant and Cycle City Ambition Grant 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) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Projects in Stage 3: Delivery and Evaluation



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

Approval of revised approval route

- 2.91 At the meeting of the Combined Authority on 13th December 2018, it was agreed that future decisions on a number of identified schemes (due to be considered in the following 6 months) would be delegated to the Investment Committee.

A629 Phase 2 and Phase 4

- 2.92 One of the schemes on the agreed list was Calderdale's A629 phase 4, which forms part of the A629 programme. The A629 programme consists of six schemes. The A629 phase 2 scheme was due to be considered by the Investment Committee in January 2019 and Combined Authority at this meeting and as a result no delegation to the Investment Committee was sought for this scheme. Upon receipt of both business cases it has been determined that there is significant merit in both schemes being considered at the same meeting of the Investment Committee because of the wider programme considerations, as a result they will be presented to March's Investment Committee meeting. In order for the committee to make decisions regarding both these schemes, a delegation is sought from the Combined Authority for the A629 phase 2 scheme.

Dewsbury Riverside Housing Scheme

- 2.93 The Dewsbury Riverside Housing scheme has come forward for decision point 3 (outline business case) approval earlier than anticipated and as a result was not on the agreed list of schemes that would be delegated to Investment Committee, therefore approval is now sought from the Combined Authority that the Investment Committee can now make this decision on this scheme.

Recommendation

- 2.94 That the Combined Authority approves the revised approval route for the A629 Phase 2 and the Dewsbury Riverside Housing scheme, to enable the Investment Committee to make the decision on behalf of the Combined Authority.

Decisions made by the Investment Committee

- 2.95 The Investment Committee is authorised to progress a scheme under the Assurance Framework in accordance with any bespoke approval pathway and approval route, subject to an exception relating to exceeding the cumulative total of the financial approval and tolerance levels agreed by the Combined Authority by more than 25%. Decisions regarding the following schemes have been made by Investment Committee at the 9 January and 6 February 2019 meetings. The decisions were made by the Investment Committee following a recommendation from Combined Authority Programme Appraisal Team. All the schemes outlined below have remained within the financial approvals and tolerance levels agreed by the Combined Authority unless stated otherwise below.

Bradford Interchange Station Gateway – Phase 1

- 2.96 The change request related to the Bradford Interchange Phase 1 project to increase development funds by £113,000 from £180,000. The Bradford Interchange Station Gateway will deliver an improved gateway environment at Bradford Interchange which will improve the customer experience and the pedestrian environment. The Investment Committee approved the change request value of £113,000 and to enter into an addendum to the existing funding agreement with City of Bradford Metropolitan District Council for additional expenditure of up to £293,000 on 9 January 2019.

Bradford Forster Square Station Gateway

- 2.97 The change request related to the Bradford Forster Square Station Gateway to increase the delivery timeframe from March 2021 to December 2021. The Bradford Forster Square Station Gateway will deliver an improved gateway environment at Bradford Forster Square which will improve the customer experience and the pedestrian environment. The Investment Committee approved the change request delivery timeframe and to enter into an addendum to the existing funding agreement with City of Bradford Metropolitan District Council amending the programme dates as detailed on 9 January 2019.

Halifax Town Centre – Northgate House

- 2.98 The decision point 4 approval related to the Halifax Town Centre – Northgate House scheme and work starting on activity 5 (full business case with finalised costs). The scheme involves the refurbishment of part of the former Calderdale Council offices at Northgate House to create 4,274m² of office and 1,115m² of retail floorspace, offering new employment and training opportunities associated with occupiers letting space in the completed development and also supporting the vitality and vibrancy of Halifax town centre by increasing footfall. The scheme is due to be approved by the Combined Authority's Investment Committee on 6 February. The February Investment Committee was due to approve the decision point 4 for indicative approval of £3 million from the Local Growth Fund (Growth Deal 3) towards a total scheme cost of £10.655 million with full approval to spend being granted once the scheme has progressed to decision point 5 (full business case with finalised costs). Please see paragraph 1.2 above.

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

Raising Aspirations

- 8.1 That the Combined Authority approves that:
- (i) The raising aspirations project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs)
 - (ii) An indicative approval to the total project value of £400,000 to be funded by the Combined Authority from the secured business rates pool funding 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) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Headrow City Centre Gateway

- 8.2 That the Combined Authority approves that:
- (i) The Headrow Gateway scheme proceeds through decision point 3 and work commences on activity 4 (full business case).
 - (ii) An indicative approval to the total project value of £20.7 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).

- (iii) Development costs of £500,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) taking the total project approval to £1.1 million.
- (iv) The Combined Authority enters into an addendum to the existing Funding Agreement with Leeds City Council for expenditure of up to £1.1 million from the Leeds Public Transport Investment Fund.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

A647 Bus Priority Corridor

8.3 That the Combined Authority approves that:

- (i) The Leeds Public Transport Investment Programme: A647 Corridor 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 £9.68 million is given from Leeds Public Transport Investment Programme funding 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) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 4 (full business case) and 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.

Corridor Improvement Programme Phase 1 - Huddersfield Southern Corridors

8.4 That the Combined Authority approves that:

- (i) The Huddersfield Southern Corridors scheme proceeds through decision point 3 and work commences on activity 4 (full business case).
- (ii) An indicative approval to the total project value of £8.199 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 £2.234 million are approved in order to progress the scheme to decision point 5 (full business case with finalised costs)

taking the total project approval to £2.534 million. This includes land acquisition costs of £1.6 million.

- (iv) The Combined Authority enters into an addendum to the existing funding agreement with Kirklees Council for expenditure of up to £2.534 million from the West Yorkshire plus Transport Fund.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Rochdale Canal – Cycle Safety Fund

8.5 That the Combined Authority approves that:

- (i) The Rochdale Canal Cycle Safety Fund Towpath Phase 2 (Hebden Bridge to Todmorden) scheme proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs).
- (ii) An indicative approval to total project cost of £2.101 million of which £1.971 million will be Combined Authority Funding which will be funded from the DfT Cycle Safety Grant and Cycle City Ambition Grant 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) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Approval of revised approval route

8.6 That the Combined Authority approves:

- (i) The revised approval route for the A629 Phase 2 and the Dewsbury Riverside Housing scheme, to enable the Investment Committee to make the decision on behalf of the Combined Authority.

9 Background documents

9.1 Business case summaries for the schemes recommended for approval by the Investment Committee are available here:

[January Investment Committee](#)

[February Investment Committee](#)

10 Appendices

Appendix 1 – Background to the Combined Authority’s assurance framework

Appendix 2 – Location maps for the schemes presented in this report

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.

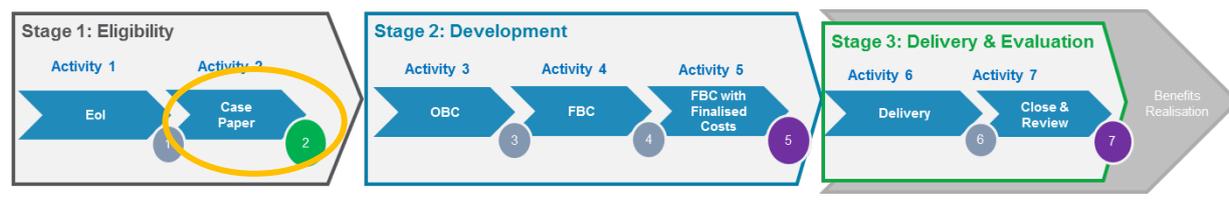
Tolerances

- 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:	Leeds City Region - Raising Aspirations
PMO scheme code:	BRP-001
Lead organisation:	West Yorkshire Combined Authority
Senior responsible officer:	Head of Employment and Skills – Michelle Burton
Lead promoter contact:	Enterprise in Education Manager - Sonya Midgley
Case officer:	Mott MacDonald – (On behalf of the Combined Authority)
Applicable funding stream(s) – grant or loan:	Grant (Business Rates Pool)
Growth Fund priority area (if applicable):	Priority 2 – Skilled People, Better Jobs
Approvals to date:	Detail latest decision point and what was approved, particularly costs and timescales and when
Forecasted full approval date (decision point 5):	March 2019
Forecasted completion date (decision point 6):	June 2020
Total scheme cost (£):	£400,000
Combined Authority funding (£):	£400,000
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:

Raising Aspirations pilot will be used to develop, disburse and share learning to find and share solutions to raising aspirations for our most disadvantaged learners. The funding available through the pilot will support an increase in activity to raise aspirations amongst disadvantaged pupils by strengthening engagement with employers, widening pupils experiences of jobs beyond their home communities and engagement with young role models working in priority sectors, apprenticeships etc. Secondary schools and colleges (for learners aged 11-18, 25 with SEND) will be able to apply for funding where they are able to demonstrate need and are able to commit to a wider network facilitated through the Enterprise Adviser Network (EAN).

Business case summary:

<p>Strategic case</p>	<p>The pilot supports the Combined Authority's ambition to give extra support to the most disadvantaged learners to increase aspirations and promote social mobility.</p> <p>Within the City Region we know that the number of employers offering work inspiration (7%) and work experience (36%) is low and that there are key gaps remaining in providing a comprehensive careers education for all young people.</p> <p>Feedback from the Local Enterprise Partnership's (LEP's) Headteacher Advisory Networks is that similar funding streams commissioned nationally have not been sufficiently targeted to areas of need or been tailored to the needs of the region.</p> <p>Applications for funding will be scored against pre-determined criteria including Value for money; cost per pupil to deliver the model, schools with high number of pupils from deprived wards and high pupil premium numbers would have a higher score applied but would need to demonstrate how this is additional to pupil premium, non-duplication of other funding streams, for example CEC virtual wallets.</p>
<p>Commercial case</p>	<p>Within the City Region, the number of employers offering work inspiration (7%) and work experience (36%) is low and that there are key gaps remaining in providing a comprehensive careers education for all young people, in particular:</p> <ul style="list-style-type: none"> • Work insight and experience days • Employer encounters for pupils with special education needs and disabilities • Removing barriers to social mobility through parental engagement

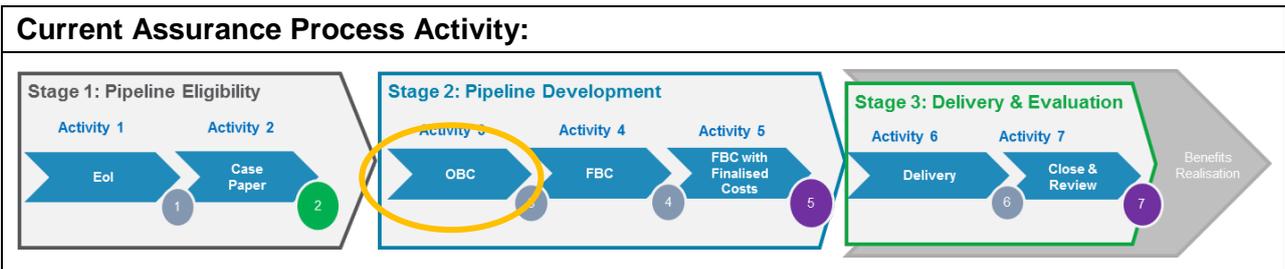
	<ul style="list-style-type: none"> • Teacher CPD for employability • Better informed choices; encounters with further education, higher education and apprenticeships <p>The pilot will allow applications in a range of values in order to test innovation and scalability so that where impact is evidenced they can be transferred. Higher value applications will require cash match funding.</p> <p>A nominated Headteacher from Leeds City Region Enterprise Partnership's Headteacher Advisory Network, which in turn is made up from nominated Headteachers from each LAA, will be invited to be part of the advisory panel making grant recommendations as well as acting as an adviser to support the evaluation and sharing of best practice to a wider audience.</p>
Economic case	<p>Our Strategic Economic Plan outlines the ambition for 'Skilled People and Better Jobs' and includes actions regarding producing and using accurate labour market information in careers education information, advice and guidance and increasing the number of employers that offer work inspiration to young people to develop their employability and life skills.</p> <p>West Yorkshire Combined Authority Business Plan 2018/19; Delivering an enhanced model of employability, enterprise and careers education to 12,000 disadvantaged.</p> <p>As a pilot project testing innovation, outcomes are not easily identified at this stage. However, the following milestones are expected to be achieved:</p> <ul style="list-style-type: none"> ○ delivering an enhanced model of enterprise education directly to 3,500 most disadvantaged learners by June 2020 ○ engaging an additional 20 employers to deliver 6,000 employer encounters by June 2020 ○ through sharing best practice create models that will reach 18,000 disadvantaged learners indirectly, by June 2020 ○ demonstrate impact by pilot schools achieving on average 4.0 Gatsby benchmark (GB) points (national average 2.13) by June 2020, with all schools either fully or partially achieving / demonstrating progress against GB 5; encounters with employers (current LCR 38%) or GB 6; experiences of the workplace (current LCR 61%). <p>Records are published in relation to schools in disadvantaged areas and intakes from IDACI wards. There are over 42,000 pupils in receipt of pupil premium funding in our Region, this measure excludes pupils over the age of 16 and where other measures such as IDACI should be applied.</p>
Financial case	<p>A range of values of for grants are encouraged to attract a range on projects. Deliverability of projects will be assessed as part of the application process. To mitigate risk of deliverability, finances will be released to schools in two parts, 40% for approved applications and 60% for completion of evaluation. Schools must agree to monitoring including a termly Compass report and a project update midway through the project with final evaluation due Apr-July 2020. Enterprise Coordinators for</p>

	<p>schools will continue to support schools to oversee delivery and ensure timely submission of evaluation material.</p> <p>The aims of the pilot are conditions of the funding received by the Combined Authority through the funding source.</p>
Management case	<p>Project will commence upon approval, advice from the LEP's Headteacher Advisory Network is to give schools sufficient notice (1 academic term) to apply and a minimum of 3 academic terms to deliver in line with school planning cycles (see minutes of meeting 21.11.18)</p>

Scheme Summary

Name of Scheme:	Leeds Public Transport Improvement Programme (LPTIP): A647 Corridor
PMO Scheme Code:	DFT-LPTIP-002D
Lead Organisation:	Leeds City Council
Senior Responsible Officer:	Gary Bartlett, Leeds City Council
Lead Promoter Contact:	Andrew Wheeler, Leeds City Council
Case Officer:	Ian McNichol, Combined Authority
Applicable Funding Stream(s) – Grant or Loan:	Grant - Leeds Public Transport Improvement Programme (LPTIP)
Growth Fund Priority Area (if applicable):	Priority 4 Infrastructure for Growth
Approvals to Date:	<p>Decision Point 2</p> <p>Indicative LPTIP Programme Approval of £183.266 million at:</p> <ul style="list-style-type: none"> • Investment Committee of 16 June 2017. • Combined Authority Board 29 June 2017. <p>With each scheme to individually come forward through the assurance process.</p> <p>Note: The A647 Corridor scheme is one of five corridor schemes profiled within the LPTIP Programme.</p>
Forecasted Full Approval Date (Decision Point 5):	May 2019
Forecasted Completion Date (Decision Point 6):	November 2020
Total Scheme Cost (£):	£9.68 million
Combined Authority Funding (£):	£9.68 million
Total other public sector investment (£):	£0

Total other private sector investment (£):	Not applicable
Is this a standalone Project?	Yes
Is this a Programme?	No
Is this Project part of an agreed Programme?	Yes – LPTIP Gateway Package



Scheme Description:

The A647 corridor improvement scheme covers the section of the A647 between Armley Gyratory and the Leeds Road Gyratory in Bradford. It also includes the B6157 Stanningley Road/Bradford Road through Stanningley, as the principal route served by buses. The scheme extents are shown below:

The map shows the A647 corridor improvement scheme route in blue, extending from the Leeds Road Gyratory in the west to the Armley Gyratory in the east. The route passes through Stanningley, Pudsey, and Armley. An inset map shows the location of the scheme within the Bradford region.

The improvements include extended sections of bus lanes on the corridor (in both directions), and the conversion of existing High Occupancy Vehicle (HOV) lanes to bus lanes, a range of bus priority measures at signals and a significant junction and local geometric changes and junction improvements to the Ledgard Way junction. Relocation and reorganisation of bus stops will improve the efficiency of pick-up and drop-off along the corridor.

Business Case Summary:	
Strategic Case	<p>The scheme is well linked to the regional economic and transport policy and plans, both in the wider city region and locally in Leeds. The scheme is aligned with tackling transport challenges identified in the SEP that are currently hampering economic growth, business productivity and environmental issues related to congestion and over-reliance on the private car.</p> <p>The strategic aim of the LPTIP programme is to reverse the declining trend in bus patronage by addressing congestion (which results in delays to buses and high levels of unreliability) which is a key driver for this trend. The scheme objectives are to achieve 'good growth', enabling social inclusion and better economic outcomes for some of the most deprived areas in Leeds.</p> <p>The scheme will also improve walking opportunities and address some outstanding issues on the cycle Superhighway route.</p>
Commercial Case	<p>The Commercial Case for the A647 Corridor provides evidence that the proposed scheme can be procured, implemented and operated in a viable and sustainable way.</p> <p>The procurement strategy builds on existing experience in the development, design, construction and management of similar improvements in Leeds. Leeds City Council are well placed to deliver the improvements on time and within budget, with an approach that will ensure final designs emerge that can deliver the scheme objectives and delivered in the least disruptive way.</p> <p>The infrastructure improvements along the corridor will improve the quality of the transport network, leading to increases in the proportion of trips using bus as a mode of travel. This is supported by exemplar case studies from across the country and more locally, the A65 Quality Bus Corridor (QBC).</p> <p>In summary, the commercial case defines the current progress of the commercial aspect requirements of an outline business case.</p>
Economic Case	<p>The Economic Case provides evidence of how the scheme is predicted to perform, in relation to its stated objectives, identified problems and targeted outcomes. It also defines the options development and further options sifting/packaging process. The options proposed for testing in the economic case are the most preferable against the current evidence base, scheme objectives and the underpinning scheme logic map, forming a key foundation for planning, appraisal and scheme delivery.</p> <p>The Economic Case also determines if the proposed A647 corridor scheme is a viable investment, utilising the appraisal elements and methodology set out in the Appraisal Specification Report (ASR). The approach therefore quantifies the following:</p> <ul style="list-style-type: none"> • General traffic user benefits – travel time, VOC, greenhouse gases and indirect taxation; • Existing bus user benefits – travel time;

	<ul style="list-style-type: none"> • New bus user benefits - travel time; • Improved bus journey time reliability benefits – travel time; • Decongestion benefits (marginal external costs) – travel time, VOC, accidents, greenhouse gases, noise, local air quality and indirect taxation; • Accident savings/benefits; • Construction disbenefits – travel time, VOC, greenhouse gases and indirect taxation, construction disbenefits; <p>The economic appraisal for the A647 corridor comprises an assessment of the overall, net, monetised, economic worth of the scheme.</p> <p>The current adjusted BCR for the preferred option is 3.39. This represents high value for money. This is based on a PVB of £26.8 million.</p> <p>Wider Economic benefits have been calculated, utilising research from KPMG. This shows a further present value benefit of £2.8 million.</p>
Financial Case	<p>The Financial Case for the A647 corridor provides a breakdown of the expected project cost components and the time profile for the transport investment. It considers if these capital costs are affordable from public accounts at the times when the costs will arise</p> <p>The total project outturn capital cost for the preferred option at OBC is £9.68 million, to be wholly funded through the WYCA LPTIP funding stream. The scheme cost includes inflation to the year of spend, and 5% contingencies in the build-up of the base cost together with a QRA to inform the final cost for the financial case. An additional cost has also been included for monitoring and evaluation and is based on 1.5% of the scheme costs.</p> <p>Finally, the Financial Case reviews the risks associated with the scheme investment and examines possible mitigation.</p>
Management Case	<p>The Management Case outlines how the proposed scheme and its intended outcomes will be delivered successfully, emphasising the successful delivery of previous schemes and drawing on significant gained experience in contract management and project delivery.</p> <p>The Management Case also gives assurances that the scheme content, programme, resources, impacts, problems, affected groups and decision makers, will all be handled appropriately, to ensure that the scheme is ultimately successful. The project will be managed as part of an overarching programme of work known as the Leeds Public Transport Investment Programme (LPTIP). The A647 Corridor Scheme sits within the management and governance structures established to support the delivery of the LPTIP programme, therefore comprising both programme and scheme management procedures and processes to ensure effective, on-time, on-budget scheme delivery.</p> <p>The Management Case outlines the scheme programme which scopes and defines key project elements, allowing the project manager to ensure important milestones, key tasks on critical path and any project dependencies/ constraints do not hinder the delivery of the scheme.</p>

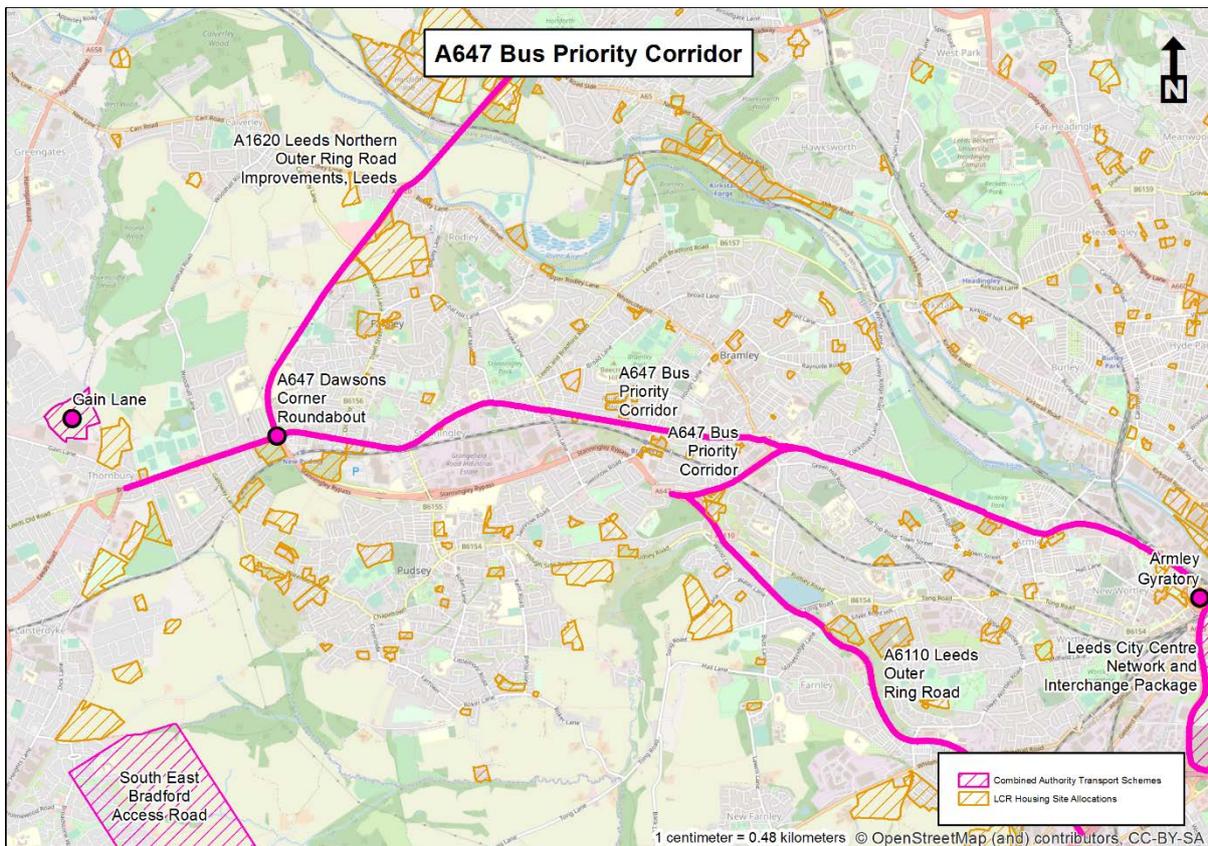
The management case demonstrates that the following components have been appropriately assessed at this Outline Business Case (OBC) stage:

- Project planning;
- Governance structure;
- Delivery constraints and risk management;
- Communications and stakeholder management;
- Monitoring and evaluation; and
- Benefits realisation and assurance.

Alongside this, scheme risks are continuously monitored throughout the project lifetime. Risk identified are updated on a minimum monthly basis at Package Board meetings, as the project progresses. Each identified risk is assessed in terms of its impact on cost, time and quality. The probability of the risk occurring was also estimated. Where possible risks identified have risk allowances determined and these have been used in the costing exercise to determine an appropriate level of contingency.

Location map:

The following location map shows the scheme in relation to the other Combined Authority funded schemes in the surrounding area.



Please note, depending on the level of scheme development the location and scope of the schemes indicated here are indicative only.

For further information on Combined Authority schemes across the Leeds City Region please refer to: <https://www.westyorks-ca.gov.uk/economy/leeds-city-region-infrastructure-map/>

Section A: Scheme Summary

Name of Scheme:	Kirklees - Huddersfield Southern Corridors
PMO Scheme Code:	WYTF-PA4-038a-5
Lead Organisation:	Kirklees Council
Senior Responsible Officer:	Karl Battersby
Lead Promoter Contact:	Keith Bloomfield
Case Officer:	Asif Abed

Applicable Funding Stream(s) – Grant or Loan:	Grant – West Yorkshire plus Transport Fund (Transport Fund)
Growth Fund Priority Area (if applicable):	Priority 4 – Infrastructure for Growth

Approvals to Date:	<p>29 June 2017 Combined Authority:</p> <ul style="list-style-type: none"> Approval of the Corridor Improvement Programme (CIP) Phase 1 package of schemes, with indicative approval of £8.199m allocated to this scheme. Approval of CIP programme development costs with £800,000 allocated to Kirklees Council, of which £300,000 sought for this scheme.
Forecasted Full Approval Date (Decision Point 5):	April 2020
Forecasted Completion Date (Decision Point 6):	November 2022

Total Scheme Cost (£):	£8.199 million
WYCA Funding (£):	£8.199 million (Transport Fund)
Total other public sector investment (£):	£0
Total other private sector investment (£):	£0

Is this a standalone Project?	Yes
Is this a Programme?	No

Is this Project part of an agreed Programme?

Yes - Corridor Improvement Programme Phase 1

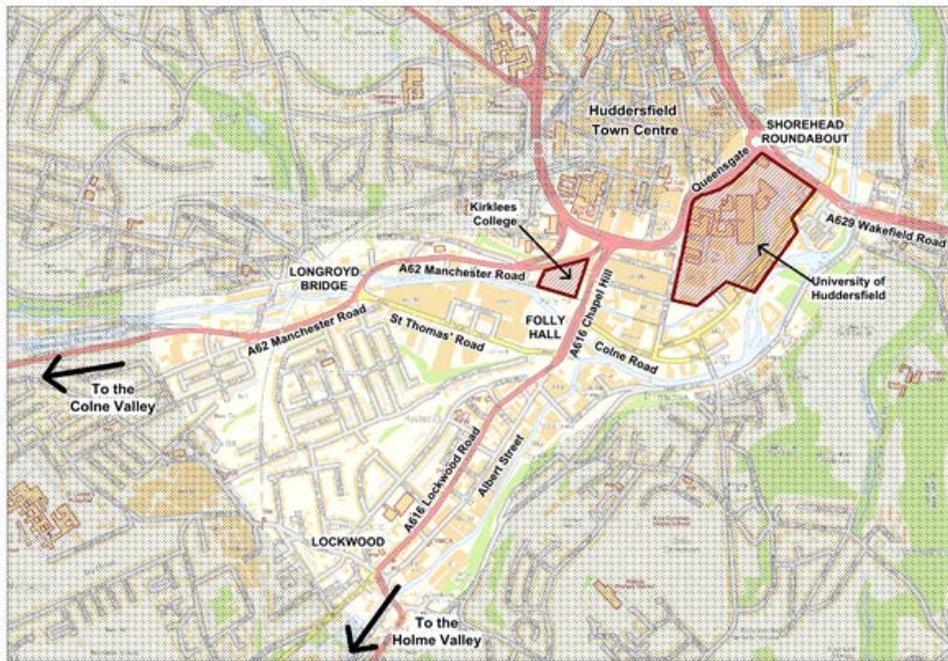
Current Assurance Process Activity:



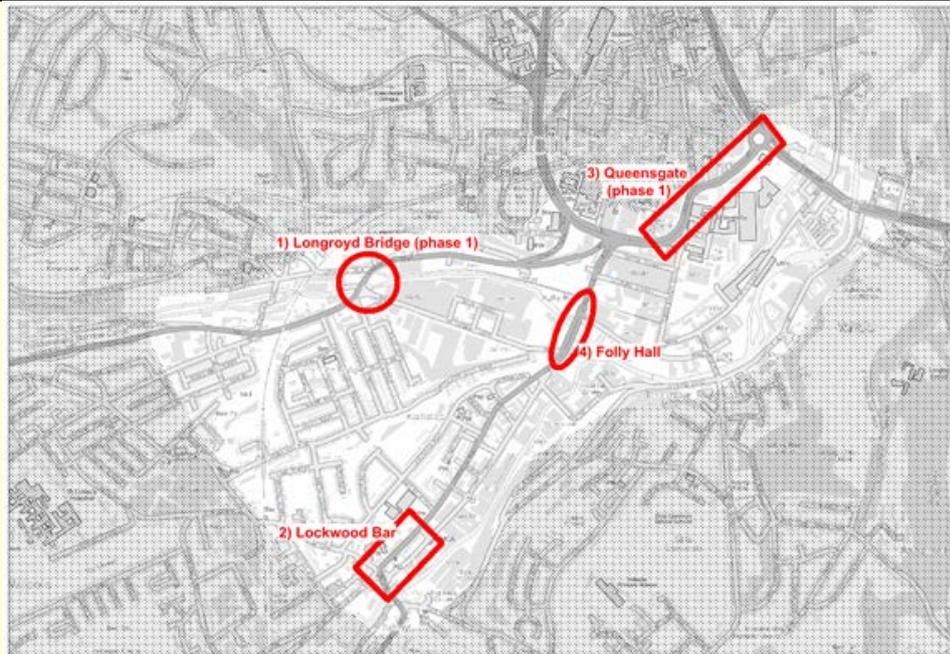
Scheme Description:

The Huddersfield Southern Corridors (HSC) scheme is a package of measures that seeks to address some of the causes of vehicle-based congestion on the southern side of Huddersfield town centre, in order to improve journey times and journey time reliability. This will help facilitate delivery of the proposed development put forward in the emerging Kirklees Local Plan.

The HSC project area is shown below:



Within the first delivery phase, improvements are proposed at the four locations shown below:



Delivery of the HSC scheme is a key element of the strategy to provide the Huddersfield area with the infrastructure it needs to support growth. It will enable the local road network to operate more efficiently by reducing congestion, improving journey times, providing infrastructure to support modal shift towards more sustainable modes, and providing capacity for growth.

The Kirklees economy is the third largest in the City Region and, in terms of manufacturing, the third largest in England. Whilst the service sector provides about 70% of all jobs in the district, the manufacturing sector remains very significant. However, at £14,000 Gross Value Added (GVA) is low compared to £17,700 in Leeds City Region and £21,000 in England. The Huddersfield area is currently home to over 6,000 businesses and a population of over 150,000 people. The population is expected to grow at a rate of nearly 2,400 per annum for the next 20 years.

There are currently more than 50,000 people in employment in the Huddersfield area, yet a high proportion of its residents commute to work outside the district. Most of these journeys are made by private car, leading to peak time traffic congestion and contributing to greenhouse gas emissions. Transport costs and limited sustainable travel links / infrastructure are barriers to those who might otherwise be able to take up jobs that are located in an out-of-town or rural settings and/or outside Kirklees.

The HSC area of town (Lockwood, Thornton Lodge, Crosland Moor, Longroyd Bridge, plus parts of Newsome and Paddock) faces numerous economic challenges, with high levels of deprivation, poor health, low levels of car ownership etc., and it is therefore essential that the transport infrastructure in the area stimulates development opportunities rather than constrains them.

Business Case Summary:

Strategic Case

The A616 Chapel Hill - Lockwood Road – Bridge Street and the A62 Manchester Road are the only two strategic routes linking the population (c. 70,000. Census 2011) of the Colne and Holme Valleys with Huddersfield, Sheffield and numerous job opportunities within Leeds City Region and along the Trans-Pennine corridor between Manchester and Leeds, either by rail or the M62.

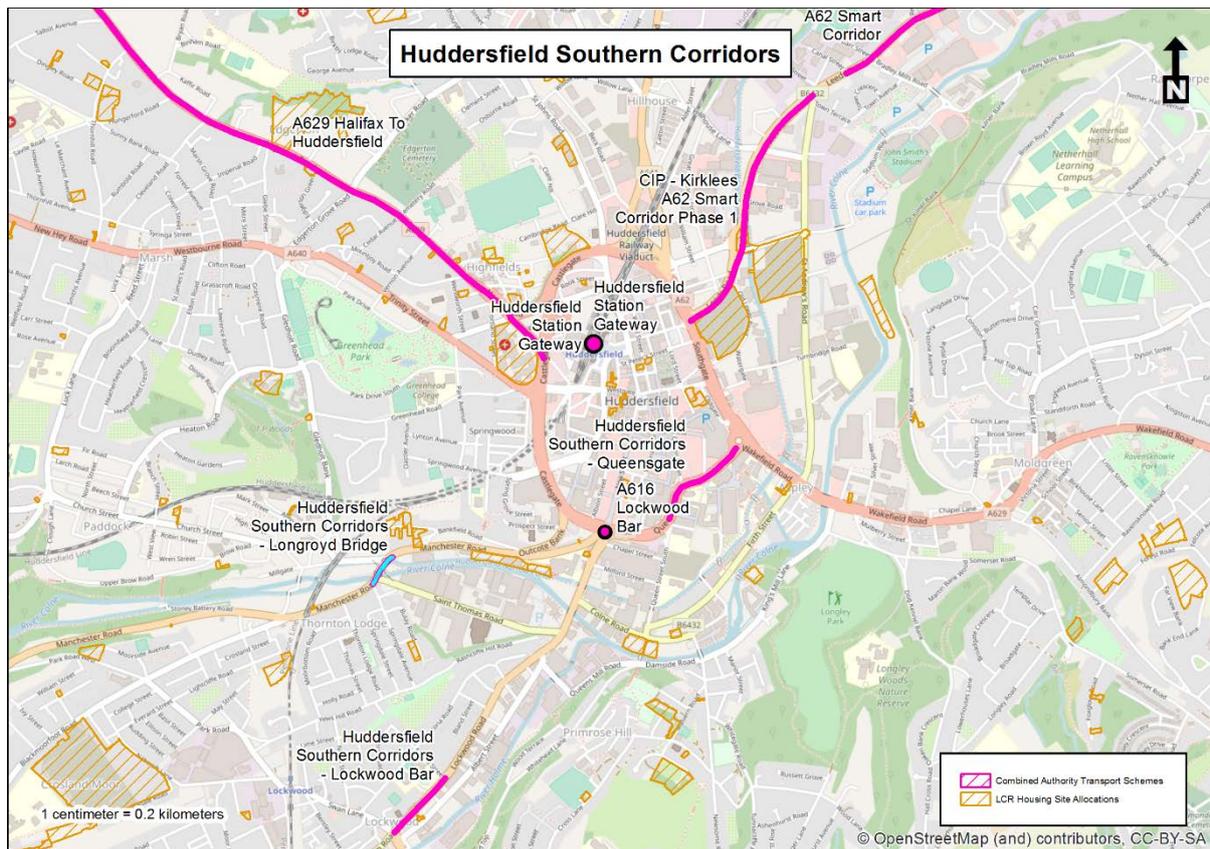
	<p>The HSC project forms part of the West Yorkshire-plus Transport Fund (Transport Fund) Programme which aims to deliver Priority 4 of the Strategic Economic Plan (SEP), Infrastructure for Growth. The project is also aligned with Priority 1 – Growing Business.</p> <p>The project will aim to improve travel options for all modes within the HSC area and reduce delay times for general traffic and buses. By making targeted capacity enhancements, the HSC scheme is expected to act as a key enabler for delivery of the emerging Kirklees Local Plan, thus supporting investment and economic growth in the area.</p> <p>The HSC scheme will help deliver on the main Transport Fund Corridor Improvement Programme (CIP) objective, which is to reduce congestion on priority highway corridors / junctions on the West Yorkshire Key Route Network.</p>
<p>Commercial Case</p>	<p>The road network within the Huddersfield Southern Gateway project area is already congested and constrained. Without any improvement it would be likely to fail to cope with additional trips generated as a result of planned growth at strategic sites allocated in the emerging Kirklees Local Plan.</p> <p>According to DfT forecasts, traffic in the HSC area is predicted to grow at a rate of around 1% per annum between now and 2037. As a result, existing levels of congestion and delay can be expected to worsen and adversely impact on the local economy, potentially constraining growth and realisation of the emerging Kirklees Local Plan.</p> <p>Transport modelling undertaken by the council indicates that without further investment, average journey times will continue to worsen.</p> <p>Without investment in transport infrastructure, the attractiveness of the HSC project area will remain unchanged and perceived inaccessibility coupled with a poor image could prolong the lack of investment in the town. This would be likely to constrain access to potential employment and training opportunities amongst residents of the deprived areas in and around the project area, and the current physical barriers restricting access to employment opportunities in the emerging Kirklees Local Plan will remain. Combined, this could mean the socio-economic conditions currently experienced by residents will not be improved and the potential wider economic benefits not achieved.</p> <p>Transport infrastructure investment in the HSC project area represents an opportunity to build on the concentration of industries and small businesses within the locality and to reinvigorate their reputation, as well as to create new, attractive arrival ‘gateways’ to Huddersfield town centre.</p> <p>The objectives of the scheme align with Regional and Local Policy Objectives as well as national transport and sustainable development objectives, the Leeds City Region, WYLTP3, the emerging Kirklees Local Plan (Policy TS3) and the Kirklees Economic Strategy.</p>
<p>Economic Case</p>	<p>The project will deliver against Strategic Priority 4, Infrastructure for Growth and is expected to:</p>

	<ul style="list-style-type: none"> • help facilitate the delivery of 2000+ new homes and up to 1,200 new jobs at sites allocated within the emerging Kirklees Local Plan for south Huddersfield and the Holme and Colne Valleys; • improve access to Huddersfield town centre from the south, and journey times to/from existing and proposed employment, residential and education sites via Lockwood Bar on the A616 and Longroyd Bridge on the A62; • reduce existing traffic congestion and increase capacity; • improve pedestrian, cycle and bus infrastructure within the project area; • create a beneficial change to air pollution, noise and greenhouse gases, as queuing during the peak hours reduces; • reduce traffic accident levels within the project area. <p>The economic assessment shows that the scheme is predicted to provide high to very high value for money for both options assessed, with a forecast Benefit to Cost Ratio (BCR) of 2.2 to 4.7. As the scheme is further refined, there is good potential for the BCR to improve.</p>
Financial Case	<p>The project is currently predicted to require 100% funding from the Combined Authority to deliver the scheme. To date £300,000 has been approved to develop the project. A further £2.234 million is sought to develop the project to full business case plus finalised costs. This includes £565,400 of development costs (for surveys, consultation, transport modelling, design, project management, etc.), plus up to £1.62 million for potential land acquisition and associated legal costs.</p> <p>The total project cost for the preferred option is currently estimated to be £8,199,215, based on design and feasibility work undertaken to date. The delivery element of the scheme will be supported by a more detailed cost plan. The scheme costs include a Quantified Risk Allowance (QRA) allocation of £983,342, plus 10% contingency.</p> <p>The estimated total amount required to deliver the scheme of £8,199,215 is in line with the £8.2 million requested at decision point 2.</p>
Management Case	<p>Kirklees Council are the scheme promoter and are leading on the overall project management of the scheme. A core project team is currently in place, with a new Project Manager having been appointed to develop the full business case. Additional specialist resources will be sought through the life of the project.</p> <p>A Kirklees Corporate Programme Board (CPB) has been established for overarching corporate governance and management, and is responsible for the strategic development refinement and delivery of projects within the Combined Authority Programme. The CPB is the group responsible for providing direction to the project, has delegated powers to make decisions on behalf of the council and represents the interests of the business case.</p> <p>The project follows the Prince 2 project methodology. A Benefits Realisation plan and a Monitoring and Evaluation plan have both been submitted and will be further refined during at full business case.</p>

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

Location map:

The following location map shows the scheme in relation to the other Combined Authority funded schemes in the surrounding area.



Please note, depending on the level of scheme development the location and scope of the schemes indicated here are indicative only.

For further information on Combined Authority schemes across the Leeds City Region please refer to: <https://www.westyorks-ca.gov.uk/economy/leeds-city-region-infrastructure-map/>

Section A: Scheme Summary

Name of Scheme:	Halifax Town Centre – Northgate House
PMO Scheme Code:	GD-PA4-003
Lead Organisation:	Calderdale Metropolitan Borough Council
Senior Responsible Officer:	Mark Thompson, Calderdale Council
Lead Promoter Contact:	Mark Dowson, Calderdale Council
Case Officer:	Ian McNichol, Combined Authority

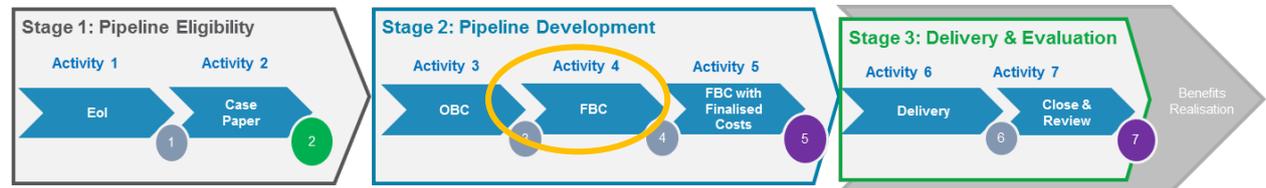
Applicable Funding Stream(s) – Grant or Loan:	Housing & Regeneration Local Growth Funding Grant (LGF)
Growth Fund Priority Area (if applicable):	Priority 4a Infrastructure for Growth

Approvals to Date:	Combined Authority approval to £3 million LGF at Decision Point 2 on 28 June 2018
Forecasted Full Approval Date (Decision Point 5):	Summer 2018
Forecasted Completion Date (Decision Point 6):	May 2020

Total Scheme Cost (£):	£10.655 million
WYCA Funding (£):	£3 million LGF
Total other public sector investment (£):	Calderdale Council £7.655 million
Total other private sector investment (£):	N/A

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 project will refurbish the vacant former Calderdale Council offices at Northgate House which occupies a prominent position within Halifax town centre. The project is a rare and innovative opportunity to provide floor space for retail and office use in a sustainable key town centre location, in close proximity to a range of services, facilities and transport links.

The project would provide 1,115m² (12,000 ft²). of retail space and around 4,274m² (46,000 ft²) of quality office space, resulting in a scheme which aims to accelerate town centre regeneration, develop a skilled and flexible workforce, support growing businesses, improve transport links and build a resource efficient city region.

The proposals would provide economic 'good growth' and employment opportunities for the residents of Calderdale and wider City Region, whilst increasing footfall and vibrancy within the town centre, further enhanced by improvements to the public realm.

These proposals sit alongside the provision of a new 6th form centre opening in September 2019 as part of a wider, comprehensive whole site solution being developed by the Council, Trinity Multi Academy Trust (MAT) and Rastrick High School.



The main focus of the Northgate project is achieving outputs linked to the Leeds City Region Strategic Economic Plan (SEP) Priority 4, Infrastructure for Growth, in particular developing and regenerating Halifax as an identified Spatial Priority Area through employment and quality environments. The scheme will contribute towards the achievement of the Strategic Economic Plan through:

- Accelerating the development of employment/commercial floorspace.
- By increasing GVA and job growth, whilst providing employment opportunities for the residents of Calderdale.
- By delivering 'good growth' innovation and productivity with more and better jobs, improved skills and career progression.
- Increasing the amount of brownfield land and buildings brought back into use.
- Improving connectivity bringing people, places and jobs closer together; and
- Place-making and the creation of a better environment within Halifax town centre.

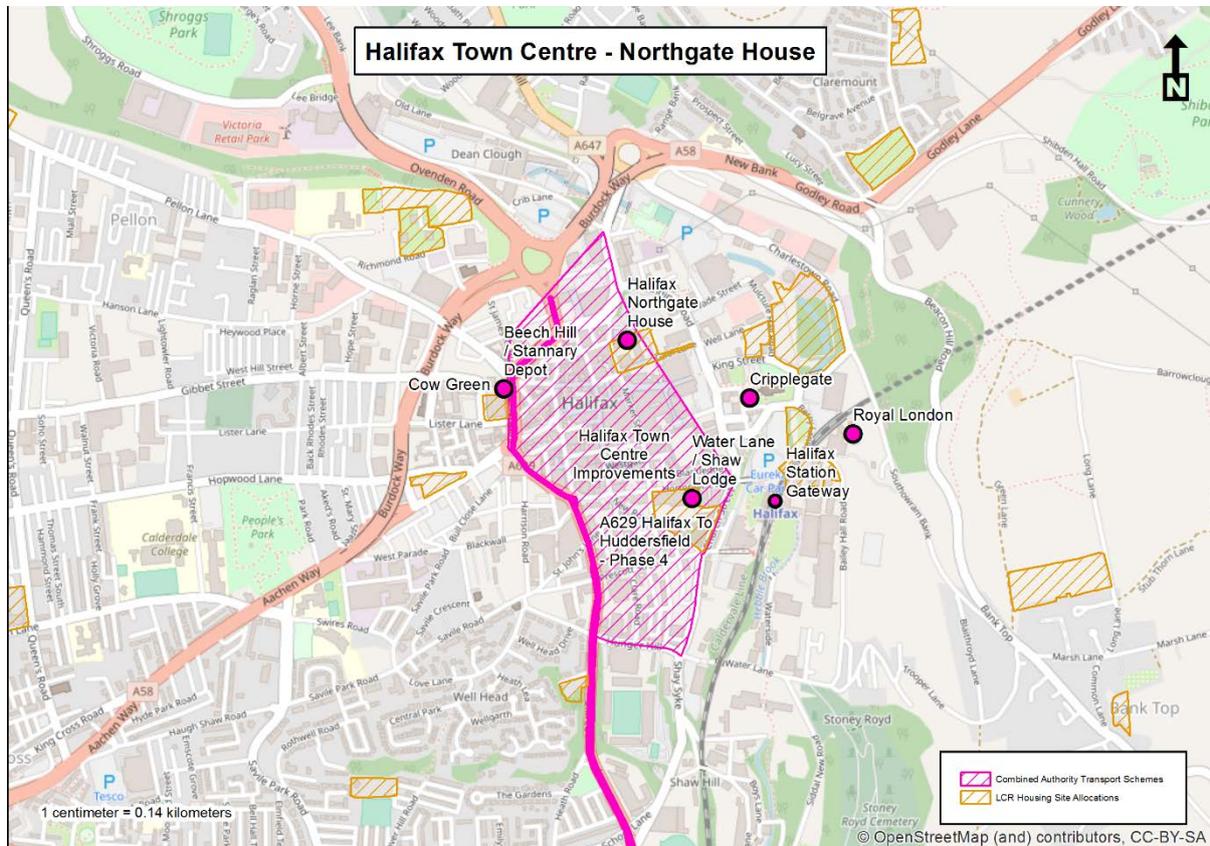
Business Case Summary:

<p>Strategic Case</p>	<p>Halifax is an established Spatial Priority Area within the Leeds City Region SEP and identified as a priority area for investment and support. The proposed scheme to redevelop and refurbish Northgate House to deliver a mixed-use building will realise significant direct and indirect outputs, providing a total of 1,115m² of retail space and around 4,274m² of quality office floorspace, leading to the direct creation of 427 office jobs and 74 retail jobs.</p> <p>These outputs together with the newly landscaped courtyard and adjacent sixth form college will create a new core business district and town centre hub in Halifax which continues to build on the success of the new library development, Piece Hall and Square Chapel extension which has seen a surge in positive attention and generated interest in the town.</p> <p>The project will look to strengthen the town's infrastructure for growth maximising the City Region's economic and regeneration potential. The project aims to provide economic growth and employment opportunities for the residents of Calderdale and wider City Region. This 'good growth' combines innovation and productivity with more and better jobs, improved skills and career progression for all.</p>
<p>Commercial Case</p>	<p>Calderdale's Local Plan evidence base confirms the floorspace requirements for offices in Calderdale as circa 24,000m². over the next 15 years. Dean Clough currently draws in nearly all enquiries for larger floorplates of office space, primarily due to a lack of alternative larger quality office spaces. The Northgate site represents a rare opportunity to provide larger floorplate quality office space, with the site already starting to generate significant interest.</p> <p>Currently new office development in Halifax is limited, primarily because values, whilst attractive to potential occupiers, are not high enough to make speculative, new, purpose built office development financially viable. It is evident that market conditions in Halifax from a commercial property perspective are challenging and a deliverable scheme will only be realised with public sector assistance.</p>

	Without public sector intervention, good growth would only be felt in certain parts of the City Region, rather than enabling inclusive growth that works for everyone.
Economic Case	<p>Of the total project costs of £10.655 million for the Northgate House scheme, the Council are seeking £3m from the Combined Authority, but the funding is closely aligned to the SEP and Council ambitions and will result in the provision of 4,274m² of office space, 1,115m² of retail space and 427 office jobs and 74 retail jobs created.</p> <p>The scheme represents a significant catalyst in the regeneration of Halifax which would engender confidence and momentum with the potential to encourage existing businesses within Halifax and wider Calderdale to remain and grow, and importantly encourage new businesses to locate to the Borough.</p>
Financial Case	The Combined Authority contribution to the Northgate scheme totals £3 million and has been approved at expression of interest stage 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 £10.655 million.
Management Case	Calderdale Council has the project management systems, skills and track record to be able to deliver this project successfully. Calderdale has proven success in the project development and delivery of a variety of schemes. A Senior Responsible Officer, Programme Manager and Programme Board are all established to ensure direction and support is given to the project.

Location map:

The following location map shows the scheme in relation to the other Combined Authority funded schemes in the surrounding area.



Please note, depending on the level of scheme development the location and scope of the schemes indicated here are indicative only.

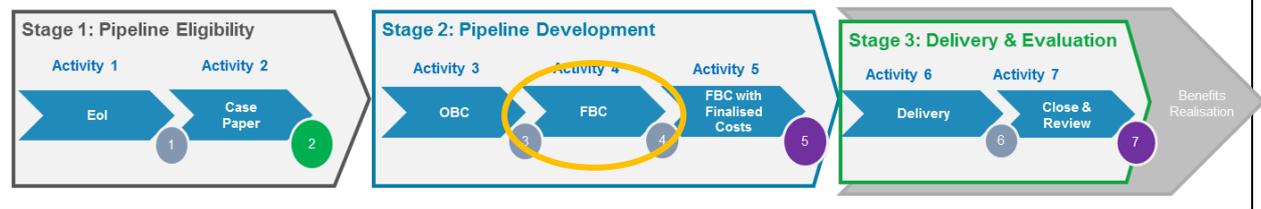
For further information on Combined Authority schemes across the Leeds City Region please refer to: <https://www.westyorks-ca.gov.uk/economy/leeds-city-region-infrastructure-map/>

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Scheme Summary

Name of Scheme:	Rochdale Canal Towpath Phase 2 – Hebden Bridge to Todmorden
PMO Scheme Code:	DFT – CSF - 001
Lead Organisation:	West Yorkshire Combined Authority
Senior Responsible Officer:	Caroline Farnham-Crossland
Lead Promoter Contact:	Fiona Limb
Case Officer:	Ian McNichol
Applicable Funding Stream(s) – Grant or Loan:	DfT – Cycle Safety Fund & Cycle City Ambition Grant
Growth Fund Priority Area (if applicable):	Priority 4 – Infrastructure for Growth
Approvals to Date:	DP2
Forecasted Full Approval Date (Decision Point 5):	14 th February 2019
Forecasted Completion Date (Decision Point 6):	September 2019
Total Scheme Cost (£):	£2.101 million
Combined Authority Funding (£):	£1.971 million (£1.473 million DfT Cycle Safety Grant and £498,000 Cycle City Ambition Grant)
Total other public sector investment (£):	£130,000 Calderdale Metropolitan Borough Council
Total other private sector investment (£):	N/A
Is this a standalone Project?	No
Is this a Programme?	No
Is this Project part of an agreed Programme?	CityConnect

Current Assurance Process Activity:



Scheme Description:

The scheme will deliver a high-quality cycle route in the Calderdale district between the centres of Hebden Bridge and Todmorden, forming part of the Calder Valley cycle route. The 6km route will utilise the Rochdale canal towpath, as a traffic-free, flat and attractive alternative to the A646 through the provision of a new upgraded towpath.

The project forms part of the existing CityConnect programme and will build upon the routes already constructed (and currently in construction) in the area, providing a continuous off road route between Brighouse and Todmorden. It will facilitate journeys to be made by bike or on foot as well as boosting the tourism and leisure offer & economy and delivering safety improvements along the corridor.

The project has received funding to deliver the scheme through a Department for Transport competitive bidding process to improve cycle safety and will deliver against the following objectives:

1. Create 6km of high quality cycle route connecting people to urban centres.
2. Increase the numbers of walking and cycling trips by 20% (walking) and 66% (cycling) on the route.
3. Link to, enhance and complement other planned transport projects and programmes to deliver a comprehensive network of cycling and walking infrastructure across the region.
4. Deliver a reduction in carbon emissions through modal shift from car travel.
5. Create a safe and attractive environment for active modes – reducing cyclists' traffic accidents by 20% along the corridor.
6. Provide economic benefit to the region.
7. Improve flood resilience in the corridor, protecting around 30 homes.

Business Case Summary:

Strategic Case

The section of the canal towpath that forms the basis of this project runs parallel to the A646 in the Calder Valley. The valley's settlements and infrastructure are shaped by its geography and whilst the A646 is used by cyclists, there is currently little alternative to this busy and congested highway. The road safety issues in this area are well known and have been formerly recorded within the top ten in the 'Personal Injury Accidents in Calderdale: 2017 Sites for Concern' report and over a third of recorded accidents involve pedal cycles. There is limited opportunity within the A646 highway route to address these specific issues through provision of on-highway cycling infrastructure. Off-highway provision on canal towpath that is adjacent to the A646 provides a clear alternative.

The project will build upon the work already completed through the CityConnect programme to develop a high-quality, strategic cycle and walking network. The project will principally help to deliver the Leeds City

	<p>Region’s Strategic Economic Plan (SEP) Priority 4 – Infrastructure for Growth, through providing sustainable and active transport infrastructure that helps to grow and support the city region’s urban centres as well as the more rural visitor economy. The project is fully aligned to the SEP’s stated principle of the “establishment of cycling as a major mode of travel” as well as delivering against West Yorkshire Transport Strategy’s target to increase cycling trips by 300% and walking trips by 10%, by 2027.</p> <p>The project will contribute to Calderdale council’s strategies and plans including; the cycling strategy, health and well-being strategy and Local Plan. The project supports the West Yorkshire Low Emissions Strategy (WYLES) and action plan. Furthermore the project will also help to deliver the Government’s statutory Cycling and Walking Investment Strategy with its aim of doubling cycling levels by 2025 and improving the safety of cycling as a mode of travel and leisure activity.</p> <p>The project will complement the West Yorkshire-plus Transport Fund A646/A6033 Corridor Improvement Programme (CIP) which looks to introduce a range of interventions on the corridor between Halifax and the Rochdale boundary to address traffic congestion, reduce journey times, improve journey time reliability, particularly for public transport, and to encourage sustainable modes.</p>
<p>Commercial Case</p>	<p>Evidence from comparable schemes in West Yorkshire (canal towpath upgrades at Kirkstall Forge and Armley Mills) have shown an uplift in cycling of 53% and 66% respectively during the year following the their implementation. There would also appear to be latent cycling demand in the local area with the current cycling mode share 1.3% and the DfT propensity to cycle tool (PCT) showing the government target is 2.7% along the scheme extent. There are currently road safety issues within the scheme’s study area which are well known and have been formerly recorded.</p> <p>The project will be delivered through the Canal and River Trust’s Framework Contract arrangements. This has previously been utilised successfully for the CityConnect Canal towpath schemes in Phase 1 of the programme (complete) and Phase 2 (partially complete).</p> <p>The Combined Authority will enter into a Funding Agreement with the Canal & River Trust for the project. This will include an agreed amount of ‘risk funding’ as part of the contract. The Trust will be required to manage the delivery of the works within this funding arrangement with no further funds available for delivery of the project from the Combined Authority.</p> <p>The Canal & River Trust have undertaken the necessary internal consultations processes to ensure that the consents are in place to proceed (subject to confirmation of funding).</p>
<p>Economic Case</p>	<p>This project forms part of the original CityConnect CCAG Phase 2 programme. With respect to taking forward the preferred design approach to delivery of this route improvement, there is little alternative option to provide a cycle route connecting the settlements along the Calder valley as the geography means that the transport options are constrained to the bottom of the valley, which is steep sided and narrow.</p> <p>The alternative approach would be to provide a route on the highway but this would require considerable additional highways land (which is not</p>

	<p>available), as well as junction capacity improvements, and would be prohibitively costly and undeliverable within the funding and time constraints available to the programme.</p> <p>The scheme has been assessed consistently with WebTAG, Treasury Green Book principles and the Leeds City Region Assurance Framework as outlined in the Appraisal Specification Report (ASR). The main source of benefits were proposed to be calculated within the Active Mode Appraisal Toolkit (AMAT), which calculated journey ambience, physical activity, environment and decongestion with an additional benefit calculated as a result of the reduction in cycle accidents. The preferred scheme was assessed as having a BCR of 1.4:1 with the whole 12km corridor (Sowerby Bridge to Todmorden) having been assessed as having a medium BCR of 2:1.</p> <p>The flood resilience benefits brought about by the scheme used the approach outlined in the Multi-coloured Manual (MCM) which places a value on flood damage to a typical house based on an average flood depth and a variable Standard of Protection (SoP). It was assessed that a total of 32 buildings were at risk of flooding in a 5 year period with this scheme delivering benefit of over £38,000 through the reduction of risk of flooding.</p> <p>It is assumed that the scheme would also deliver leisure and tourism benefits through the enhancement of green and blue infrastructure, helping provide access to green spaces and cultural assets highlighted in the SEP.</p>
<p>Financial Case</p>	<p>The total forecast out-turn costs for the project is £2,101,366 and will be funded through £1.473 million of DfT Cycle Safety Grant, £498,366 of CCAG funding (recycled from the programme from Phase 2 project underspends) and £130,000 match funding from Calderdale Council, all of which are secured.</p> <p>The funding will be used to design and deliver the project including wash wall repairs, a new, widened towpath surface along with signage and associated project delivery on-costs (project and site management, contract management etc.). A level of risk and contingency funding is also included in the project costs. The project will be delivered over the remainder of 2018/19 with construction starting in early 2019/20 (with most of the spend in that year).</p> <p>The ongoing maintenance costs of the project will be the responsibility of Canal and Rivers Trust and the funding agreement will include a maintenance agreement associated with this.</p>
<p>Management Case</p>	<p>The project forms part of the CityConnect Programme. A Combined Authority Programme Management team is in place to manage the overall programme. The programme has been established and managed through the principles of 'Managing Successful Programmes' (MSP) and 'Prince 2' Project management. The Programme Board meets monthly to oversee the delivery of the programme and make decisions on key issues (within the Programme tolerance levels).</p> <p>This scheme forms part of the Programme's 'Canals Project'. The project management structure and associated documents and controls was established at the start of the second phase of the CityConnect</p>

programme in 2015. The project board includes representatives from the project partners, (Combined Authority, Canal and Rivers Trust and Calderdale Council)

The Project Board reports to the Programme Board with issues and exceptions and requests for change being escalated when required. The project management structure has been working well with monthly meetings with all partners to monitor and drive progress of the canal-based schemes. Three out of the four Canals schemes on the Leeds-Liverpool, Huddersfield Narrow and Calder-Hebble canals have now been completed with the first phase of the Rochdale Canal nearing completion.

The CityConnect Programme is supported by a dedicated communications and engagement project, which manages the consultation, communications and engagement for all projects within the programme. Public Consultation for this project has already been delivered in November 2016. However, there is a period of engagement planned with key stakeholders and the public as a reminder of what has been consulted on in November 2016, and the project as it stands now.

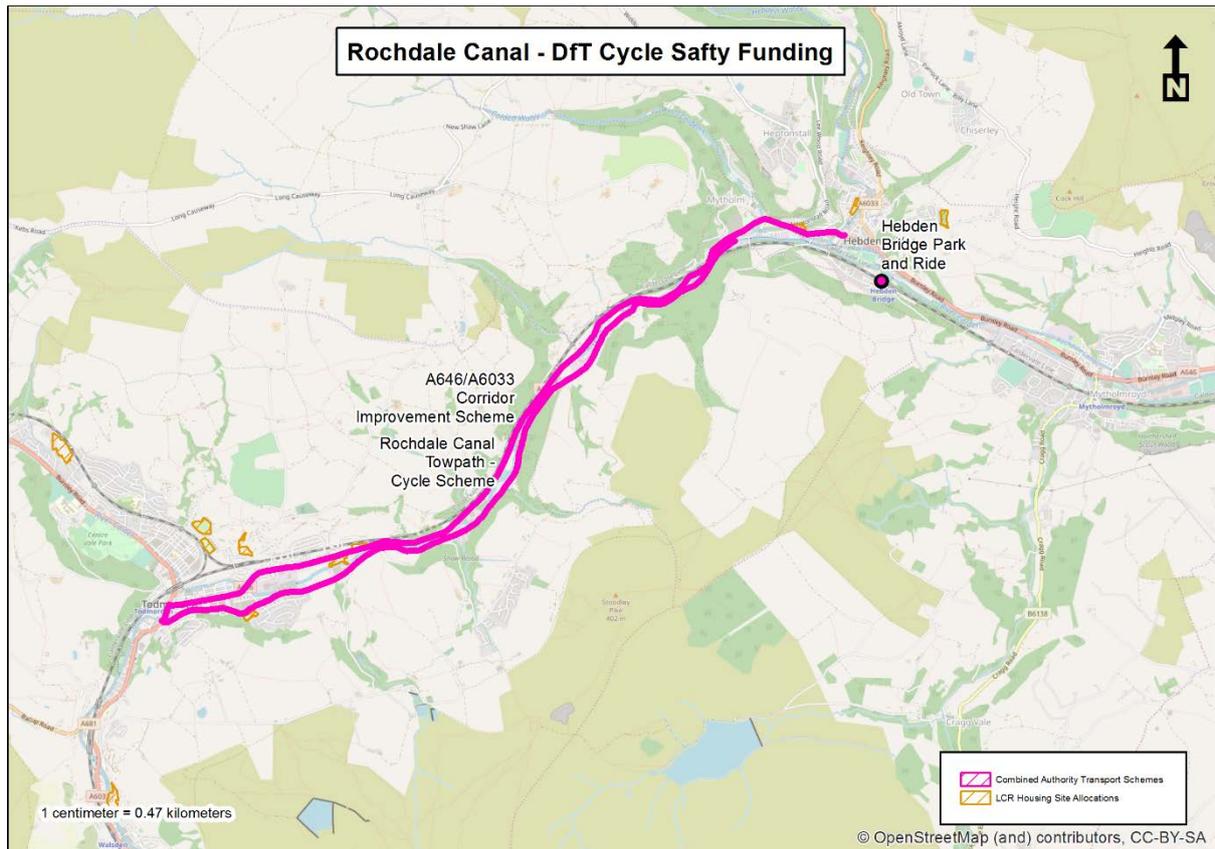
The project has been developed to the point of delivery with the final stages of 'pricing with the contractor' and 'agreeing the delivery programme with the contractor' currently underway and due to be confirmed in late January. The project is programmed to start on site in late March 2019 and construction will be complete by September 2019. All constraints have been mitigated and the necessary approvals are in place (subject to funding approval) to proceed. The key risks to delivery that remain are:

- Delivery costs returned from the contractor are higher than the budget available.
- Complaints are lodged by members of the public and neighbouring businesses.
- Start on site is delayed.

The Monitoring and Evaluation for the project will be delivered through the wider CityConnect Monitoring and Evaluation package which has been approved by the DfT.

Location map:

The following location map shows the scheme in relation to the other Combined Authority funded schemes in the surrounding area.



Please note, depending on the level of scheme development the location and scope of the schemes indicated here are indicative only.

For further information on Combined Authority schemes across the Leeds City Region please refer to: <https://www.westyorks-ca.gov.uk/economy/leeds-city-region-infrastructure-map/>

Business case summaries for decisions made by delegation to the Combined Authority's Managing Director

Scheme Summary

Name of Scheme:	York Outer Ring Road
PMO Scheme Code:	WYTF-PA4-046
Lead Organisation:	City of York Council
Senior Responsible Officer:	James Gilchrist, City of York Council
Lead Promoter Contact:	Gary Frost, City of York Council
Case Officer:	Thomas Murphy

Applicable Funding Stream(s) – Grant or Loan:	Transport Fund
Growth Fund Priority Area (if applicable):	Priority 4

Approvals to Date:	Gateway 1 – November 2014 – Full Programme Decision Point 4 – Investment Committee – November 2018, Combined Authority December 2018.
Forecasted Full Approval Date (Decision Point 5):	December 2018
Forecasted Completion Date (Decision Point 6):	October 2019

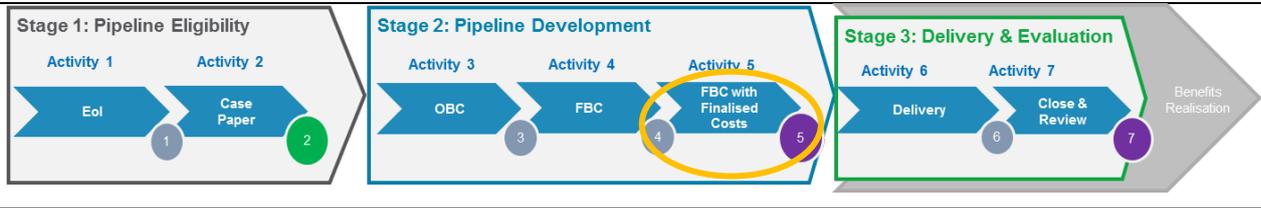
Total Scheme Cost (£):	£3.585 million (Total Programme - £38.926 million)
Combined Authority Funding (£):	£3.585 million (Total Programme - £38.276 million)
Total other public sector investment (£):	£650,000 historic development costs (City of York Council) at programme level.
Total other private sector investment (£):	None

Is this a standalone Project?	No
Is this a Programme?	No

Is this Project part of an agreed Programme?

Yes – York Outer Ring Road

Current Assurance Process Activity:



Scheme Description:

The A1237 York Outer Ring Road (YORR) has been the subject of a comprehensive and long-term strategy to review and develop junction improvements at identified roundabouts along the route to improve and reduce journey times on this heavily congested route.

The YORR upgrade project includes improvements to seven existing Outer Ring Road roundabouts between the Wetherby Road and Monks Cross junctions. The aim is to, where possible, upgrade junctions to a similar standard as the recently enhanced A19 and A59 roundabouts: i.e. approaches widened to 3 lanes, exits widened to 2 lanes, minor arm approaches widened to suit traffic flows, provision of walking and cycling improvements (including accommodation for future orbital and radial routes where possible).

Phase 2 will deliver improvements to the roundabout at the junction of A1237, Monks Cross, and North Lane:

- 1) A1237 approaches widened to three lanes;
- 2) A1237 exits widened to two lanes;
- 3) Enlarge ICD of roundabout;
- 4) Widening of minor arm approaches to match flows.

Business Case Summary:

Strategic Case

At a programme level this scheme, along with the other City of York Council projects in the West Yorkshire-plus Transport Fund, will allow York to perform strongly in terms of the West Yorkshire & York combined regions by realising and delivering on economic growth.

The emerging York Local Plan 2017 – 2033 (YLP) has, as a goal, the improvement of the the City of York's economic attractiveness of. Measures to support the achievement of this include proposals to enhance the city centre environment by improvements to traffic flow within and around the city. By improving the performance of the Outer Ring Road to the north of the city, traffic can be encouraged out of the city centre and onto the strategic highways. The YLP recognises that, without improvement, the current and forecast performance of the YORR is a barrier to investment in the growth set out in the plan.

The scheme has also been developed to support other local, regional and national policies as detailed in the Full Business Case.

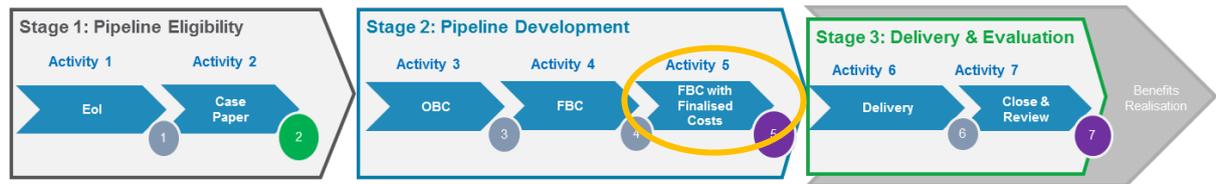
<p>Commercial Case</p>	<p>The YORR scheme has been identified as being required to address the existing and forecast problems which are required to support local, regional and national policies.</p> <p>The need to deliver the YORR scheme is supported by previous research including that undertaken to develop the City of York Local Transport Plan and the emerging YLP. The research and stakeholder engagement undertaken as part of the development of these plans has identified the need for improvements to the YORR in support of local, regional and national policies and strategies.</p> <p>Phase 2 will be delivered by City of York Council's Direct Labour Organisation.</p>
<p>Economic Case</p>	<p>The Economic Case has been developed to cover the whole York Outer Ring Road programme.</p> <p>The economic case assesses the proposed scheme to identify its economic impacts, and the resulting Value for Money. In line with West Yorkshire Combined Authority appraisal requirements, the impacts considered are not limited to those directly impacting on the measured economy or only those which can be monetised. The economic, environmental, social and distributional impacts of a proposal are all examined, using qualitative, quantitative and monetised information as appropriate and proportional to the level of the scheme.</p>
<p>Financial Case</p>	<p>The Financial Case concentrates on the affordability of the proposal, its funding arrangements and technical accounting issues (value for money is scrutinised in the Economic Case). It presents the financial affordability of the preferred option and the impact of the proposed scheme on the West Yorkshire-plus Transport Fund, budgets and accounts. It presents the expected whole life costs of the scheme from construction to a 60 year appraisal period from scheme opening.</p>
<p>Management Case</p>	<p>The individual elements of the project are relatively simple highway widening schemes with no major delivery concerns. The majority of the works can be delivered using existing local highway authority powers.</p> <p>City of York Council has recent experience of delivering junction improvements in the area, while minimising the impact on road users. Two schemes on the York Outer Ring Road have already been successfully delivered by City of York Council and phase one is on site. The proposed junction upgrades in the YORR scheme will follow the same form as those undertaken for the recently-completed projects. Valuable experience has been gained from these schemes in relation to consultation, land negotiations, planning, design, implementation and delivery. The lessons learnt from these delivered schemes have been used as starting point for developing the delivery strategy for this scheme.</p>

Scheme Summary

Name of Scheme:	West Yorkshire Integrated Urban Traffic Management Control (UTMC) Project – element A
PMO Scheme Code:	WYTF-PA4-037
Lead Organisation:	Kirklees Council (on behalf of West Yorkshire Combined Authority)
Senior Responsible Officer:	David Caborn
Lead Promoter Contact:	Andrew Norman
Case Officer:	Rachel Jones
Applicable Funding Stream(s) – Grant or Loan:	West Yorkshire Plus Transport Fund (WY+TF)
Growth Fund Priority Area (if applicable):	West Yorkshire Plus Transport Fund (WY+TF)
Approvals to Date:	DP4 September 2018 (elements A and B)
Forecasted Full Approval Date (Decision Point 5):	December 2018 (element A, element B March 2019, element C TBC)
Forecasted Completion Date (Decision Point 6):	March 2021 (elements A)
Total Scheme Cost (£):	£7.490 million (£3.955 million for element A)
Combined Authority Funding (£):	£7.490 million: West Yorkshire Plus Transport Fund (WY+TF)
Total other public sector investment (£):	Not applicable
Total other private sector investment (£):	Not applicable

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

Current Assurance Process Activity:



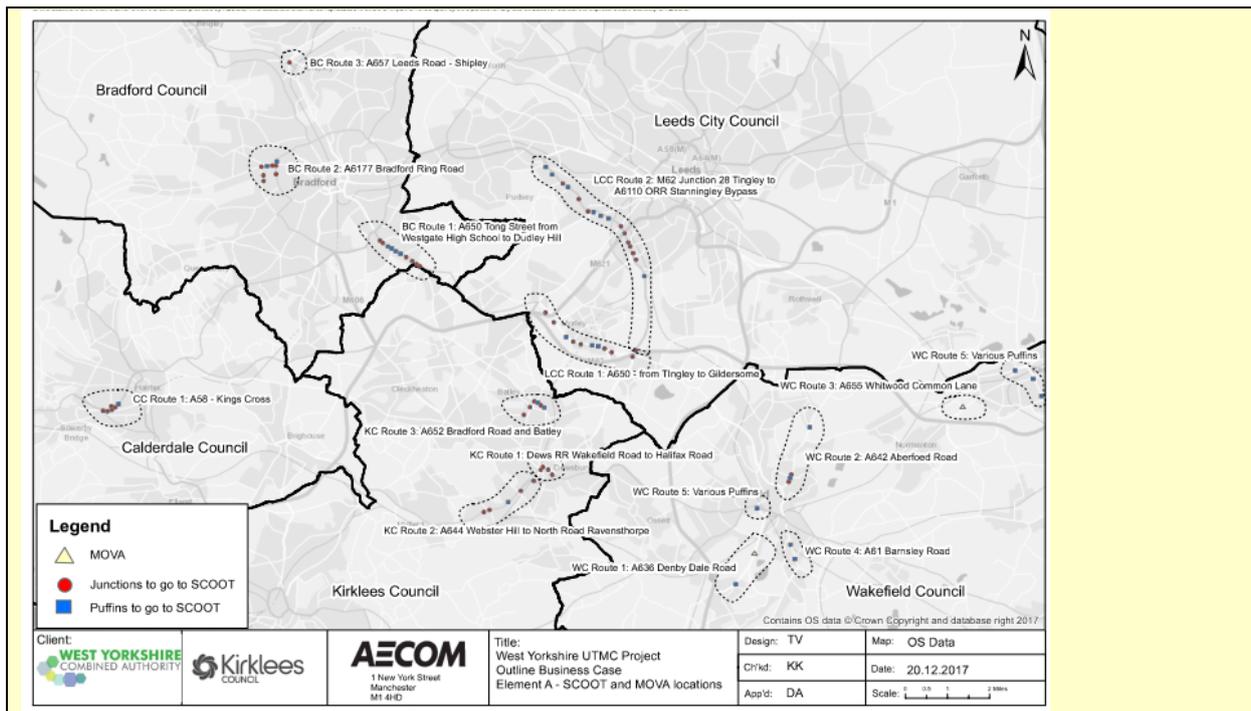
Scheme Description:

The 2015 West Yorkshire-plus Transport Fund submission to Government included the West Yorkshire Urban Traffic Management Control (UTMC) project. At present, there are four Urban Traffic Control (UTC) teams which operate in West Yorkshire and they use various systems and technologies. While the teams share resources where possible, the service levels and standards vary across boundaries. Furthermore, the duplication of staff and equipment, which is inevitable under the current structures, is not the most efficient use of resources.

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

- Element A (On-street Improvements to UTC Equipment): Improvements to facilities at key junctions on the West Yorkshire Key Route Network (KRN), including the implementation of Split Cycle and Offset Optimisation Technique (SCOOT) and Microprocessor Vehicle Actuation (MOVA) and upgrading obsolete equipment;
- Element B (Cloud Based Combined UTC/UTMC System): The joining of all of the districts UTC and UTMC systems into one central, comprehensive system located in the “cloud” including a common database;
- Element C (Combined UTMC Service): Reorganisation of West Yorkshire UTC services (combining existing four UTC teams) to provide improved day-to-day management and coordination across the network through an integrated team at a single location. The centre would also be available for use by partners e.g. bus operators, emergency services and Highways England.

While the FBC includes content relating to all of the elements above, this FBC+ approval submission is for element A only. Element A will be delivered at the following locations:



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

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

The project is also an enabler to other schemes within the West Yorkshire-plus Transport Fund, Highways Efficiency Programme and National Productivity Investment Fund (NPIF), ensuring they meet fully their benefits realisation in unlocking growth.

Business Case Summary (elements A, B and C):

Strategic Case

The project (elements A, B and C) will help deliver Priority Area 4 – Infrastructure for Growth of the Leeds City Region Strategic Economic Plan (2016).

The proposed scheme would contribute to the following success measures identified for the 'Infrastructure for Growth' priority:

- Increases in Gross Value Added (GVA) and job growth;
- Increases in connectivity bringing people, places and jobs closer together;
- Reduced delays, congestion and faster journey times across all

	<p>transport modes and both within and beyond the city region;</p> <ul style="list-style-type: none"> - Reduced carbon emissions and vehicle air pollution, contributing to improved environmental quality. <p>The Strategic Case is underpinned by congestion levels on particular sections of the Key Route Network in locations of schemes. Delays on the highway network can have a considerable impact on productivity and reliability, which impair economic growth.</p> <p>In addition, congestion on the network has consequences for local air quality and carbon emissions and it increases driver frustration regarding delays, raising the likelihood of accidents.</p>
<p>Commercial Case</p>	<p>The Commercial Case details the procurement strategy, and details evidence of some early market testing to demonstrate demand to supply the services- as well as highlighting 28 indirect jobs associated with the scheme.</p> <p>Element A (on-street improvements to UTC equipment)</p> <p>Several options are presented and works undertaken for Element A would be procured and carried out using specialist signal contractors from the West Yorkshire UTMC Supply and Installation Contract, supervised and managed by the West Yorkshire UTMC teams. West Yorkshire local authorities have considerable experience with the contract, with the Districts routinely using the framework to meet the procurement needs of the service with respect to the purchasing of equipment for new traffic signal projects together with their installation.</p> <p>Element B (Cloud Based Combined UTC/UTMC system)</p> <p>A procurement strategy has been developed but, as with any UTMC/UTC project, the list of suppliers for this bespoke area of works is limited. There is however greater choice and therefore more competition for the professional services and technical support that will be needed for their installation.</p> <p>UTC and UTMC Systems</p> <p>These systems are to be procured and conform to the EEC OJEU notice regulations owing to the sums involved. As the required systems are bespoke, the intention was this will be procured through the Restricted Route, however given the limited market an open procedure provides the same advantages, but to quicker timescales.</p> <p>Professional Services and Technical Support</p> <p>Where possible these services will be procured using the Combined Authority Framework for Specialist Services contract awarded in 2016 (e.g. business case support). In addition to price, the award of these works packages will also consider the local knowledge of suppliers.</p>

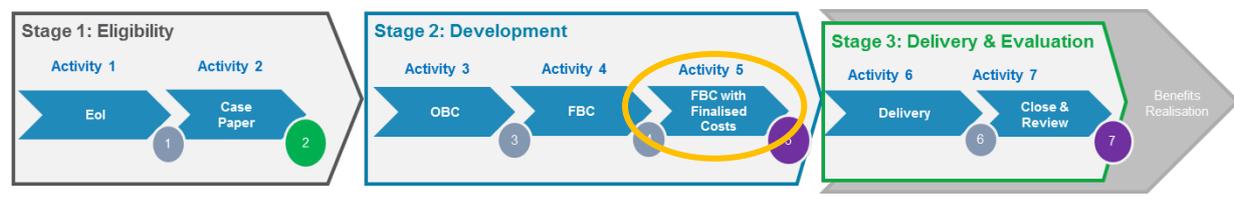
<p>Economic Case</p>	<p>Elements A and B – A single option has been identified within the short list of options for each element. The appraisal approach is set out within the ASR.</p> <p>Journey time savings were calculated for the AM, IP and PM peak based on Trafficmaster data for defined routes. Delay at junctions was captured as the difference between the overnight period and the peak period. A 12% reduction in delay or Split Cycle and Offset Optimisation Technique (SCOOT) or 13% delay saving for Microprocessor Vehicle Actuation (MOVA) upgrades was calculated at particular junctions to identify the journey time saving.</p> <p>The three elements of the scheme have been appraised at a programme level and at an individual element level to demonstrate the benefit cost ration (BCR) and value for money (VfM). The programme (including Elements A and B) has a Core Scenario VfM position of 2.08 (high value for money), with medium value for money obtained under low growth (or lower benefit) sensitivity tests. Further work on a combined programme BCR appraisal for elements A, B and C has been undertaken, which demonstrates a medium core scenario VFM position of 1.81.</p> <p>In 2018, the Combined Authority modelled Element A through the Urban Dynamic Model (UDM) - this resulted in a programme annual net GVA for West Yorkshire of +£2.8m (2009 prices) and 28 West Yorkshire jobs unlocked in a reporting year of 2031, compared to the Do-Minimum. This equates to a GVA per £ ratio of 2.44 to 1 (2010 prices, 10 year appraisal, discounted).</p> <p>The monetised benefits for Element B are constrained to 2% of the medical and ambulance and police costs attributed to accidents in West Yorkshire on the KRN; while no monetised benefits are reported for Element C.</p> <p>The value for money assessment for the programme overall is therefore considered conservative with a number of additional benefits that have not been quantified.</p> <p>Element B will facilitate the other West Yorkshire schemes e.g. NPIF schemes (upgrades proposed in Bradford and Leeds). This element is complementary and enables the benefits on these corridors to be delivered and maximised.</p>
<p>Financial Case</p>	<p>The scheme cost is forecast to be £7.49 million. The cost of element A in this FBC+ is £3.955 million.</p> <p>The cost variation against the initial indicative allocation of £7.3 million (at Expression of Interest Stage) relates to uplift in the costs for inflation (i.e. approximately £120k for Element A and £70k for Element B).</p> <p>Inflation and Risk have been incorporated as part of the Financial Case.</p>

	<p>A Quantified Risk Assessment has been undertaken, and is incorporated along with contingencies at FBC Stage, included in the above case.</p>
<p>Management Case</p>	<p>The project is being delivered by Kirklees Council on behalf of all five West Yorkshire authorities using the PRINCE2 principles of project management. Leeds City Council will lead on the delivery of element C.</p> <p>The scheme is being managed through appropriate governance and day-to-day management of delivery, with recognised and suitable personnel.</p> <p>The overall risk management approach is owned by the Senior Responsible Officer Steven Lee, with day-to-day management the responsibility of the Project Manager / Business Case owner, David Caborn. The approach to risk in this project is managed by utilising the agreed risk register protocols supplied by the Combined Authority. This register is updated on a monthly basis and reported to the project board by the project manager.</p>

Scheme Summary

Name of Scheme:	Calderdale Multi-Modal Transport Model
PMO Scheme Code:	WYTF-PA4-055
Lead Organisation:	Calderdale Council
Senior Responsible Officer:	Steven Lee
Lead Promoter Contact:	Sarah Callaghan
Case Officer:	Jacquie Boulton
Applicable Funding Stream(s) – Grant or Loan:	Grant from the West Yorkshire Plus Transport Fund
Growth Fund Priority Area (if applicable):	Priority 4: Infrastructure for Growth
Approvals to Date:	N/A for an expression of interest however the schemes which will contribute funding to the costs of the project are approved at various stages and have all been through decision point 2.
Forecasted Full Approval Date (Decision Point 5):	21 December 2018
Forecasted Completion Date (Decision Point 6):	October 2019
Total Scheme Cost (£):	£629,000
WYCA Funding (£):	£389,000 Transport Fund
Total other public sector investment (£):	£240,000 Calderdale Council
Total other private sector investment (£):	N/A
Is this a standalone Project?	Yes
Is this a Programme?	No
Is this Project part of an agreed Programme?	Yes/No – if 'Yes', what is name of programme?

Current Assurance Process Activity:



Scheme Description:

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

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

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

Calderdale’s West Yorkshire-plus Transport Fund programme is integral to the transport outputs of the District’s Local Plan Infrastructure Delivery Plan. The Infrastructure Delivery Plan supports the Local Plan’s policies and sites.

Successful delivery of the West Yorkshire-plus Transport Fund programme will therefore facilitate the delivery of Calderdale’s Local Plan.

Business Case Summary:

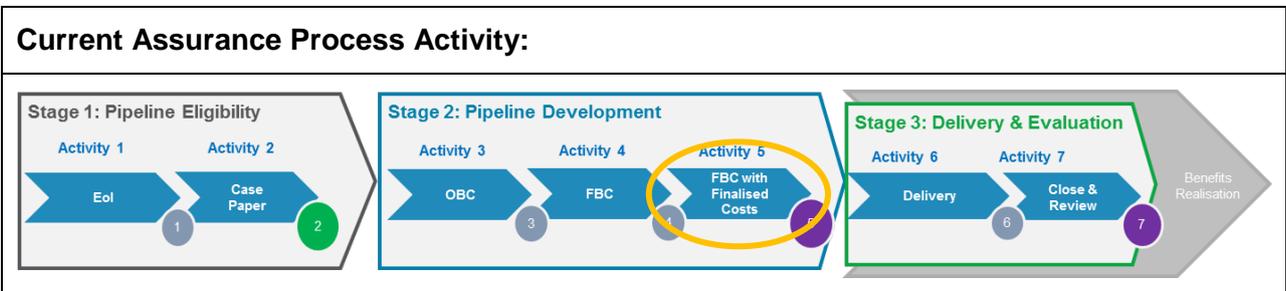
<p>Strategic Case</p>	<p>The project is to deliver a new fit-for-purpose multi-modal transport model, which reflects WebTAG best practice guidance. The model will be used to develop and appraise schemes included in Calderdale’s Transport Fund Programme and additionally for assessing development options associated with the Local Plan.</p> <p>The project supports the delivery of LCR SEP strategic priority 4 although all the outputs are indirect, these being delivered through the schemes which benefit from using the model.</p>
<p>Commercial Case</p>	<p>The project is needed to address issues arising with the existing Calderdale Strategic Transport Model, to support development and appraisal of several projects included within the West Yorkshire-plus Transport Fund. Calderdale Council has already completed the procurement of a preferred supplier through a competitive procurement exercise.</p>

Economic Case	This project will not deliver any direct outputs but will support the Calderdale Transport Fund programme of works which will.
Financial Case	The funding programme for the project has been presented following a competitive tendering exercise which appraised based on Quality and Price.
Management Case	The project has a suite of project management documents already in place. Calderdale Council will manage the contract with the preferred supplier. The preferred supplier will manage the project delivery using a PRINCE2 based methodology.

Section A: Scheme Summary

Name of Scheme:	Glasshoughton South Link Road – Whistler Drive WF10 5HX
PMO Scheme Code:	WY+TF-PA4-035
Lead Organisation:	Wakefield Council
Senior Responsible Officer:	Brian Thomas, Traffic Engineering and Design Team Leader, Wakefield Council
Lead Promoter Contact:	Tracey Brewer, WYG Group
Case Officer:	Matthew Page, Transport Planner, West Yorkshire Combined Authority
Applicable Funding Stream(s) – Grant or Loan:	Grant
Growth Fund Priority Area (if applicable):	N/A
Approvals to Date:	<p>GW1 (outline business case) (Investment Committee 20/1/16, Combined Authority 4/2/16):</p> <p>To fund progression to Gateway 2:</p> <p style="padding-left: 40px;">£723,000 (an additional £10,000 was made available from a central pot)</p> <p>Total scheme forecast outturn cost (excluding Optimism Bias):</p> <p style="padding-left: 40px;">£6.388 million</p> <p>FBC (Investment Committee 5/9/18, Combined Authority 11/10/18):</p> <p>To fund progression to full business case with finalised costs (decision point 5):</p> <p style="padding-left: 40px;">£245,000</p> <p>Total scheme forecast outturn:</p> <p style="padding-left: 40px;">£7.320 million</p>
Forecasted Full Approval Date (Decision Point 5):	January 2019
Forecasted Completion Date (Decision Point 6):	February 2020
Total Scheme Cost (£):	£5.967 million

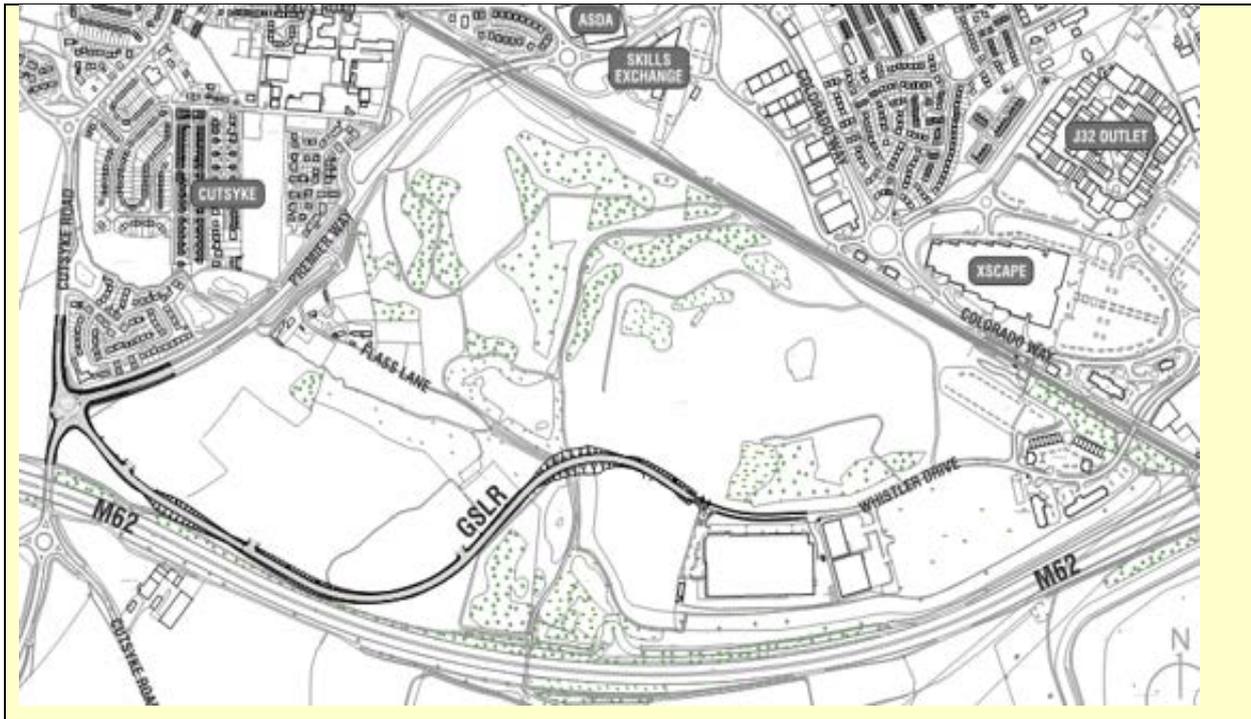
Combined Authority Funding (£):	£5.967 million from West Yorkshire-plus Transport Fund
Total other public sector investment (£):	-
Total other private sector investment (£):	Land – dedicated as highway and areas for landscaping, drainage, noise attenuation
Is this a standalone Project?	Yes
Is this a Programme?	No
Is this Project part of an agreed Programme?	No



Scheme Description:

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

Figure 1: Scheme Location



Business Case Summary:

Strategic Case

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

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

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

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

The key objectives of the scheme are to:

- Ease congestion issues which are a lead cause of slow peak journeys and an inefficient highway network;
- improve the safety of the arterial network into Glasshoughton and Castleford alongside improving the detrimental environmental issues;
- enhance the accessibility of potential housing growth; allocated in the Local Development Framework and across the Leeds City Region;

	<ul style="list-style-type: none"> • improve access to existing employment sites and the strategic and primary route network; • support the housing allocations in Glasshoughton through a sustainable transport network; • support a more sustainable transport network and modal shift from private cars.
Commercial Case	<p>The Castleford/Glasshoughton area will continue to be the focus of growth within the district in the future. However, realisation of this growth is dependent on targeted investment in transport interventions using a holistic approach that considers strategic accessibility to the area.</p> <p>Wakefield Council has chosen what is referred to in procurement as a “traditional approach”, NEC4 contract, with the design being undertaken “in-house” and the Contractor appointed by tender. This process is the preferred route for the Council as it ensures best value for money and allows all contractors who have the relevant skills and workload capacity at the time of advertisement to complete.</p> <p>A Quantified Risk Assessment has been submitted which identifies the mitigation measures that may need to be put in place to manage the risks identified and to ensure the successful delivery of the scheme. Identified risks are analysed and assessed both qualitatively and quantitatively.</p> <p>The Planning Application for the scheme was submitted on 23 March 2018 and planning consent was granted in November 2018.</p> <p>An application to divert the Public Right of Way was submitted on 26 April 2018. This has been approved and is awaiting the expiration of the challenge period (6 weeks from 13/12/18)</p> <p>A Traffic Regulation Order for the route has been prepared, to be sealed prior to scheme opening.</p>
Economic Case	<p>The economic assessment of the scheme has been undertaken in accordance with current WebTAG modelling guidance and follows the process described in the Appraisal Specification Report.</p> <p>The benefit cost ratio (BCR) of the scheme is thought to be between 2 and 4 which indicates that the scheme offers High Value for Money, based on the Department for Transport guidance criteria. The Present Value of Benefits is £20.091 million.</p> <p>Directly targeting the defined scheme objective of the creation of jobs and improving accessibility to key employment sites, the scheme can potentially generate 8 jobs and £0.5m per annum of GVA benefits (as calculated by the Urban Dynamic Model for forecast year).</p>
Financial Case	<p>The overall costs for the scheme have reduced since the submission of the Full Business Case (FBC) at Decision Point 4. Scheme costs are now £5.967m (£7.320m at FBC) including risk, inflation and contingency. It is considered that there is no state aid present.</p>
Management Case	<p>The management case describes why the timescales for delivery are realistic, that an appropriate governance structure is in place to oversee delivery, that risks have been identified and suitable risk management</p>

processes are in place and that there are robust plans in place for communications and stakeholder management.

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

Wakefield Council has successfully delivered several major road schemes, lessons learned by the management and delivery team to successfully deliver these schemes have been built upon here.

Scheme Summary

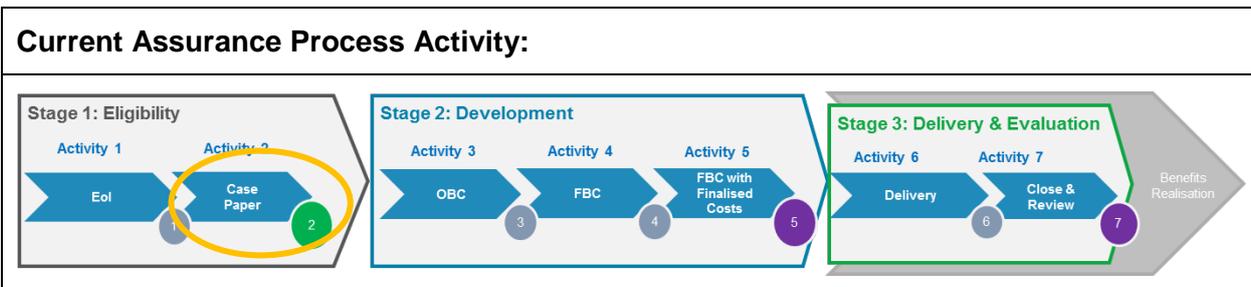
Name of Scheme:	Leeds City Region Employment Hub
PMO Scheme Code:	WYCA-E&S-002
Lead Organisation:	West Yorkshire Combined Authority
Senior Responsible Officer:	Sue Cooke, Executive Head of Economic Services
Lead Promoter Contact:	Catherine Lunn, Skills Funding Manager
Case Officer:	Cath Pinn

Applicable Funding Stream(s) – Grant or Loan:	Grant <ol style="list-style-type: none"> 1. ESF Grant via DWP 2. Business Rates Pool (BRP) Grant 3. Contribution from existing budgets
Growth Fund Priority Area (if applicable):	Priority 2: Skilled People, better jobs

Approvals to Date:	£242,000.37 This was approved as part of the RfD which sought approval to submit the ESF bid.
Forecasted Full Approval Date (Decision Point 5):	24 August 2018 at the earliest
Forecasted Completion Date (Decision Point 6):	July 2021

Total Scheme Cost (£):	£9 million
Combined Authority Funding (£):	<ul style="list-style-type: none"> • ESF - £5,785,714 • Combined Authority contribution - £242,000 • BRP (year 1) - £1,360,000 • BRP (years 2 & 3) - £1,350,000 Total Combined Authority contribution £8,737,714
Total other public sector investment (£):	Delivery Partners local contribution - £226,286
Total other private sector investment (£):	0 Whilst 2 of the delivery partners can be classed as private sector, they will be utilising public sector grants to fund delivery

Is this a standalone Project?	No – parts of this project will enhance existing delivery in terms of engagement with schools, young people and engagement with businesses
Is this a Programme?	Yes
Is this Project part of an agreed Programme?	No



Scheme Description:

The Leeds City Region Employment Hub will be led by the West Yorkshire Combined Authority (the Combined Authority) Employment and Skills Team. The Employment and Skills Team is part of the Economic Services department, which operationally is known as the Leeds City Region Enterprise Partnership (LEP).

This programme will run for 3 years (2018 to 2021) and will deliver against all the key action areas identified in the Leeds City Region Strategic Economic Plan (SEP) under priority 2: Skilled people, better jobs. The programme will also deliver against the priorities set out in the Leeds City Region Employment and Skills Plan (2016-2020). The scheme will deliver an increase in the number of young people accessing and completing apprenticeships and also support participants of the established talent pool in progressing into and sustaining employment.

By establishing clear links between education and business, and promoting apprenticeships in schools, the programme will increase student contact with, and understanding of, business – in schools and Further Education. This will also have a positive impact on attainment and employability, contributing to the Employment and Skills Plan ambition that all young people should have an entitlement to planned and progressive careers and to the right education opportunities.

The Employment Hub will play a key role in ensuring business have the right skills needed to grow, and individuals are able to enhance their skills and access the right opportunities through an impartial brokerage service. This will ensure skills gaps are addressed by aligning opportunities with the region’s needs. Bringing together the work of a wide range of partners will ensure that the region’s needs are identified and acted upon. Businesses which haven’t previously employed apprentices before will be targeted, reinforcing the message that apprenticeships can be used to address the region’s skills gaps.

The Leeds City Region Employment Hub programme will be delivered through a ‘hub and spoke’ model. As shown in the diagram below.

Diagram 1 – Hub and Spoke Model



The York Employment hub will also deliver in the Craven, Harrogate and Selby districts

Strategic direction, governance, programme/contract management and marketing activity will be delivered centrally (hub/Lead Partner) through the Combined Authority. The spoke element will be delivered by local authorities at local/district level to ensure that provision is tailored to and targeted at local need. The hub and spoke approach builds on and is complimentary to a range of other programmes delivered across the city region.

Delivery Partners will engage at local level with a variety of additional intermediaries whose programmes and services can contribute to and are complementary to the aims of the programme and outputs including a two-way referral approach.

The key Delivery Partners to the programme are partner councils along with C&K Careers and Leeds Beckett University. The Combined Authority already has excellent and well embedded strategic and delivery relationships with the local authorities in the Leeds City Region relating to the skills and employment agenda. The Employment Hub will bring together a range of enhancements to current provision such as enterprise activities in schools and colleges and will build upon the experience and good practice from the successful City Deal wave 1 Apprenticeship Hub programme delivered together between 2013 and 2016.

Each local Employment Hub will operate slightly differently to build on current relationships, ensuring effective and quality provision and the opportunity for flexibility of provision to meet recipient needs within their local geographical area.

The project will deliver the following elements

1. Enhanced support for disadvantaged students/young people to engage with employers

2. A centrally co-ordinated careers and enterprise service and Continuing Professional Development for teachers to develop their knowledge of jobs in key sectors
3. Make strategic connections between businesses and school to create employer encounters in schools and colleges through activities that promote employability skills
4. Independent apprenticeship and employment brokerage (and establishment of a talent pool) to support businesses to offer apprenticeships and individuals to access apprenticeships and roles within these organisations
5. Provide engagement and marketing support and resources to support each of the activities above.

Through utilising business rates pool funding, Combined Authority and partner contributions the project will lever in European Social Fund (ESF) monies, which are administered via the Department for Work and Pensions.

The Combined Authority's bid for ESF has been appraised by the DWP and a decision on the outcome is imminent. In the event that the bid is not successful the Combined Authority plans to undertake an amended scheme which would focus on providing support complementary to current programmes of activity, the programme will ensure that links between business and education are strengthened, that apprenticeships are championed and promoted in schools, and that apprenticeships are targeted in the right areas which benefits the local economy and businesses, and helps to deliver inclusive growth. If required, the revised scheme will be brought back through the assurance process for consideration.

Business Case Summary:

Strategic Case

This scheme will deliver strongly against the Leeds City Region's Strategic Economic Plan's Priority 2: Skilled People, Better Job.

There is a growing gap between the Leeds City Region and the rest of the UK in terms productivity and the proportion of working age people with higher level skills. There is also a gap between the numbers of disadvantaged pupils and other pupils entering apprenticeships. This could be addressed by targeting disadvantaged groups through this scheme. In addition the Leeds City Region lags behind the majority of the UK in terms of the levels of employer engagement in work experience and work inspiration activities with young people. Increasing young people's encounters with employment and business has been demonstrated to result in young people being 86% less likely to result in being classified as NEET (not in employment, education or training).

The scheme's objectives focus on supporting young people with their career choices and ensuring they have contact with businesses, supporting young people to access further learning, employment or apprenticeships, supporting businesses in offering employment and apprenticeships to young people, and developing a talent pool and brokerage service where young people can be matched with employment and learning opportunities.

<p>Commercial Case</p>	<p>There is an identified demand for the services this scheme provides. The structure of the scheme is based on previous programmes which have delivered effective results for the region.</p> <p>The scheme will be delivered on a hub and spoke model, with delivery at a local level being undertaken by identified delivery partners.</p> <p>The Combined Authority will procure and deliver the centralised marketing and communications and scheme and contract management functions.</p>
<p>Economic Case</p>	<p>The project will deliver a number of benefits.</p> <p>There will be 6294 participants, of which 43% will progress into learning programmes or employment. It is anticipated that as a result the number of apprenticeships achieved in the region will also increase.</p> <p>In addition it is forecast that a minimum of 1000 participants will progress from the employment hub into employment which is sustained for 6 months or more. This is an increase of 150 from decision point 2 forecast.</p> <p>The scheme will lead to a 3000 increase in the number of young people's encounters with employers, and 200 additional CPD session will be delivered to teachers focusing on careers guidance and the skills requirements of the region.</p> <p>An economic appraisal has been carried out on the element of the scheme where participants retaining sustained employment. When this element of the scheme is assessed over a 3 year appraisal period, the benefits to cost ratio is 3.3:1 (compared to 2.8:1 at Decision Point 2). However it is anticipated that further benefits will actually be realised over a longer period, particularly for those that have completed apprenticeships in the scheme's delivery period.</p>
<p>Financial Case</p>	<p>The scheme will utilise funding from a variety of sources to fund the £9 million scheme costs. These are ESF, Business Rates Pool years 1, 2 and 3, Combined Authority contribution and Delivery Partner local contribution.</p> <p>A significant source of funding (the ESF grant, £5.786 million) will not be confirmed until September 2018.</p> <p>If the ESF application is not successful the scheme will be re-scoped and a new Expression of Interest submitted</p> <p>The scheme has an existing approval of £242, 000 which will fund limited advanced work in preparation for the outcomes of the funding bids</p>
<p>Management Case</p>	<p>The project will be governed by the Economic Services Performance Group, and managed by the Employment Hub Steering Group.</p> <p>The scheme is now undertaking a number of preparatory tasks now and at risk, so that it is delivery-ready upon receipt of the decision on ESF funding. This is particularly critical to this scheme, as the August exam results period is the key time of the year for apprenticeship referrals and so the scheme aims to maximise the opportunity of this period in 2018.</p> <p>The scheme has a comprehensive risk register in place.</p>



**MINUTES OF THE MEETING OF THE
BUSINESS INVESTMENT PANEL
HELD ON THURSDAY, 10 JANUARY 2019 AT COMMITTEE ROOM A,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Judith Blake CBE (Chair)	Leeds City Council
Councillor Darren Byford	Wakefield Council
Councillor Shabir Pandor	Kirklees Council
Councillor Graham Swift	Harrogate Borough Council
Michael Allen	NatWest Bank
Colin Glass OBE	WGN
Jonathan King	Medusa Holdings Ltd
Gareth Yates	Ward Hadaway

In attendance:

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

51. Apologies for absence

Apologies for absence were received from Councillor Tim Swift, Councillor Alex Ross-Shaw, Marcus Mills and Simon Wright.

52. Declarations of disclosable pecuniary interests

There were no disclosable pecuniary interests declared by Members at the meeting.

53. 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, 4 and 5 of Agenda Item 7 on the grounds that it is likely, in view of the nature of the business to be transacted of 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.

54. Minutes of the meeting of the Business Investment Panel held on 5 December 2018

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

55. Strategic Inward Investment Fund

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

It was highlighted that the total available funding for SIIF has reduced from £12.45m to £10.95m as £1.5m has been transferred to the Digital Inward Investment Fund (DIIF). DIIF supports digital businesses establishing new operations in the Leeds City Region and in the context of Channel 4's investment in a new National HQ in Leeds there is an opportunity to generate greater growth in the creative and digital sector in the City Region.

It was agreed that further information on DIIF, which is marketed to businesses under the *#welcome* brand, would be circulated to all Panel members after the meeting.

The Panel was updated on the project application (SIIF 006) which it had recommended for approval at its meeting on 6 November 2018. The application was considered at Investment Committee on 7 November and at Combined Authority on 13 December 2018, where it was formally approved. A funding agreement is now being finalised with the business.

It was noted that there were no new applications for consideration at this meeting. However, a new application was expected to be brought for consideration at the next Panel meeting.

Resolved:

- (i) That the update on the progress of the Strategic Inward Investment Fund be noted.
- (ii) That the Panel noted approval of the project application (SIIF 006) by the Combined Authority.

56. 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 (BGP).

The Panel was updated on the some funding changes to the BGP. An additional £7m of funding for the programme was approved by the Combined Authority on 13 December 2018. This is to enable delivery of the programme to continue until 31 March 2021, as it was expected that without this additional funding, the programme would be fully committed by the end of September 2019 and would need to close to new applications 18 months before the end of the programme.

In addition, the Combined Authority approved two funding requests from Leeds City Council at its meeting on 13 December 2018. This is to provide a further £1m of funding to support Ad: Venture, a grant programme supporting start up and young businesses up to three years old, and £750,000 to Digital Enterprise, which provides assistance towards investment in information communication technologies.

These changes leave total funding of £44,316 available for the BGP, of which £30,836,923 has already been committed to businesses.

The Panel was asked to consider the grant application 1100964, detailed at 4.1 and attached at exempt Appendices 1 and 2.

Resolved:

- (i) That the update on progress on the Business Grants Programme be noted.
- (ii) That the Panel recommends the grant application for project reference 1100964 for approval at a reduced level.

57. Growing Places Fund loans

The Panel considered a report which provided an update on the progress in committing loans through the Leeds City Region Enterprise Partnership (the LEP) Growing Places Fund (GPF).

It was noted that the programme has currently enabled the sustainment or creation of 824 jobs and the building of 693 homes of which 106 (15%) are affordable. Members welcomed this as a positive in terms of Inclusive Growth.

The Panel was updated on two projects (loans 315 and 113) both with changed circumstances, attached at exempt Appendices 1 and 2. Members were invited to sit on an advisory group for loan 315 to provide specialist advice as and when required. Jonathan King and Michael Allen indicated they would be willing to do so.

Members were informed of one project which has achieved full repayment in early December (loan 107), attached at exempt Appendix 3. The Panel noted the positive success of the project.

The Panel also considered the planned project closure (loan 305) attached in exempt Appendices 4 and 5.

Resolved:

- (i) That the update on progress on the Growing Places Fund be noted.
- (ii) That the update on the changed circumstance of loan 315 be noted and that the recommendation as to management of the loan in exempt Appendix 1 be adopted.
- (iii) That the updates on loans 113 and 107 be noted.
- (iv) That the information on loan 305 be noted and a project closure form be initiated as part of the Combined Authority's Assurance Framework and investment returned to the Growing Places Fund programme for future reinvestment.

58. Date of next meeting

The next meeting is 5 February 2019 at 2pm in Committee Room A, Wellington House, Leeds