

WEST YORKSHIRE COMBINED AUTHORITY

**MEETING TO BE HELD AT 11.00 AM ON THURSDAY, 6 FEBRUARY
2020 IN COMMITTEE ROOM 1, CITY HALL, BRADFORD**

A G E N D A

Please note that this meeting will be filmed for live or subsequent broadcast via the Combined Authority's internet site. At the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. Generally the public seating areas will not be filmed; however by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting. If you have any queries regarding this, please contact Governance Services on 0113 251 7220.

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING OF THE COMBINED AUTHORITY
HELD ON 9 JANUARY 2020**
(Pages 1 - 10)

For Decision

- 5. BUDGET AND BUSINESS PLAN 2020/21**
(Member lead: Cllr S Hinchcliffe, Director: Angela Taylor)
(Pages 11 - 46)
- 6. CAPITAL SPENDING AND PROJECT APPROVALS**
(Member lead: Cllr D Jeffery, Director: Melanie Corcoran)
(Pages 47 - 128)

7. BREXIT

(Member lead: Cllr S Hinchcliffe, Director: Alan Reiss)
(Pages 129 - 132)

8. LEEDS CITY REGION LOCAL ASSURANCE FRAMEWORK

(Member lead: Cllr S Hinchcliffe, Directors: Melanie Corcoran & Angela Taylor)
(Pages 133 - 138)

9. STRATEGIC RAIL

(Member lead: Cllr J Blake, Director: Alan Reiss)
(Pages 139 - 146)

10. FUTURE BUS OPTIONS

(Member lead: Cllr J Blake, Director: Dave Pearson)
(Pages 147 - 150)

11. LEEDS CITY REGION MASS TRANSIT

(Member lead: Cllr J Blake, Director: Alan Reiss)
(Pages 151 - 158)

12. LEEDS CITY REGION SUSTAINABLE DRAINAGE SYSTEMS GUIDANCE

(Member lead: Cllr T Swift, Director: Alan Reiss)
(Pages 159 - 200)

13. CORPORATE PLANNING AND PERFORMANCE

(Member lead: Cllr S Hinchcliffe, Director: Angela Taylor)
(Pages 201 - 212)

For Information

14. MINUTES FOR INFORMATION

(Pages 213 - 214)

Signed:



**Managing Director
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 9 JANUARY 2020 AT COMMITTEE ROOM A -
WELLINGTON HOUSE, LEEDS**

Present:

| | |
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| Councillor Susan Hinchcliffe (Chair) | Bradford Council |
| Councillor Tim Swift MBE (Deputy Chair) | Calderdale Council |
| Councillor Andy D'Agorne (Substitute) | York Council |
| Councillor Judith Blake CBE | Leeds City Council |
| Roger Marsh OBE | Leeds City Region Enterprise Partnership |
| Councillor Peter McBride (Substitute) | Kirklees Council |
| Councillor John Pennington | Bradford Council |

In attendance:

| | |
|--------------------------|--|
| Councillor Kim Groves | Chair, Transport Committee |
| Councillor Peter Harrand | Chair, Overview & Scrutiny Committee |
| Peggy Haywood | MHCLG (minute 58 only) |
| Ben Still | West Yorkshire Combined Authority (to minute 57) |
| Angela Taylor | West Yorkshire Combined Authority |
| Caroline Allen | West Yorkshire Combined Authority (to minute 57) |
| Ruth Chaplin | West Yorkshire Combined Authority |
| Seamus McDonnell | West Yorkshire Combined Authority (minute 58 only) |
| Heather Waddington | West Yorkshire Combined Authority (minute 58 only) |

51. Apologies for Absence

Apologies for absence were received from Councillors Aspden, Golton, Hall, Jeffery and Pandor.

52. Declarations of Disclosable Pecuniary Interests

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

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

Resolved: That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendix 1 to Agenda Item 5 and Appendices 1, 2, 3 and 4 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.

54. Minutes of the Meeting of the Combined Authority held on 10 October 2019

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 10 October 2019 be approved and signed by the Chair.

55. Capital Spending and Project Approvals

The Combined Authority considered a report of the Director of Delivery on the progress and funding for the following schemes through the Combined Authority's assurance process:

- Leeds Transport Model
- Leeds City Region Skills for Growth
- Bradford Interchange Carriageway Works
- Connecting Innovation
- White Rose Station
- Leeds Bus Station Gateway
- A58 Beckett Street & York Street
- Infirmary Street Gateway
- A660 Holt Lane

It was noted that since the last meeting, decisions on the following schemes have been made by the Investment Committee:

- LTP – Integrated Transport Block – Districts' Programmes
- Bradford Shipley Route Improvement
- Wakefield South East Gateway – Rutland Mills
- Leeds PIPES District Heating Network

Details of all the schemes were provided in the submitted report.

Members noted the update on the current status of the Leeds City College Quarry Hill project which were attached as Exempt Appendix 1. The appendix set out consideration for the completion of the Quarry Hill project and subsequent repayment of the Combined Authority loan and outlined the recommendations of the Investment Committee held on 4 December 2019.

Resolved:

- (a) In respect of Leeds Transport Model Update 2020 -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Leeds Transport Model Update 2020 project proceeds through Decision Point 2 and work commences on Activity 5 (full business case with finalised costs).
 - (ii) That an indicative approval of £600,000 is given from the West Yorkshire plus Transport Fund towards a total scheme cost of £1.2 million with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5.
 - (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at Decision Point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (b) In respect of Leeds City Region Skills for Growth –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Leeds City Region Skills for Growth programme proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
 - (ii) That an indicative approval to the Combined Authority's contribution of £2.429 million (which will be funded through £1.464 million from the ESIF fund and £964,925 from the Local Skills Fund is given with full approval to spend being granted once the outcome of the ESIF bid is known and the scheme has progressed through the assurance process to decision point 5. The total project value is £2.929 million with the remaining £500,000 to be raised from business sponsorship.
 - (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (c) In respect of Bradford Interchange Carriageway Works -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Bradford Interchange Carriageway Works proceeds through decision point 2 and work commences on Activity 4 (full business case).

- (ii) That an indicative approval to the total project value of £2 million is given from the Local Transport Plan - Integrated Transport Block with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5.
 - (iii) That development costs of £461,400 are approved in order to progress the scheme to decision point 5.
 - (iv) That the Combined Authority enter into a Funding Agreement with City of Bradford Metropolitan District Council for expenditure up to £300,000.
 - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the 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.
- (d) In respect of ERDF – Connecting Innovation -
- That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the ERDF Connecting Innovation project proceeds through decision point 2 and work commences on Activity 5 (full business case).
 - (ii) That an indicative approval of £2,779,846, comprised of £750,961 from the Access to Capital Grants element of the Local Growth Fund and £2,028,885 from the European Regional Development Fund. The total project costs are £4,057,771 million, with Small Medium Enterprise match funding of £1,277,925 million.
 - (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the 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.
- (e) In respect of White Rose Station -
- That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the White Rose Station project proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).

- (ii) That indicative approval to the total project value of £5 million has been given from the LPTIP fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
 - (iii) That development costs of £2.611 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 £3.111 million.
 - (iv) That the Combined Authority enters into a Funding Agreement with the developer for expenditure of up to £1.9 million from the LPTIP Fund.
 - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (f) In respect of Leeds Bus Station Gateway -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Leeds Public Transport Improvement Programme Leeds Bus Station Gateway project proceeds through decision point 3 (outline business case) and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the total project value of £4.984 million is given from the Leeds Public Transport Investment Programme fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) That development costs of £350,000 are approved in order to progress the scheme to decision point 5.
- (iv) That the Combined Authority enters into a variation to the Funding Agreement with Leeds City Council for release of expenditure of £350,000 from the LPTIP Fund for further project development.
- (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme

Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(g) In respect of A58 Beckett Street & York Street -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the A58 Beckett Street and York Street proceeds through decision point 3 (Outline business case) and work commences on activity 4 (full business case).
- (ii) That an indicative approval to the total project value of £14.536 million is given from the Leeds Public Transport Investment Programme fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (FBC with finalised costs).
- (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision points 4 and 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(h) In respect of LCCP Infirmarv Street -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Infirmarv Street Gateway scheme proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the total project value of £8.90 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) That future approvals are made in accordance with the Assurance pathway and Approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(i) In respect of LPTIP: A660 Holt Lane -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the A660 Holt Lane project proceeds through decision point 5 and work commences on activity 6 (Delivery).
 - (ii) That approval to the total project value of £1.150 million is given from the LPTIP fund.
 - (iii) That the Combined Authority enters into an addendum to the Funding Agreement with Leeds City Council for expenditure of up to £1.150 million from the LPTIP Fund.
 - (iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (j) In respect of Leeds City College, the Combined Authority approves the recommendations of the Investment Committee on the 4 December 2019 as outlined in Exempt Appendix 1 of the submitted report.

56. Draft Budget & Business Plan 2020/21

The Combined Authority considered a report of the Director, Corporate Services which provided outline directorate business plans and the proposed draft revenue and capital budget for 2020/21.

The draft business plans for each directorate, which were attached at Appendix 1, were noted. These set out the priorities and focus for the coming year, aligned with the four corporate objectives. In respect of the 'supporting clean growth' objective, Members agreed the proposal for this to be renamed 'tackling the climate emergency'.

Members discussed the proposed draft revenue budget for 2020/21 attached at Appendix 2 which had been produced following scrutiny and input from the Authority, with the detail being overseen by the Budget Working Group. It was noted that work was continuing and external engagement through the YourVoice portal on the Authority's website was being carried out. It was suggested that a link to the portal be provided in the Members' newsletter. Reports would also be considered by the Overview and Scrutiny and Governance and Audit Committees.

The draft capital budget was attached at Appendix 3 and set out the latest draft forecast budget for capital expenditure and funding by programme up to 2022/23.

The final business plan and budget for 2020/21 including the reserves policy and treasury management statement will be brought to the next meeting on 6 February 2020.

Resolved:

- (a) That the draft business plan and revenue budget proposals for 2020/21 and draft capital budget be noted.
- (b) That the amended corporate priority of 'Tackling the Climate Emergency' be agreed.

57. Governance Arrangements

The Combined Authority considered a report of the Director, Corporate Services on the following governance issues:

- Changes to Wakefield Council's Combined Authority member, substitute member and West Yorkshire & York Investment Committee member.
- To appoint the Chair of the West Yorkshire & York Investment Committee.
- To appoint a Combined Authority member to the Transport Committee.
- To approve the appointment of 3 additional non-voting members to the Employment & Skills Panel to represent education and training providers.

Resolved:

- (a) That the changes in Wakefield Council's appointments to the Combined Authority and the West Yorkshire & York Investment Committee as detailed in paragraph 2.1 of the submitted report be noted.
- (b) That Councillor Denise Jeffery be appointed as Chair of the West Yorkshire & York Investment Committee.
- (c) That Councillor Denise Jeffery be appointed as the Combined Authority's member to the Transport Committee.
- (d) That a further two additional non-voting members be appointed to the Employment & Skills Panel to represent education and training providers as detailed in Appendix 1 to the submitted report.

58. European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD)

The Combined Authority considered a report of the Director, Corporate Services on the European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD).

It was reported that the Investment Committee had considered the detail of the projects and endorsed the advice and selection decisions which included the assessment of one full application and two outline applications which were attached as Exempt Appendices 2-4 of the submitted report.

In its role as the Intermediate Body (IB), the Combined Authority discussed the advice and recommendations provided in the exempt appendices. In respect of Exempt Appendix 3, it was agreed that a decision be delegated to the Investment Committee pending further information being provided to them for consideration.

Resolved:

- (a) That the advice included in the outline assessment form and any respective conditions at Part 3 of Exempt Appendix 2 be approved by the Combined Authority, in its role as the Intermediate Body for the SUD part of the ESIF programme.
- (b) That a decision on Exempt Appendix 3 be delegated to the Investment Committee pending further information being provided to them for consideration at a future meeting.
- (c) That the advice included in the full assessment form at Part 2 of Exempt Appendix 4 be approved by the Combined Authority, in its role as the Intermediate Body for the SUD part of the ESIF programme to allow the Managing Authority to issue a funding agreement subject to the proposed conditions set out in the full assessments being fully met.

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Report to: West Yorkshire Combined Authority

Date: 6 February 2020

Subject: **Budget and business plan 2020/21**

Director: Angela Taylor, Director of Corporate Services

Author(s): Jon Sheard and Angela Taylor

| | |
|---|---|
| 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: | N/A |

1. Purpose of this report

- 1.1 To consider and approve the proposed revenue budget and transport levy for 2020/21, the indicative capital budget and programme and treasury management statement.
- 1.2 To approve the detailed business plan for 2020/21 that sets out the services, activities and priorities for the organisation in the coming year.

2. Information

Background

- 2.1 West Yorkshire Combined Authority continues to focus on its ambitious plans, seeking to deliver good inclusive growth for the region. Building on its progress in recent years which has seen the organisation reshaped and streamlined in order to best support this aim, the current year has seen good progress on a number of fronts with successes including:
 - Good progress on West Yorkshire-plus Transport Fund schemes continues with the start of work on a £2.8 million transformation of Castleford rail station, the creation of an additional 83 free car parking spaces at Garforth

rail station bringing the total to 333 spaces and major improvement work on Keighley's Hard Ings Road, which, by reducing congestion, will also improve air quality for road users and residents alike, and consultations on proposals for a new railway station at Elland.

- Supported 3,025 businesses in the region to grow and become more productive.
- Declared a Leeds City Region climate emergency and launched a programme of work to determine how to transition to a net zero carbon economy by 2038.
- Invested £10.19 million in the next phase of flood alleviation across seven projects in the Leeds City Region safeguarding 23,177 jobs and 500 businesses from flood risk.
- Contributed to cleaner air by installing 88 ultra-low emission vehicle (ULEV) charging points for taxis, cars and vans.
- Published the interim Future Ready Skills Commission report which identified 10 priorities that must be addressed in order to create a devolved skills system that works for employers, individuals and training providers.
- Launched one of the UK's first special educational needs and disability Careers Hub where 29 schools and multiple major employers have been linked to help transform careers education for pupils.
- Worked with 60 businesses and 24 schools through the CityConnect programme to help more people to travel by bike and on foot.
- Added 18.5km of high quality, segregated routes, to the region's growing cycling and walking network, including Bradford's Canal Road Cycleway, Leeds City Centre Cycle Superhighway and a series of towpath improvements on the Rochdale Canal around Hebden Bridge.

2.2 The Combined Authority works alongside the Leeds City Region Enterprise Partnership (LEP) in delivering its aims, with the LEP providing strong and strategic links to business across the region. The LEP has been hugely successful in securing funding through the Growth Deal that has seen investments in new colleges, flood alleviation works, housing and regeneration and business support. Over the past year it has taken action to ensure it will be compliant with the requirements of the government's 'Strengthening LEPs' document issued in 2018. To do this it has been necessary to redefine the formal footprint of the LEP, but there is a strong commitment to maintaining and further developing the close collaboration between those areas of the York, North Yorkshire and East Riding LEP that continue to form part of the LCR economic area. Current funding programmes covering that functional economic area continue to at least March 2021 and the LEP will introduce formal and informal arrangements to ensure the best of joint working continues.

- 2.3 The current Growth Deal funding – the largest Growth Deal in the country – comes to an end in March 2021 and the size and shape of funding beyond this date is unknown. Short term funding streams supporting skills and business interventions also come to an end during this time period, creating a huge gap in the Combined Authority and LEP’s ability to respond in these critical areas. Negotiations continue with government on a devolution deal that would bring significant benefits for the region to build on the successes to date but it is not yet known how and when this will be finalised. A range of areas and issues have been identified for which funding is required to support interventions to address historic underinvestment in the region, to drive up quality of life and productivity and to respond to the climate emergency.
- 2.4 Coupled with this are the challenges in securing the appropriate revenue budget. The Combined Authority is largely funded by a combination of government grants and the transport levy paid by the constituent local authorities – Bradford, Calderdale, Kirklees, Leeds and Wakefield. Local authorities are facing a difficult funding position as they continue to await the outcome of the fair funding review and the comprehensive spending review later in 2020. Meanwhile their funding continues to fall and the demand for their services continues to increase.
- 2.5 In setting its revenue budget the Combined Authority is mindful of these constraints on its partners and is proposing a continuing reduction in the levy contribution paid to it for 2020/21, as well as a short term reprofiling of one of the earmarked reserves (the Transport Fund reserve). In support of the levy reduction the Combined Authority is also seeking to ensure that it has maximised its opportunities to increase income, reduce expenditure and demonstrate that it is operating as efficiently and effectively as possible. The business plans set out later in this report seek to demonstrate clearly how and where the revenue budget is spent and what services and outcomes are achieved as a result.
- 2.6 The focus for 2020/21 will reflect the climate emergency challenge whilst continuing to achieve inclusive economic growth, through improving the number of good quality jobs on offer, improving connectivity and increasing opportunities for young people to progress and for businesses to move to and grow within the region.

Business plan 2020/21

- 2.7 Work has been undertaken to produce a detailed business plan for the Combined Authority for 2020/21, maintaining the focus on the corporate objectives agreed for the current corporate plan: Productivity, inclusive growth and a 21st century transport system. The fourth objective of clean growth has now been repositioned as tackling the climate emergency.
- 2.8 In producing their business plans all directorates have been required to demonstrate how their expenditure delivers against the objectives and priorities of the Combined Authority and its partners, demonstrating efficiency

and effectiveness and value for money for the services delivered. A clear link through to the four priorities must also be made clear.

- 2.9 **Appendix 1** sets out the summary business plan for each directorate, demonstrating how they deliver against the organisation's corporate priorities and objectives and, at this summary level, the resources required to do so. Each directorate is also developing a number of key performance indicators (KPIs) that will enable performance to be monitored throughout the year. These indicators will build on current levels of achievement to provide an element of stretch, as well as demonstrating efficiency and value for money. The detailed business plans and KPIs will be finalised and published in March with regular reporting to be undertaken on achievement throughout the year.
- 2.10 A public facing corporate plan is being produced for April, drawing on the information in the business plans and presenting this in an accessible way to demonstrate what the Combined Authority and LEP intend to deliver for people in the region in the coming year. In line with the current year a LEP Delivery Plan will be presented alongside this.

Revenue budget 2020/21

- 2.11 The draft baseline revenue budget is attached as **Appendix 2** and shows a balanced position for 2020/21. It assumes the transport levy is cut by a further £1 million (the third in a series of three year cuts) as previously agreed. It also acknowledges the difficulty of setting a budget in the current context when devolution negotiations are not yet concluded, the new government and its policies are unknown and both the budget and the spending review are still to happen later in the year. Recent budget discussions with members have shown little opportunity or appetite to add to current spending in this situation and that the focus should be on maintaining existing front line services.
- 2.12 In putting together budget submissions directorates within the Combined Authority are tasked with minimising costs and maximising income. Senior manager challenge sessions are used to scrutinise the funding requirements put forward, with this information then informing discussions with Members on options to present a balanced budget. These actions have resulted in a range of efficiencies and savings each year that have contributed to the Combined Authority being able to reduce the transport levy and achieve more for less. In line with the medium term financial strategy approved in February 2018 and taking into account changes that have occurred since the strategy was agreed, the budget for 2020/21 is balanced without the need to use general reserves.
- 2.13 A balanced position has been achieved on the basis that the renegotiation of the English National Concessionary Travel Scheme (ENCTS) arrangements will deliver £0.5 million additional savings, and that £400k of efficiency / transformation savings can be found within transport functions. These savings will contribute to protecting front line services to the travelling public in the form of bus tendered services and the concessionary travel schemes. However the budget as set is not without its risks and challenges and these are set out in the following paragraphs.

- 2.14 **Bus strategy** – The commitment made in the medium term financial strategy required a 20% reduction in the cost of bus tendered services over a three year period. This is on top of actions already taken over the last 10 years which have seen the cost of providing bus services reduce by 50% in real terms. Significant savings have been achieved through smarter procurement, bus network reviews that minimise impact on customers, retendering of some school services and a continued focus on value for money. The proposed budget seeks to maintain the expenditure on bus services at its current level. Work is taking place to understand different models for improving connectivity within this envelope, including demand responsive services. It should also be noted that the proposed sale of First Group later this year brings both opportunities and challenges including a very real risk of actions by new owners that could increase pressure on this budget. The work taking place to understand how and where the Combined Authority could be involved in or influence the sale process is considered as part of agenda item 10.
- 2.15 **Concessionary travel** – a significant part of the Combined Authority’s budget is spent on the discretionary and statutory elements of the concessionary travel scheme. The current costs of the statutory English National Concessionary Travel Scheme are £46 million and are calculated using a spreadsheet model prescribed by the Department for Transport. This model includes a number of factors, including bus operating costs, so in effect will change each year as inflation affects fuel and salary costs of bus operators. In order to mitigate the potential volatility of these costs arrangements with the major bus operators are in place. The assumption in the 2020/21 budget is a small reduction forecast for 2020/21 as agreements are due for renegotiation and are based on the smarter travel data now available.
- 2.16 A further £9.5 million per annum is spend on discretionary concessions, predominantly for young people and enables them to travel at half fare up to the age of nineteen. This clearly supports the inclusive growth aims of the Combined Authority and discussions are taking place with bus operators to ensure that maximum benefits are derived from this expenditure. A further £650k is spent on discretionary concessions for seniors on rail.
- 2.17 **Transport Services** – as well as the position set out above with regard to bus tendered services and concessionary travel other areas of spend continue to be examined within the transport services directorate. On top of the savings achieved previously a further target of £400k has been set for efficiency / transformational changes across the directorate..
- 2.18 **Enterprise Zones** - the LEP has established two Enterprise Zones (EZ), one in Leeds and a multi site one that consists of eight sites along the M62. The business rates earned from these sites accrue to the LEP and are received by the Combined Authority as the accountable body. This continues over the 25 year period since they were established (2013 for Leeds and 2016 for the M62) and is one of the key income streams that has the capacity to grow and assist in establishing a viable revenue budget in future years.

- 2.19 The Leeds EZ has been established for some years and is due to pay over £1.8 million in 2020/21 (£1.2 million budgeted in 2019/20). Detailed scrutiny of the pipeline of future development continues to enable a more robust position to be established. Significant growth in this income could for example provide a means by which to fund business and skills projects, or further trade and investment activities, and remove some of the dependence on short term government funding.
- 2.20 The M62 EZ consists of eight sites, only two of which are forecast to make any payments this financial year – Lindley Moor West and South Kirkby. The budget estimates £0.5 million for 2020/21. Collectively the sites needed significant investment and further development before they can become income generating. A number of sites are currently progressing using Growth Deal capital funds.
- 2.21 **Capitalisation** - the level of capitalisation ie charging eligible revenue costs to capital schemes is included in the revenue budget and reflects the significant capital programme in comparison to the revenue expenditure. All opportunities to maximise this are being taken and the capacity to extend this will be re-visited should the bid for funding from the Transforming Cities Fund be successful.
- 2.22 **Policy, Strategy and Communications**– a number of posts in the team continue to be held vacant in the 2020/21 budget in order to manage costs. This will clearly limit the capacity of the team to deliver across the full range of policy areas for the Combined Authority and its district council partners and a number of policy items. Additional funds have been made available by government in the current year to support the work on developing the Local Industrial Strategy (LIS) and ensuring it is underpinned by robust evidence. A compelling strategy will be key to unlocking future funding for the region.
- 2.23 **Trade and Investment** – external funding is being sought to continue the Key Account Manager posts currently provided through external funding and if this bid is unsuccessful these costs would need to be met from revenue budgets. There is a clear need to ensure post Brexit that there is sufficient resource to continue to build on the successes of recent engagements with China and India for and that the team is able to respond on behalf of the region to opportunities.
- 2.24 **Pay and pension** – the triennial pension valuation undertaken during 2019 is due to report the ongoing employer contributions for the next three years from 2020/21. At this stage it has been assumed that contributions will be cost neutral.
- 2.25 In line with our constituent authorities, it has been assumed that future year pay awards will be around 2% average rate.
- 2.26 The Combined Authority ensures no employee is paid less than the real living wage. As part of its work on social inclusion consideration will be given as to whether to pursue the full Living Wage Foundation accreditation. This would

require the Combined Authority to ensure its contractors and sub-contractors all pay their employees no less than the real living wage. Further work is being undertaken to establish the potential financial costs of doing this, alongside the wider inclusive growth benefits of doing so, looking at this issue in line with our constituent authorities. No contingency has been built into the current budget assumptions to enable this accreditation to be pursued

- 2.27 The proposed budget includes a savings target of £1.5 million against staffing costs. This is based on savings against budget that will arise as a result of the timing gap between employees leaving and their replacements starting work, as well as the savings secured by purposefully not filling the full establishment of the policy and strategy teams. The Combined Authority keeps its staffing structures under regular review to ensure that they continue to best meet current and emerging needs.
- 2.28 **Commercialisation** – the Combined Authority owns a portfolio of operational property assets, largely the bus stations in West Yorkshire and some land and property acquired for previous transport schemes. An asset management strategy is in development. In parallel with this opportunities are being sought to maximise commercial rents from the portfolio and to identify the longer term scope to realise any redevelopment potential. The proposed revenue budget includes targets for tenant income at the main premises, as well as income from toilet charging which has been introduced at the larger bus stations.
- 2.29 **Other income streams** – the Combined Authority continues to seek and be awarded further funding, much of which is short term and only confirmed on an annual basis. All of this confirmed funding has been built into the 2020/21 budget. At this point the continuation of this funding beyond 2020/21 is unclear and gives rise to a revenue budget gap of up to £3 million should the Combined Authority and LEP wish to continue providing the services funded in this way. This ‘cliff edge’ scenario of short term funding coming to an end for business support programmes in particular continues to cause ongoing challenges in planning the delivery of these key programmes.
- 2.30 **Borrowing costs** – An indicative three year capital programme and statement of available funding have been prepared and are considered in more detail later in this paper. A significant number of new schemes have achieved decision point 2 of the assurance framework and have therefore passed the eligibility threshold for inclusion in the capital programme. Much of the current Growth Deal funding which makes up the largest element of the capital funding available concludes in March 2021. There is an ongoing income stream beyond this date of between £30-£40 million per annum for the West Yorkshire plus York Transport Fund (WY+TF), to be supplemented by borrowing in accordance with the original City Deal agreed in 2012, but it is expected there will still be a requirement beyond 2021 for a broader capital programme that would need to be supported by borrowing or yet to be identified funding streams.
- 2.31 The detailed WY+TF programme is verified by local authority partners delivering the individual projects and highlights a future borrowing

requirement. The estimated revenue costs of supporting this borrowing are reflected in the final proposed budget in today's report, and are to be funded from the Transport Fund reserve. It is intended to utilise the Transport Fund reserve to support these costs but once these are applied it must be noted that there will be an ongoing long term commitment to meet the costs of the borrowing entered into. The Transport Fund reserve currently has sufficient funds to meet these initial borrowing costs and it is therefore proposed that the previously agreed 2020/21 rebate of £2 million back to local authority partners be increased to £3 million. Ongoing review of the capital budget and borrowing requirements will continue and the scale of contributions to the reserve will be reconsidered each year as part of the annual budget discussions.

Reserves policy

- 2.32 Any budget proposals should be supported by an appropriate reserves policy. Good practice is that such a policy should be based on a risk assessment of the different areas of spend and income and as such will vary from year to year and from organisation to organisation. The workings for this year's reserves policy are set out in **Table 1** below and are based on the approach taken in previous years with an updated assessment of the relative risks currently facing the Combined Authority.

| Table 1 - Reserves Policy | Budget 2020-21 £m | Reserves 2020-21 £m |
|---|----------------------------------|------------------------------------|
| Risk on Concessions | 55.16 | |
| 5% contingency for volatility of payments and bus operator landscape risks (previously 3% but increased to 5% until more information known) | | 2.76 |
| Risk on Subsidised Bus services (gross) | 25.86 | |
| 5% contingency due to inflationary and market conditions | | 1.29 |
| 50% Risk of not reducing budget/unintended reactions from operators | | 0.50 |
| Risk (general) on other areas of spend | | |
| Passenger & Bus Station Services (net) | 6.99 | |
| Trade and Inward Investment | 1.03 | |
| Policy, Strategy and Communications | 5.49 | |
| Financing (net) | 5.28 | |
| Corporate Services | 6.12 | |
| | <u>24.91</u> | |
| Risk of inflation increases/capacity demands etc at 3% | | 0.75 |
| Other Risks 2020/21 (Brexit, devolution, operational matters) | | 1.50 |
| Risk on income | | |
| Risk that income falls short of expectations (eg Enterprise Zone receipts) | | 0.50 |
| Total reserves required | | <u>7.30</u> |

- 2.33 The closing general reserves position for 2019/20 is currently forecast to be £7.2m. For 2020/21 the budgeted assumption does not require a further release from the general reserve. It is proposed to protect maintain the general

reserve at this level in line with the above assumptions for 2020/21. The general reserves policy will be kept under review to ensure it is kept at an optimum level to best meet the needs of both the Combined Authority and the West Yorkshire local authorities.

- 2.34 The West Yorkshire plus Transport Fund (WY+TF) reserve was established to enable effective management of the borrowing costs of the WY+TF and to avoid the need for sudden increases in levy funding. The reserve at the end of 2019/20 will be £38.2 million and current estimates on the capital programme forecast that this reserve starts to be utilised from 2023/24. The capital spend and use of this reserve for borrowing will be kept under annual review.

Transport levy

- 2.35 The Combined Authority is required to set the transport levy annually and in accordance with the regulations meaning that the levy must be set by 15 February in the year preceding that to which the levy applies.
- 2.36 Adjustments have been made to the levy for a number of years to enable an equitable distribution of funding that has been paid to local authorities when formerly it was paid directly to the Combined Authority (and the former West Yorkshire Integrated Transport Authority). This includes for example concessionary fares funding that was paid to the partner authorities on a different formula basis than population. These adjustments were agreed with them and ensure that they each 'passported' through to the Combined Authority any relevant direct funding received. The mechanism involves setting a gross levy and providing a rebate to each local authority in the year to compensate for any over-recovery. In order to ensure consistency in respective levy payments these agreements have been presumed to continue for 2020/21.
- 2.37 **Table 2** below sets out the net and gross levy by population, in accordance with the regulations, showing the effect of the decrease of £1 million and the change in the population base which this year is relatively insignificant.

| Table 2 - District Council levies | | | | | | | Proposed |
|-----------------------------------|---|------------------------|--------------------------|-------------------------------|---------------------------|------------------------|------------------------|
| | Relevant Population June '18 for 2020/21 | Net 2019/20 £000 | Gross 2020/21 £000 | % of levy By District % | Refund 2020/21 £000 | Net 2020/21 £000 | Rebate 2020/21 £ |
| Bradford | 537,173 | 23,180,271 | 23,846,429 | 23.15% | 918,255 | 22,928,174 | 702,596 |
| Calderdale | 210,082 | 8,859,560 | 9,326,056 | 9.05% | 574,195 | 8,751,861 | 268,186 |
| Kirklees | 438,727 | 18,177,594 | 19,476,169 | 18.91% | 1,515,277 | 17,960,893 | 550,382 |
| Leeds | 789,194 | 33,434,036 | 35,034,261 | 34.01% | 1,944,449 | 33,089,812 | 1,013,982 |
| Wakefield | 345,038 | 15,249,127 | 15,317,085 | 14.87% | 147,235 | 15,169,849 | 464,855 |
| | 2,320,214 | 98,900,588 | 103,000,000 | 100.00% | 5,099,411 | 97,900,588 | 3,000,000 |

- 2.38 Also included in **Table 2** is the proposed part rebate of previously received contributions towards the Transport Fund reserve. The proposal is to rebate £3 million for 2020/21 only, an increase of £1 million on the amount agreed last year, whilst the requirement for borrowing against the capital programme

is building up. A proportionate rebate will also be made for City of York Council which is a contributor to the Transport Fund reserve.

- 2.39 In accordance with the regulations District Councils will be notified of the transport levy by mid-February and will make payments to the WYCA in ten monthly instalments from 1 April 2020.

Capital strategy

- 2.40 The Treasury Management Code of Practice and the Prudential Code requires authorities to have in place a capital strategy. This should set out the long term context in which capital expenditure and investment decisions are made, giving due regard to both risk and reward and impact on the achievement of priority outcomes. This capital strategy should form a part of an authority's integrated revenue, capital and balance sheet planning.
- 2.41 The strategy was approved in April 2019 and is currently being reviewed / revised and will be brought to a future meeting of the Combined Authority for approval. This will also be aligned to the investment strategy under development to support the emerging loans programme. The following section on the capital budget considers the capital plans in more detail.

Capital budget

- 2.42 The following paragraphs set out the capital funding available to the Combined Authority for 2020/21 and subsequent years and the indicative capital programme expenditure for which this funding will be used. It reflects the impact of the way in which the Department for Transport (DfT) provides capital funding, most notably the devolution of the major scheme funding and the topslice of Local Transport Plan Integrated Transport (LTP) block funding to the WY+TF element of the regional Growth Deals.
- 2.43 2020/21 is the final year of the six year Growth Deal and also the final year of funding for the Leeds Public Transport Investment Programme. The requirement to complete spending on these programmes brings a number of challenges, not least the need to ensure sufficient capacity to deliver the remaining funding whilst also potentially gearing up to deliver the Transforming Cities Fund (TCF) programme. A successful bid to the TCF bid would see a significant increase in resources required to deliver a complex programme in tight timescales – at a scale double that of the Growth Deal. Early work has been undertaken to ensure a rapid start can be made once the bid outcome is announced but there will be increased pressure to deliver the early stages of this whilst concluding Growth Deal and LPTIP.
- 2.44 In previous years, following discussions with the Investment Committee, and considering the flexibility granted from Government, the Combined Authority endorsed the approach whereby at the year end the available funding was applied to appropriate capital schemes in a way to maximise the use of time limited funding and reduce the risk of funding being clawed back or reduced in future years. This enabled certain funding streams to be carried forward to

this and subsequent years in order to optimise the delivery of the portfolio of approved projects. It is proposed that a similar approach is taken for 2019/20 and that this be kept under review as part of the year end closedown work.

- 2.45 **Appendix 3** sets out the capital expenditure and funding budget estimates for the period 2019/20 to 2022/23. These figures are indicative at this stage and include the costs and funding for the Transforming Cities Bid and Future Mobility Zone bid, both of which are awaiting government confirmation. The attached provides sufficient headroom to enable expenditure to be accelerated where possible.
- 2.46 At the time of writing this report the 2020/21 settlement letter is still awaited from DfT with regards to the Integrated Transport Block, the Highways Maintenance Block (both incentive and needs element) and the Pothole Action Fund. The Combined Authority is determined by DfT to be the accountable body in West Yorkshire and funding will be allocated and paid to it.
- 2.47 The Highways Maintenance allocations and Pothole Action Fund are made in full to District Councils with the funding received by the Combined Authority paid over to the Districts via quarterly payments, as determined by the DfT's formulaic allocation. Given this money is effectively simply passported through to the local authorities it is not required to be progressed through the assurance framework and it is proposed that approval is given via this report for the expenditure to be incurred via the usual quarterly payments. The values (though indicative) are set out in **Table 3**. It is proposed, as in previous years, that the Director, Corporate Services as s73 Officer, be authorised to approve revised payments should final confirmed sums by DfT differ from those indicative ones set out below.

Table 3

| | Pothole Action Fund | Highways Maintenance Needs Based | Highways Maintenance Incentive | Integrated Transport Block |
|----------------|-----------------------------|--|--------------------------------------|----------------------------------|
| | 2020/21 £m Indicative | 2020/21 £m Indicative | 2020/21 £m Indicative | 2020/21 £m Indicative |
| West Yorkshire | 1.594 | 23.506 | 4.897 | 13.104 |
| Bradford | 0.305 | 4.940 | 1.036 | - |
| Calderdale | 0.198 | 3.151 | 0.661 | - |
| Kirklees | 0.323 | 4.890 | 1.025 | - |
| Leeds | 0.508 | 6.956 | 1.458 | - |
| Wakefield | 0.260 | 3.569 | 0.717 | - |

- 2.48 Ongoing financial monitoring and planning will enable updates to be provided on the affordability of the programme and the appetite to support the required level of borrowing which is envisaged to be required. In accordance with the City Deal, funding for schemes is partly through government grant but is also required to be supported through local contributions, which has previously been agreed as a levy supporting borrowing costs. The mismatch between the funding and expenditure will therefore be addressed through borrowing.

Indicative borrowing costs have been shared with the West Yorkshire Directors of Finance and they have noted the lower level of borrowing expected for 2020/21 and have proposed that the previously agreed £2 million rebate from the Transport Fund reserve (set up to fund the impact of future borrowing costs) next year is increased to £3 million. During 2020/21 a longer term proposal for meeting the borrowing costs in the medium and longer term will be developed with the Directors of Finance to be reflected in the updated medium term financial strategy

- 2.49 The release of funding through the Growth Deal to support the WY+TF from 2020/21 onwards is dependent on the outcome of regular independent reviews. The first of these is underway and expected to be concluded in the next few months. This initial review is focussing on expenditure against forecast, with later reviews considering whether the stated aims and objectives have been achieved. Early indications are that the review will be positive and should enable the next tranche of funding to be released.
- 2.50 The release of funding to progress projects is subject to the Combined Authority's assurance process. The assurance process is updated annually to reflect latest government guidance and any changes within the LEP and Combined Authority. The Investment Committee will continue to be a key part of the process whereby Growth Deal and other projects are considered and recommended for progression from initial idea through to delivery / construction. Additionally, in December 2018 the Combined Authority agreed certain approval powers for the Investment Committee. It is also proposed continuing the arrangements in place whereby Transport Committee approve Integrated Block funded projects up to a value of £3 million, with reporting to the Combined Authority of such decisions, as with the Investment Committee.
- 2.51 The attached capital budget includes indicative figures for the Transforming Cities Fund and Future Mobility Zones bids, to highlight the potential scale of growth to the capital budget in the coming year, if the bids are successful. The appendix also clearly demonstrates the impact of current funding coming to an end, for both Growth Deal and Leeds Public Transport Implementation Plan. Whilst it is anticipated that government will provide successor funds to these and other European funds, at present there is no indication of the likely scale and extent of these. It is likely that a pipeline of projects may need to be developed at risk in anticipation of future funding, so that there can be a seamless transition from current programmes after March 2021.

Minimum Revenue Provision Policy (MRP)

- 2.52 MRP is the charge to the revenue budget made in respect of paying off the principal sum of the borrowing undertaken to finance the capital programme. MRP, which is largely defined by regulation, is aimed at ensuring that the Combined Authority does not have time expired/fully depreciated assets whilst still holding associated outstanding debt.
- 2.53 For borrowing prior to April 2019 annual MRP is calculated using 4% on debt outstanding. For capital expenditure incurred on or after 1 April 2019 and funded through borrowing, MRP is calculated using the asset life annuity

method. Using this method MRP is calculated in a similar way as calculating the capital repayment element of a fixed rate repayment mortgage. In accordance with provisions in the guidance, MRP will be first charged in the year following the date that an asset becomes operational.

- 2.54 The asset life annuity method calculation requires estimated useful lives of assets to be input into the calculations. These life periods will be determined under delegated powers to the Chief Finance Officer, regarding the statutory guidance, and are detailed in the Accounting Policies. However, the Combined Authority reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the asset life annuity method would not be appropriate. Any such cases will be referred to the Combined Authority by the Chief Finance Officer.
- 2.55 Where capital expenditure cannot be related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.
- 2.56 Recognising the impact of MRP on the revenue budget is an important element in determining the affordability and sustainability of borrowing to fund an asset. Essentially, if there is no on-going capacity within the revenue budget to afford the MRP then the borrowing should not be taken out in the first place. Therefore, a robust business case demonstrating a rate of return in excess of costs (including MRP) is important and to be considered as schemes progress through the Assurance Framework.

Treasury management

- 2.57 The treasury management function is undertaken in conjunction with Leeds City Council under the terms of a service level agreement. The Combined Authority is required to prepare an annual prudential statement, setting out treasury activity in the year, the arrangements in place and details of the funding position. This was considered and endorsed by the Governance and Audit Committee at its meeting on 23 January 2020 and is set out in full in **Appendix 4**.

Summary

- 2.58 Members are asked to consider the proposed budget and business plan for 2020/21 and accompanying recommendations.

3. Inclusive Growth Implications

- 3.1 Inclusive growth is one of the Combined Authority's corporate priorities. As such many of the activities funded by the proposed budget will support the

inclusive growth agenda. This is set out in more detail in the business plans included at **Appendix 1**.

4. Clean Growth Implications

- 4.1 At its last meeting the Combined Authority agreed to strengthen its focus on carbon reduction by renaming the clean growth corporate priority “Tackling the Climate Emergency”. The draft business plans contain objectives and priorities to tackle the climate emergency, and the budgets seek to include where possible resource to address this work. The capital budget includes some specific schemes relating to clean growth.
- 4.2 Enabling wider aspects of clean economic growth remains of the utmost importance to the Combined Authority. However, making “Tackling the Climate Emergency” a corporate priority means that carbon reduction becomes an explicit objective of the Combined Authority, consistent with the Climate Emergency Declaration in 2019.

5. Financial Implications

- 5.1 As this is a budget report all financial implications are set out throughout the main body of the report.

6. Legal Implications

- 6.1 The Combined Authority is required by the levying regulations to set the transport levy for 2020/21 by 15 February 2020.

7. Staffing Implications

- 7.1 The budget includes the costs and funding for current approved establishment and the associated employer on-costs.

8. External Consultees

- 8.1 No external consultations have been undertaken. However, information on the budget position has been shared with members of the public via an engagement campaign on the internet and via social media.

9. Recommendations

- 9.1 That approval be given to the Combined Authority proposed revenue budget for 2020/21.
- 9.2 That approval be given to the indicative capital programme and budget for 2019/20 – 2022/23.
- 9.3 That approval be given to the 2020/21 business plan.

- 9.4 That the Transport Committee be delegated to approve individual schemes within the integrated transport block of the 2020/21 capital programme up to a maximum cost of £3 million.
- 9.5 That in accordance with the powers contained in the Local Government Finance Act 1988 (as amended) and by virtue of article 9(6) of the West Yorkshire Combined Authority Order and the Transport Levying Bodies Regulations 2015 (as amended) a levy of £103 million be determined for the year ended 31 March 2021.
- 9.6 That the Director, Corporate Services be authorised to issue the levy letter in respect of the financial year ending 31 March 2021 to the five District Councils in West Yorkshire.
- 9.7 That a payment of £5.09 million and of £3 million be made to the five District Councils in accordance with Table 2 of the report.
- 9.8 That authorisation be given to the Director, Corporate Services to arrange appropriate funding for all expenditure in 2019/20 and 2020/21 subject to statutory limitation, including the most appropriate application of capital funding as set out in the report.
- 9.9 That approval be made to the indicative expenditure of highways maintenance funding of £28.403 million and the pothole action fund of £1.594 million, to be paid quarterly to the West Yorkshire local authorities in accordance with the DfT formula, and for Director, Corporate Services to vary these amounts should DfT revise the payments from those provisionally indicated.
- 9.10 That approval be given to the continuing of the policy, effective from 2017/18, for recovering the Combined Authority costs of managing the capital programme against the capital programme spend being mainly Growth Deal, Leeds Public Transport Investment Programme and Local Transport Plan Integrated Transport. For 2020/21 the estimated total value is £9.6 million (2% - 3% of the total capital programme).
- 9.11 That the adoption of the CIPFA Code of Practice for Treasury Management in Public Services be reaffirmed.
- 9.12 That the treasury management policy as set out in **Appendix 4** be approved.
- 9.13 That the prudential limits for the next three years as set out in **Appendix 4** be adopted.

10. Background Documents

- 10.1 None.

11. Appendices

Appendix 1 – 2020/21 business plan

Appendix 2 – 2020/21 proposed revenue budget

Appendix 3 – Indicative capital budget 2019/20 – 2022/23.

Appendix 4 – Treasury management statement

Vision
Our region will be recognised globally as a place with a strong, successful, inclusive economy where world-class transport, skills and digital connectivity enables everyone to build great businesses, careers and lives

Mission
 Developing and delivering economic and transport services, schemes and programmes in partnership with the public and private sectors, focussing on transport, skills, business support and digital connectivity

| | | | | | |
|-------------|---|---|--|---|--|
| Aims | Boosting Productivity Helping businesses to grow and bringing new investment into the region to drive economic growth and create jobs in a post- Brexit landscape | Enabling Inclusive Growth Enabling as many people as possible to contribute to, and benefit from, economic growth in our communities and towns | Delivering 21st Century Transport Creating efficient transport infrastructure to connect our communities, making it easier to get to work, do business and connect with each other | Tackling the Climate Emergency Growing our economy while cutting emissions and caring for our environment | Securing money and powers Empowering the region by negotiating a devolution deal and successfully bidding for substantial additional funds |
| | Objectives <i>(What we want to achieve in 2020-21)</i> | <ol style="list-style-type: none"> Support business to respond to the challenges & opportunities of Brexit. Providing intensive support to 1,000 businesses Implement the Local Industrial Strategy & Strategic Economic Framework Complete delivery of the Skills Commission, embedding it in the region and maximising its influence. Provide 80 businesses with intensive support to boost productivity/innovation Attract 30 global investors to the region creating 1700 jobs Help 350 businesses to increase overseas trade Embed the Regional Digital Framework | <ol style="list-style-type: none"> Deliver an Inclusive Growth Programme in line with the Strategic Framework Enable c20 million socially necessary passenger journeys Implement an operating model for demand responsive transport services Reach 250,000 people with targeted careers information Engage 800 businesses with skills initiatives Continued delivery of [re]boot & Employment Hub Connect homes & businesses to superfast broadband Embed inclusive growth in all our policies | <ol style="list-style-type: none"> Increase bus patronage & satisfaction through the West Yorkshire Bus Alliance Transform passenger information & modernise travel centres Increase bus use amongst under 25s at no increased cost Manage over 1 million MCard sales & launch a mobile app Continue work on future bus options & alternative governance models Develop a strategic business case for urban transit proposals Establish a rail strategy, preparing for HS2 & Northern Powerhouse Rail Deliver schemes in WY+ Transport Fund, LTP and Leeds Public Transport Investment Programme & delivery of a Transforming Cities Fund | <ol style="list-style-type: none"> Mobilise the Climate Coalition, to achieve early years targets to reach zero-carbon by 2038. Deliver 10 priority projects in the Energy Strategy Provide intensive clean growth support to 150 businesses (through Resource Efficiency Fund & the Travel Plan Network) Enable 8 schemes to enter the Energy Accelerator Install 88 vehicle charging points Establish a connectivity plan and pipeline, promoting active & decarbonised travel Reduce carbon from the Combined Authority's assets |

Objectives
(What we want to achieve in 2020-21)

- | | | | |
|--|--|---|--|
| Our partnerships | Our systems | Our people | Our resources |
| Deliver an agreed communications & engagement programme to strengthen regional partnerships Work in partnership to influence Government on key priorities including strategic rail devolution, skills and climate change. Embed a consistent regional voice to strengthen our contribution to national debates | Achieve highest standards of governance and transparency Digitising key processes to improve efficiency Embed the HR strategy & new policies on recruitment/performance management Strengthen appraisal and evaluation across our capital portfolio | Embed our culture change programme Develop and implement inclusive plan in response to staff survey Establish corporate learning and development programme Further develop the employee wellbeing strategy | Accommodation project – refurbishment of Wellington House Corporate Technology Programme – harnessing new technology to improve efficiency, reduce carbon usage and facilitate inclusive growth. Rigorous financial management |

Enablers
(What will help us)

| | | | | | |
|-------------------|-------------------------|------------------------------|---------------------------------|------------------------------|-------------------------------|
| Our Values | Working Together | Positive about Change | Easy to do business with | Working Intelligently | Championing our Region |
|-------------------|-------------------------|------------------------------|---------------------------------|------------------------------|-------------------------------|

Our Values

| | | | | |
|-------------------------|------------------------------|---------------------------------|------------------------------|-------------------------------|
| Working Together | Positive about Change | Easy to do business with | Working Intelligently | Championing our Region |
|-------------------------|------------------------------|---------------------------------|------------------------------|-------------------------------|

How we will measure success

Key performance indicators across all priorities, reported quarterly to the Combined Authority
 Growth Deal outputs (detailed indicators currently in development but to include metrics such as: no. businesses/individuals supported through our economic services, no. jobs brought to the Region, progress on capital projects and spending forecasts, customer satisfaction with public transport information and ticketing, % of procurement strategies including social value and carbon reduction targets associated with Combined Authority services and assets)



Ways of working

- Working in partnership with the public and private sectors
- Influencing locally and nationally to promote the aims of our region
- Engaging with people, communities and businesses so that they shape what we do

Key risks, issues and assumptions

- Uncertainty surrounding devolution arrangements, funding cliff edges and changes in Government policy
- Impact of Brexit on our businesses, our services and our supply chain
- Striking the right balance between clean growth & improved productivity
- Changes in rail franchising, governance & in bus company ownership
- Managing shifting priorities in a post-Brexit landscape & ensuring we maintain a unified regional voice

Agenda Item 5 Appendix 1



Working in partnership with the



Vision
We lead thinking, developing policies and strategies to transform the region as an inclusive, clean economy; securing the investment and powers to put those policies into action; and championing the region's interests locally, nationally and internationally

| | | | |
|-----------------|---|---|---|
| Services | <p>Communications & Marketing To engage with people, communities and businesses to deliver a positive profile to international, national, regional and local audiences. Supporting these Corporate Priorities: </p> | <p>Research & Intelligence To provide a best-in-class data and intelligence infrastructure to enable informed and strategic decision making, and efficient monitoring and evaluation. Supporting these Corporate Priorities: </p> | <p>Economic & Transport Policy To develop transformative policies and strategies, and secure long-term funding and devolved powers to drive a clean and inclusive regional economy. Supporting these Corporate Priorities: </p> |
|-----------------|---|---|---|

Priorities
(What we want to achieve in 2020-21)

- | | | |
|---|---|---|
| <ol style="list-style-type: none"> Influence Government to secure change in relation to key priorities including strategic rail (NPR, HS2 etc), devolution, skills and climate change. Deliver communications strategy with LCR Climate Coalition to tackle the climate emergency. Establish and deliver a Communications and Marketing strategy to support organisational priorities, working with partners to embed a consistent regional voice. Raise the profile of key spokespeople and the CA/ LEP; strengthen our contribution to national debates. Promote the region nationally and internationally, and the CA/ LEP's transport and economic services locally and regionally to ensure take-up of those services. Deliver an agreed partnership communications and engagement programme to strengthen relationships with partners across the region. Develop and launch a high-profile programme of active travel communications to champion healthier and low carbon means of travel, including through City Connect. Contribute to the next phase of organisational change through strategic and tactical internal communications. Provide a high quality, responsive consultation and engagement function to the organisation and partners. | <ol style="list-style-type: none"> Develop our information and intelligence assets to provide evidence for the region's strategies and policies; to monitor progress on all programmes; and to report on the state of the regional economy. Drive project evaluation and economic appraisal to support the design of key projects and programmes, including appraising carbon impact to tackle the climate emergency. Develop targets and performance reporting to underpin the Strategic Economic Framework. Provide outstanding evidence and appraisal to support key priorities – including climate emergency, devolution, inward investment, skills commission and labour markets, European project appraisal, business case appraisal, Assurance Framework, UKSPF, Brexit. Raise the profile of the CA evidence advocacy across key policy areas and further strengthen working partnerships with district partners and external organisations. Ensure the CA and the LEP's analytical capability can respond to key operational and reactive requirements. Improve access to key content for partners across the region by developing, managing and communicating the Combined Authority's intelligence assets across all channels and enabling client self-service; implement Open Data Strategy. | <ol style="list-style-type: none"> Tackle the Climate Emergency by publishing detailed carbon reduction pathways to net zero by 2038, delivering the Energy Strategy, and mobilising the Climate Coalition. Progress a devolution deal to secure investment and powers, unlocking the potential of the region. Finalise and implement the Local Industrial Strategy and Strategic Economic Framework, and develop a pipeline of interventions across the foundations of productivity. Influence the shape and size of future regional funding, including maximising delivery of European funds, the UK Shared Prosperity Fund and the 2020 Spending Review. Develop and implement a pipeline of interventions across SEF priorities to enable inclusive growth. Establish a rail strategy, secure HS2 & NPR, develop plans for Mass Transit and future of Bus services. Successful transition of Future Mobility and Transforming Cities bids into delivery and Bus Alliance into operation. Establish a connectivity plan and pipeline, promoting active and decarbonised travel for all communities. Develop a Place Strategy articulating the full range of infrastructure needs, supporting an investment pipeline. Complete delivery of the Skills Commission. |
|---|---|---|

Corporate Priorities



Resources
(What we need)

| | | |
|---|--|---|
| <p>Our budget Gross Expenditure £6.37m Capital Recharges £0.52m Other Income £0.37m Net Expenditure £5.48m</p> | <p>Our tools and support Ensuring we have access to key specialist consultancy resources where we have gaps in internal capability (and to support building internal capability) particularly in areas such as carbon impact assessment work.</p> | <p>Our key interfaces Transforming Cities Fund and Transport Pipeline – Delivery and Transport Services Local Industrial Strategy – Economic Services Clean Growth Action Plan and Carbon Impact Assessment – Whole organisation Communications, Consultation and Marketing – Delivery, Economic Services, Transport</p> |
|---|--|---|

Values

| | | | | |
|------------------|-----------------------|--------------------------|-----------------------|------------------------|
| Working Together | Positive About Change | Easy to Do Business With | Working Intelligently | Championing our Region |
|------------------|-----------------------|--------------------------|-----------------------|------------------------|

How we will improve our service
Directorate Improvement Plan: 1) Build capacity and capability through renewed focus on learning and development; 2) Strengthen integration of directorate services; 3) Improve systems for information development, storage and retrieval; 4) Develop working arrangements with partners.

Key risks, issues and assumptions

- Uncertainty surrounding devolution deal arrangements, funding cliff edges, and changes in Government policy.
- Ensuring we have the critical mass and capability to evaluate our projects and programmes as our delivery pipeline becomes more mature and we develop the right skill sets.
- Managing expectations on shifting priorities, including responding to a post-Brexit economic landscape, and ensuring we develop and maintain a unified regional voice.
- Needing to ensure that we adequately manage reputational risk.

DELIVERY DIRECTORATE PLAN ON A PAGE **(DRAFT)**

2020-21

Vision Ensuring the delivery of a portfolio of projects and programmes within the agreed cost, time and quality framework, which meet our strategic priorities and derive maximum benefit for the region.

Services

Portfolio Management and Appraisal (PMA)

Ensure a rigorous approach to the assurance process, including the appraisal of projects and monitoring and reporting on our portfolio, so we get the best schemes for our money

Supporting these Corporate Priorities: 

Economic Implementation Team

Working with partners to deliver economic regeneration and related capital infrastructure projects. Leading in-house corporate ICT projects for the Combined Authority.

Supporting these Corporate Priorities: 

Transport Implementation Team.

Working with partners to deliver transport projects which meet our strategic priorities and derive maximum benefit for the region

Supporting these Corporate Priorities: 



Priorities (What we want to achieve in 2020-21)

- Meeting Growth Deal spend targets and delivering successful outcomes for communities.
- Embed Clean Growth targets and measures into the design of new projects to contribute to our climate emergency priorities.
- Working across directorates & partners to learn lessons from past programmes in order to influence the design and scope of new programmes and ensure our readiness to deliver for the future.
- Embed use of the Portfolio Information Management System with partners.
- Explore opportunities for new ways of working to maximise our impact e.g. through joint venture partnerships or the Combined Authority directly delivering development projects
- Celebrate the success of delivering projects as they are delivered and benefits realised.

| | | |
|--|---|--|
| <ol style="list-style-type: none"> Strengthen appraisals to ensure greater consistency Review and streamline the Assurance Framework State of readiness for Growth Deal 2024 review Delivery of the capital programme by influencing, checking and challenging to ensure we meet our strategic priorities and derive maximum benefit for the region Incorporation of CA policies and strategies into the assurance process and monitoring and reporting processes, including inclusive growth and clean growth Manage PIMS to ensure 'one version of the truth' and clear and concise monitoring and reporting in partnership with the Finance Team to our partners and leaders Planning for future funding programmes to ensure processes are in place to be able to manage them effectively Evaluation of funding programmes | <ol style="list-style-type: none"> Complete investment of Growth Deal into projects by March 2021 Ensure a 'State of Readiness' to deliver new investment through the proposed Shared Prosperity Fund, anticipated Devolution & new approaches to business finance Enable capital investment in 8 low carbon projects through the Energy Accelerator Deliver superfast broadband connectivity across the city region through the Broadband programme Reclaim brownfield land to enable over 170,000 hectares of new commercial floor space through the Enterprise Zone programme. Further develop mobile applications to make it easier for people to pay for public transport. Complete the Corporate Technology Programme Embed Clean Growth principles into the new Business Finance Investment Strategy Initiate the new Future Mobility Programme | <ol style="list-style-type: none"> Continued delivery of the West Yorkshire Plus Transport Fund portfolio and phase 3 of the City Connect cycling and walking programme. Completion of the Leeds Public Transport Investment Programme / Connecting Leeds investment programme by March 2021 Initiate delivery of Transforming Cities Fund portfolio of projects once funding has been approved – secure additional resource Complete Wellington House Accommodation project as part of the CA's contribution to supporting Clean Growth Supporting our partners in business case development and project delivery, through an embedded business partnering approach Support partners with delivery resources and recruitment - capacity and capability to deliver Explore further opportunities to engage and work with the private sector on delivery |
|--|---|--|

Corporate Priorities



Boosting productivity



Delivering 21st century transport



Enabling inclusive growth



Tackling the climate emergency

Resources (What we need)

| | | |
|--|---|--|
| <p>Our budget</p> <p>Gross Expenditure £5.38m</p> <p>Capital Recharges £5.49m</p> <p>Net Expenditure £(0.11)m</p> | <p>Our tools and support</p> <p>Specialist consultancy support (technical, commercial & legal) will be required as we embed our new approach to delivery of:</p> <ul style="list-style-type: none"> New rail stations Business finance Transforming Cities Fund <p>To provide additional capacity for district partners & for appraisal of complex schemes & assessment of carbon impacts</p> | <p>Our key interfaces</p> <ul style="list-style-type: none"> Corporate Services support - particularly Finance, Legal & Procurement - across all programmes, & HR for recruitment & retention, learning and development, & well-being Comms and Engagement support Cross-directorate representation for the Programme Appraisal Team and Strategic Assessment Review Group |
|--|---|--|

Key risks, issues and assumptions

- Incorporating new / change of policies into assurance process and measuring impact on delivery
- Recruitment and retention – impacted by wellbeing, market pressures, pay, learning and development, lack of clear funding stream for economic projects
- Failure to deliver funding programmes within timescales or costs and capture outputs and benefits – reputational impacts
- Continuing Brexit uncertainty impacting private sector investment decisions
- Post 2021 economic funding. Economic Growth Deal programme ends in March 2021 with future funding still to be identified

Values

Working Together

Positive About Change

Easy to Do Business With

Working Intelligently

Championing our Region

How we will improve our service

Organisational Design structures embedded and reviewed as necessary – greater capacity, building our own, improved retention, efficient resource planning. Continuously improving appraisal & consistency of business cases, monitoring and reporting. Planning for future funding – scoping and defining schemes with Policy directorate and partners to ensure rigour and deliverability, learning from the evaluation of past schemes. Placing a greater emphasis on supporting Clean Growth and Inclusive Growth

Vision
A vibrant and inclusive economy which attracts and enables responsible and clean business investment and helps people from all backgrounds to develop their skills, access opportunities and progress in employment.

| | | | |
|-----------------|--|---|--|
| Services | Business Support <i>Provide a comprehensive service to help identify, secure and fund solutions to clean growth, inclusive growth productivity and resilience.</i> | Employment and Skills <i>Develop Skilled People, working with businesses and education partners to create better jobs and opportunities</i> | Trade and Investment. <i>Secure Investment projects which create jobs and world class assets, whilst generating global business opportunities.</i> |
| | Supporting these Corporate Priorities:  | Supporting these Corporate Priorities:  | Supporting these Corporate Priorities:  |

Priorities
(What we want to achieve in 2020-21)

- | | | |
|---|--|--|
| <ol style="list-style-type: none"> 1. Support our businesses to respond to the challenges and opportunities arising from Brexit. Providing intensive support to 1,000 businesses 2. Expand and enhance the range of business support available in the City Region, with a particular focus on clean growth, inclusive growth, innovation and productivity. 3. Stimulate more demand for business support and external finance through closer collaboration with the private sector intermediary community, including funders. 4. Deliver a 'single front door' access point for investors and businesses to engage effectively with public sector funding opportunities in the City Region. 5. Encourage employers in the City Region to adopt more sustainable practices, providing 150 businesses with intensive clean growth support (through the Travel Plan Network and the Resource Efficiency Fund). 6. Secure the long-term future of the Growth Service and move towards an integrated physical hub for all business support professionals in the City Region. | <ol style="list-style-type: none"> 1. Promote a system which delivers better outcomes at a local level through the Future-Ready Skills Commission. 2. Carry out a final review of delivery agreements with seven West Yorkshire FE Colleges to influence education and skills provision. 3. Reach 250,000 people through the all-age FutureGoals platform, with information on careers linked to labour market information, and support 1,000 adults to upskill and re-train in skills shortage areas. 4. Provide support for SMEs and levy-payers to create more apprenticeship opportunities. 5. Showcase the employment and skills opportunities available within the Creative & Digital Sector, and work with partners to bring them to a more diverse audience. 6. Develop strong partnership between employers and 105 of our most disadvantaged schools to improve the attainment, ambitions and destinations of young people, influencing 800 businesses to engage with education. | <ol style="list-style-type: none"> 1. Identify, attract and secure inward investment into the region (businesses and infrastructure), bringing 30 successful projects to the Leeds City Region and creating 1,700 jobs. 2. Encourage and support more businesses to sell their products in international markets, with a particular focus on China and India, assisting 350 businesses with overseas trade initiatives. 3. Raise the international profile of the Leeds City Region economic opportunities at major global events, such as MIPIM and SMART cities 4. Maintain an effective Key Account Management service for indigenous foreign-owned businesses, supporting 120 companies through active account management. 5. Contribute to the ongoing growth of the Creative & Digital Sector, including through the delivery of # Grow, # Welcome and the Creative Industries Opportunity Programme. |
|---|--|--|

Resources
(What we need)

| | | |
|--|--|---|
| <p>Our budget</p> <p>Gross Expenditure £11.28m Capital Recharges £1.49m Grant Income £9.18m Net Expenditure £0.61m</p> | <p>Our tools and support</p> <p>Evoluteive; Dynamics; Fame; EG Radius; Proactis; In-Tend; Policy team; Legal team; Information Governance team; Finance team; Procurement team; Research and Intelligence team. Policy and Strategy team; Marketing & Comms team; Office Facilities, external consultants</p> | <p>Our key interfaces</p> <p>Working with the Policy, Strategy & Comms directorate in securing additional external funding for core programmes and services.</p> |
|--|--|---|

Values

| | | | | |
|------------------|-----------------------|--------------------------|-----------------------|------------------------|
| Working Together | Positive About Change | Easy to Do Business With | Working Intelligently | Championing our Region |
|------------------|-----------------------|--------------------------|-----------------------|------------------------|

How we will improve our service

The development and implementation of a new CRM technology will deliver a more cost-effective, central access point for the businesses and people to our services. By ensuring we maximise funding and investment in our region, to grow job and career opportunities whilst ensuring they are inclusive, accessible and environmentally sustainable for future.



Corporate Priorities

| | |
|---|--|
|  Boosting productivity |  Delivering 21st century transport |
|  Enabling inclusive growth |  Tackling the climate emergency |

Key risks, issues and assumptions

- Impact of Brexit on our businesses and our services
- Securing funding to deliver existing and new products and services
- Delivery of large complex programmes with multiple providers, funders and beneficiary groups
- Striking the right balance between clean growth and improved productivity
- Government funding for careers activity is available in 2020/21.
- The UK leaves the EU on 31 January 2020
- The required external funding from ERDF, ESF and DIT is secured.

Vision *To enable more people to use sustainable transport and to ensure our property assets deliver the Combined Authority's priorities*

| | | | |
|-----------------|---|---|---|
| Services | Customer Services <i>Changing the way people plan and pay for their travel</i> <i>Enabling more people under the age of 25 to use public transport</i> | Assets and Facilities <i>Delivering the Combined Authority's Asset Management Strategy</i> <i>Using land and property to deliver the Combined Authority's corporate priorities</i> | Mobility Services <i>Changing the way people travel around the region by public transport</i> <i>Enabling people to access employment, education and local services and facilities</i> |
| | Supporting these Corporate Priorities: | Supporting these Corporate Priorities: | Supporting these Corporate Priorities: |

| | | | |
|--|---|---|--|
| Priorities <i>(What we want to achieve in 2020-21)</i> | To modernise our travel payment and information services Our Customer Services team; 1. Enable over 150,000 under 19s and over 250,000 older and disabled people to free or discounted public transport 2. Manage over 1million MCard sales through over 700 outlets, Metro Travel Centres online and on smart phone 3. Answer 1.1 million travel information enquiries In 2020/21, to improve our service, we will; 4. Increase bus use amongst under 25s at no increased cost to the Combined Authority through delivery of the West Yorkshire Bus Alliance workplan 5. Launch an MCard mobile ticketing app to grow the market for multi operator tickets as an early deliverable of our Future Mobility plans 6. Transform information to bus passengers at a reduced cost to the taxpayer 7. Modernise the bus station Travel Centres 8. Develop a system to retail MCards and administer travel bursaries for Further Education colleges | To strengthen our use of property to deliver the Combined Authority's strategic objectives Our Assets & Facilities Team; 1. Manage 20 bus stations situated in and around the Leeds City Region, over 14,000 bus stops and passenger shelters, 6 rail station car parks and a portfolio of non- transport assets 2. Provide strategic and commercial property advice to the organisation In 2020/21, to improve our service, we will; 3. Maximise the commercial potential of the Combined Authority's portfolio through the delivery of the Asset Development Plan 4. Reduce carbon generation from the Combined Authority's assets through a programme of projects and initiatives 5. Enable the delivery of Connecting Cities and Transforming Cities Fund projects to our operational estate 6. Enable the Combined Authority to adopt new ways of working by support the Wellington House refurbishment project | To innovate the current service offer and to explore new models of delivering bus and rail services Our Mobility Services Team; 1. Fund, plan and procure socially necessary bus services for the region representing around 15% of the bus network (approx. 20 million passenger journeys a year) 2. Procure transport services for school and college students in line with the policies of the respective Local Authority 3. Deliver a quality, cost-effective and sustainable AccessBus service to people with limited mobility In 2020/21, to improve our service, we will; 4. Increase bus patronage and customer satisfaction through delivery of the West Yorkshire Bus Alliance workplan 5. Identify new models of delivering bus services and respond to changes in the Combined Authority's role in rail emerging from the Williams review 6. Develop and implement an Operating Model for the provision of flexibly routed demand responsive transport services |
|--|---|---|--|

| | | | |
|---|--|---|--|
| Resources <i>(What we need)</i> | Our budget Gross Expenditure £95.7m Grant Income £2.1m Other Income £14.7m Net Expenditure £78.9m | The policies and programmes we help deliver Strategic Transport Plan, Bus Strategy and daughter Information and Digital Payment strategies Transport Fund, Connecting Leeds, Future Mobility Zone, Transforming Cities | Our key interfaces <ul style="list-style-type: none"> Bus and rail operators Local Councils DfT/ Transport for the North Emergency services |
|---|--|---|--|

Values

Working Together Positive About Change Easy to Do Business With Working Intelligently Championing our Region

How we will improve our service
We will; Launch a new MCard app, pilot innovative demand responsive services, roll out a colour coded bus information system, refurbish Leeds Bus Station and plan similar improvements at Halifax, Huddersfield, Bradford and Dewsbury and implement schemes to reduce carbon generation from our property estate



Corporate Priorities

Boosting productivity Delivering 21st century transport

Enabling inclusive growth Tackling the climate emergency

Key risks, issues and assumptions

Changes in bus company ownership and bus legislation

Changes in rail franchising and governance

Local and national trends in travel and retail behaviour

Transport Levy reduction extends into 2020/21



Vision
Enabling our customers to deliver – working together to providing support and advice, operating the right systems and processes that form the centrepiece of strong governance and accountability, and taking advantage of technical solutions to improve efficiency.

| Services | Finance | Human Resources | Procurement |
|---|--|--|--|
| Delivering a high-quality financial service, provided professional knowledge, advice and expertise. | Enabling and supporting the organisation to manage and get the best out of its human resource and have the right people in the right place at the right time, through robust HR policies, procedures and arrangements. Supporting and guiding staff and managers in the implementation of those. | Driving value for money, by ensuring quality outcomes that deliver financial and social benefits through procurement activities. | |
| Supporting these Corporate Priorities: | Supporting these Corporate Priorities: | Supporting these Corporate Priorities: | Supporting these Corporate Priorities: |

Priorities
(What we want to achieve in 2020-21)

| Finance | Human Resources | Procurement |
|--|---|---|
| <p>The team will continue to lead on the budget planning process and production of the statutory annual accounts. It will also provide full financial and management accounting support and financial transactional operations to the whole organisation through our business partnering model.</p> <p>Additional transformational activities include:</p> <ol style="list-style-type: none"> 1. Reviewing and updating finance policies and processes and user documentation and training 2. Progress the implementation of a new efficient finance, budgeting and HR system 3. Improving financial management information available to the directorates and senior management, including capital and revenue financial performance figures. | <p>The team will continue to implement the HR strategy, seeking to put in place the foundations for robust HR management arrangements. Specifically:</p> <ol style="list-style-type: none"> 1. Progress the directorate priorities identified by the business partners through business partner planning 2. Devising a pay and reward strategy for the organisation 3. Improve management information available. 4. Deliver improved health and safety processes and policies via the third year of the action plan 5. Further develop the employee wellbeing strategy, including mental health awareness training. 6. Embed new policies on recruitment and performance management and complete the updating of the remaining policies and procedures with an initial focus on improved recruitment and retention 7. Progress work on our learning and development offer. | <p>The team will deliver 50 procurement projects and 15 strategic procurement projects and provide a central contract management support. Additionally:</p> <ol style="list-style-type: none"> 1. Increase resource resilience / capacity. 2. Embrace new technologies to improve service offer and define future system requirements. 3. Implement Contract management monitoring and reporting mechanisms. 4. Refresh and implement social value through procurement approach including how clean growth and lower carbon emission ambitions will be met. 5. Embed Stakeholder Management 6. Lay foundations for Category Management 7. Lay foundations for Risk Management approaches with particular focus around preparing for and managing the implications of Brexit. |

Corporate Priorities

Resources
(What we need)

| Our budget | Our tools and support | Our key interfaces |
|--|---|--|
| <p>Gross Expenditure £6.27m</p> <p>Capital Recharges £0.087m</p> <p>Grant Income £0.054m</p> <p>Net Expenditure £6.13m</p> | <p>The corporate technology programme will deliver tools to improve the effectiveness of both corporate services and of the organisation. Further ICT improvements planned including finance/HR systems</p> | <p>Corporate services provide support to all teams to deliver, and early sight of the pipeline of work enables us to plan how best to use our resource. We will be continuing to improve systems, policies and processes for the organisation.</p> |

Key risks, issues and assumptions

- Risk: Insufficient resource to deliver for new and emerging priorities including devolution, successful capital bids and bus options
- Issue: Requirement for further ICT investment and development to complete modernisation of systems
- Assumption: That major organisational restructuring/reshaping is not required during the year
- Assumption: That sufficient funding certainty exists for both capital and revenue to enable a meaningful update of the medium term financial strategy

Values
Working Together Positive About Change Easy to Do Business With Working Intelligently Championing our Region

How we will improve our service
We will continue to deliver in line with our customer service principles. We will be looking at how technology can help us to continue improving the services we provide, and assist in adhering to revised processes and policies, aimed at ensuring good governance and transparency. Further resource will help provide improved information, including how to access and use our services and management information to assist all teams in achieving compliance and good decision making.



Vision
Enabling our customers to deliver – working together to providing support and advice, operating the right systems and processes that form the centrepiece of strong governance and accountability, and taking advantage of technical solutions to improve efficiency.

| | | | |
|-----------------|---|--|--|
| Services | ICT Services Delivering a modern, secure and highly reliable technology service Supporting these Corporate Priorities: | Legal and Governance Providing strategic and operational support within a framework of good governance, transparency and compliance. Supporting these Corporate Priorities: | Internal Audit Providing assurance and advice on the effectiveness of internal controls, governance and risk management. Supporting these Corporate Priorities: |
|-----------------|---|--|--|

| | | | |
|--|--|--|--|
| Priorities <i>(What we want to achieve in 2020-21)</i> 33 | The team will provide an ICT service which encourages innovation and productivity that is delivered on a foundation of security, customer service and business engagement for the complete technology life cycle. Additional transformational activities include: 1. Completing delivery of the Corporate Technology Programme (CTP). 2. Harnessing technology to reduce corporate carbon usage and facilitate inclusive growth. 3. Innovating and developing new ways of working via the digitisation of processes using the new technology delivered via CTP. 4. Developing and resourcing a new programme of technology projects in Corporate Services and across directorates. 5. Working partnership with Transport Services to develop a new Real-Time strategy, procure an updated system and support the emerging Transport Technology Programme. | The team will continue to provide support and legal, compliance and governance advice to all areas of the organisation and members. In addition key priorities will include: 1. Driving governance & compliance – with a focus on data protection, compliance with our equality duty, internal governance and decision making and transparency 2. Enabling corporate priorities – bus/rail projects, TCF, CTP, devolution and LEP Review 3. Greater use of technology to increase agility, efficiency and transparency – extending webcasting of meetings, online self service for clients and a new case management system 4. Building trusted business partnerships – developing the business partner model and our training offer | The team will provide independent assurance, advice and consultation to continue to improve the internal control environment, governance and risk management arrangements. Key priorities include: 1. Delivering the annual audit plan, using agile audit techniques to improve the effectiveness of the audit work undertaken. 2. Providing an annual assurance opinion. 3. Providing advice and guidance across a range of internal control matters with particular emphasis on the supporting clean growth corporate priority. |
|--|--|--|--|

Corporate Priorities

| | | | |
|---|--|--|--|
| Resources <i>(What we need)</i> | Our budget Gross Expenditure £6.27m Capital Recharges £0.087m Grant Income £0.054m Net Expenditure £6.13m | Our tools and support The corporate technology programme will deliver tools to improve the effectiveness of both corporate services and of the organisation. Further ICT improvements planned including finance/HR systems | Our key interfaces Corporate services provide support to all teams to deliver, and early sight of the pipeline of work enables us to plan how best to use our resource. We will be continuing to improve systems, policies and processes for the organisation. |
|---|--|--|--|

Values

| | | | | |
|------------------|-----------------------|--------------------------|-----------------------|------------------------|
| Working Together | Positive About Change | Easy to Do Business With | Working Intelligently | Championing our Region |
|------------------|-----------------------|--------------------------|-----------------------|------------------------|

How we will improve out service
We will continue to deliver in line with our customer service principles. We will be looking at how technology can help us to continue improving the services we provide, and assist in adhering to revised processes and policies, aimed at ensuring good governance and transparency. Further resource will help provide improved information, including how to access and use our services and management information to assist all teams in achieving compliance and good decision making.

Key risks, issues and assumptions

- Risk:** Insufficient resource to deliver for new and emerging priorities including devolution, successful capital bids and bus options
- Issue:** Requirement for further ICT investment and development to complete modernisation of systems
- Assumption:** That major organisational restructuring/reshaping is not required during the year
- Assumption:** That sufficient funding certainty exists for both capital and revenue to enable a meaningful update of the medium term financial strategy

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West Yorkshire Combined Authority - Summary Revenue Budget 2020/21

| Expenditure | 2020/21 | | | | | | | 2021/22 | 2022/23 |
|---|--------------------|---------------------------|----------------------------------|----------------------------|--------------------|----------------------------|---------------------|---------------------|---------------------|
| | Delivery £ | Economic Services £ | Policy, Strategy & Comms £ | Corporate Services £ | Corporate £ | Transport Services £ | Total £ | Total £ | Total £ |
| Salary & Pay Related Costs | 5,029,545 | 4,013,751 | 5,896,091 | 3,690,988 | 723,984 | 6,457,779 | 25,812,138 | 26,796,559 | 27,894,066 |
| Indirect Employee Related Costs | 450 | | | 388,784 | | | 389,234 | 565,086 | 380,168 |
| Premises Related Costs | | | | | | 6,148,294 | 6,148,294 | 6,038,179 | 6,061,714 |
| Travel, Transport & Subsistence Related Costs | 3,500 | 30,090 | 20,000 | 7,500 | 10,000 | 65,490 | 136,580 | 213,240 | 205,720 |
| Member Related Costs | | | | 152,000 | 68,000 | | 220,000 | 220,000 | 220,000 |
| Office Supplies & Services | | | | 86,300 | | 569,703 | 656,003 | 657,653 | 644,468 |
| ICT & Telephony Costs | 50,000 | | 62,000 | 1,381,948 | | 1,138,280 | 2,632,228 | 2,480,626 | 2,506,802 |
| Professional & Consultancy Fees | 300,000 | 1,542,088 | 246,000 | 182,100 | 56,790 | 350,500 | 2,677,478 | 2,681,072 | 1,776,847 |
| Corporate Subscriptions | | | | | | 1,168 | 1,168 | 26,168 | 1,168 |
| Marketing & PR Costs | | 501,000 | 464,500 | 700 | | 130,200 | 1,096,400 | 1,062,100 | 1,041,600 |
| Insurance | | | | 383,900 | | | 383,900 | 383,900 | 383,900 |
| Operator Payments (Transport) | | | | | | 25,866,000 | 25,866,000 | 25,886,000 | 26,080,000 |
| Pre Paid Ticket Cost | | | | | | 35,800,000 | 35,800,000 | 37,600,000 | 37,600,000 |
| Concessions | | | | | | 55,157,492 | 55,157,492 | 55,157,492 | 55,157,492 |
| Additional Pension Costs | | | | | 2,198,600 | | 2,198,600 | 2,208,600 | 2,244,600 |
| Financing Charges | | | | | 5,277,000 | | 5,277,000 | 7,527,000 | 7,527,000 |
| Grants | | 1,682,276 | | | | | 1,682,276 | 2,096,370 | 1,669,738 |
| Other Miscellaneous Costs | 500 | 3,512,936 | 111,281 | 5,200 | 5,500 | 200,324 | 3,835,741 | 2,593,436 | 2,455,946 |
| Contribution to External / Related Parties | | | 25,000 | 23,700 | 316,017 | 7,410 | 372,127 | 379,357 | 395,432 |
| Additional Savings Target | | | (449,989) | (35,000) | (1,000,000) | (400,000) | (1,884,989) | (1,863,127) | (1,863,127) |
| Contingency | | | | | 48,138 | | 48,138 | | |
| Total Expenditure | 5,383,995 | 11,282,141 | 6,374,883 | 6,268,120 | 7,704,030 | 131,492,640 | 168,505,808 | 172,709,712 | 172,383,534 |
| Income | | | | | | | | | |
| LEP Grant Income | | (8,773,552) | | | | | (8,773,552) | (8,158,989) | (6,682,862) |
| BSOG | | | | | | (2,060,000) | (2,060,000) | (2,060,000) | (2,060,000) |
| Education Contribution to Transport | | | | | | (6,768,000) | (6,768,000) | (6,768,000) | (6,768,000) |
| Bus Station Tenant Income | | | | | | (1,584,186) | (1,584,186) | (1,584,186) | (1,584,186) |
| Bus Station / Services - Other Income | | | | | | (3,218,781) | (3,218,781) | (3,259,641) | (3,277,530) |
| Admin Recharges | | | (134,000) | | | (2,045,451) | (2,179,451) | (2,183,581) | (2,244,937) |
| Capitalisation of Revenue Costs | (5,492,962) | (1,490,181) | (515,871) | (141,263) | (2,000,000) | | (9,640,277) | (8,919,551) | (8,946,555) |
| Pre Paid Ticket Income | | | | | | (35,800,000) | (35,800,000) | (37,600,000) | (37,600,000) |
| Other Income | | (410,000) | (238,000) | | (107,000) | (1,090,520) | (1,845,520) | (3,954,967) | (3,958,100) |
| Total Income | (5,492,962) | (10,673,733) | (887,871) | (141,263) | (2,107,000) | (52,566,938) | (71,869,767) | (74,488,915) | (73,122,170) |
| Net Expenditure | (108,967) | 608,408 | 5,487,012 | 6,126,857 | 5,597,030 | 78,925,702 | 96,636,042 | 98,220,797 | 99,261,364 |
| Funding available | | | | | | | | | |
| Rail Income | | | | | (878,000) | | (878,000) | (439,000) | |
| LEP General Funding Income | | | | | (1,101,042) | | (1,101,042) | (1,101,042) | (1,101,042) |
| Growing Places Fund Interest | | | | | (152,000) | | (152,000) | (132,000) | (108,000) |
| Enterprise Zone Receipts | | | | | (2,307,000) | | (2,307,000) | (2,307,000) | (2,307,000) |
| Transport Levy | | | | | (92,198,000) | | (92,198,000) | (92,198,000) | (92,198,000) |
| Net Expenditure Total | | | | | | | (0) | 2,043,755 | 3,547,922 |

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West Yorkshire Combined Authority - Summary Capital Budget

| Capital Expenditure (Programmes) | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Total |
|---|--------------------|--------------------|--------------------|--------------------|----------------------|
| | £ | £ | £ | £ | £ |
| Growing business | 12,810,201 | 14,809,439 | 0 | 0 | 27,619,640 |
| Skilled People and Better Jobs | 492,383 | 667,110 | 0 | 0 | 1,159,493 |
| Clean Energy | 320,148 | 741,887 | 0 | 0 | 1,062,035 |
| Housing and Regeneration | 3,284,920 | 6,500,000 | 0 | 0 | 9,784,920 |
| West Yorkshire plus Transport Fund | 51,210,000 | 110,670,000 | 183,420,000 | 165,990,000 | 511,290,000 |
| Economic Resilience | 4,647,050 | 4,181,524 | 0 | 0 | 8,828,574 |
| Enterprise Zone Development | 2,901,717 | 12,337,000 | 0 | 0 | 15,238,717 |
| Growth Deal - Other | 2,000,000 | 2,000,000 | 0 | 0 | 4,000,000 |
| Leeds Public Transport Investment Programme | 59,475,661 | 88,233,338 | 12,000,000 | 0 | 159,708,999 |
| Local Transport Capital | 16,483,691 | 13,129,332 | 13,104,000 | 13,104,000 | 55,821,023 |
| Highways Maintenance / Pothole Action | 29,997,000 | 29,997,000 | 29,997,000 | 29,997,000 | 119,988,000 |
| Corporate Projects | 5,753,154 | 5,503,000 | 206,777 | 0 | 11,462,931 |
| Broadband | 3,593,998 | 2,608,437 | 3,067,328 | 2,501,000 | 11,770,763 |
| City Connect | 16,509,299 | 4,924,881 | 92,500 | 0 | 21,526,680 |
| <i>Transforming Cities (small & Core)</i> | <i>5,529,866</i> | <i>106,684,551</i> | <i>175,673,991</i> | <i>120,596,314</i> | <i>408,484,722</i> |
| <i>Future Mobility Zones</i> | <i>2,562,725</i> | <i>11,867,514</i> | <i>7,428,130</i> | <i>5,423,578</i> | <i>27,281,947</i> |
| Land Release Fund & One Public Estate | 662,125 | 0 | 0 | 0 | 662,125 |
| Low Emission Vehicles | 3,525,000 | 0 | 0 | 0 | 3,525,000 |
| A - Total Capital Spend | 221,758,938 | 414,855,014 | 424,989,726 | 337,611,892 | 1,399,215,570 |

| Capital Funding | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Total |
|---|----------------------|----------------------|----------------------|----------------------|------------------------|
| | £ | £ | £ | £ | £ |
| Growth Deal (including b/fwd) | (128,887,320) | (129,527,273) | (48,300,000) | (48,300,000) | (355,014,593) |
| Leeds Public Transport Investment Programme | (70,948,197) | (88,760,803) | 0 | 0 | (159,709,000) |
| Local Transport Capital | (16,483,691) | (13,129,331) | (13,104,000) | (13,104,000) | (55,821,022) |
| Highways Maintenance / Pothole (DfT) | (29,997,000) | (29,997,000) | (29,997,000) | (29,997,000) | (119,988,000) |
| Broadband | (3,593,998) | (2,608,437) | (3,067,328) | (2,501,000) | (11,770,763) |
| City Connect | (16,509,299) | (4,924,881) | (92,500) | 0 | (21,526,680) |
| <i>Transforming Cities</i> | <i>(5,529,866)</i> | <i>(106,684,551)</i> | <i>(175,673,991)</i> | <i>(120,596,314)</i> | <i>(408,484,722)</i> |
| <i>Future Mobility Zones (DfT)</i> | <i>(2,562,725)</i> | <i>(11,867,514)</i> | <i>(7,428,130)</i> | <i>(5,423,578)</i> | <i>(27,281,947)</i> |
| Land Release Fund & One Public Estate | (662,125) | 0 | 0 | 0 | (662,125) |
| Low Emission Vehicles (DfT) | (3,525,000) | 0 | 0 | 0 | (3,525,000) |
| | (278,699,220) | (387,499,790) | (277,662,949) | (219,921,892) | (1,163,783,852) |

Annual (surplus) / deficit - indicative financing requirement (56,940,283) 27,355,223 147,326,777 117,690,000 235,431,718

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PRUDENTIAL FUNDING STATEMENT

- 1 This statement has been prepared in accordance with the CIPFA Code of Practice 'Treasury Management in Local Authorities' which is re-adopted each year by Members of the Authority. The statement and its implementation are currently reviewed and updated twice annually, in the final accounts and budget reports.

- 2 The Local Government Act 2003 and Local Authorities (Capital Finance and Accounting) Regulations 2003 set out the system of capital finance to be followed by all local authorities from 2004. This appendix is intended to take account of the requirements of the regulations and to set them in the context of the Treasury Management Code of Practice.

- 3 The borrowing is required to support the delivery of the full West Yorkshire plus Transport Fund and to support internal capital. Estimates of the likely funding required are set out in the capital annex below and further work is underway to ensure there is a full robust programme of delivery for all schemes that will enable the borrowing requirements for future years to be fully understood. In the short term new borrowing requirements are likely to be reduced using cash and available reserves.

Treasury management activity – borrowing and investments

| | £m |
|---|-------|
| Total Loans outstanding at 01/04/2019 | |
| Fixed Term I Fixed (incl fixed interest loans) | 75.0 |
| Activity expected during 2019/20 | |
| Loan repayments | 0.0 |
| Net movement in temporary loans | 0.0 |
| New borrowing | 0.0 |
| Anticipated loans outstanding at 31/03/2020: | 75.0 |
| Activity expected during 2020/21 | |
| New borrowing | 0.0 |
| Borrowing Repaid | 0.0 |
| Anticipated loans outstanding at 31/03/2021: | 75.0 |
| Total Investments | |
| Investments at 01/04/2019 | 156.7 |
| Net of new investment/repaid in year | 119.0 |
| Anticipated Investments placed at 31/03/2020 | 275.7 |

- 4 The current financial year has seen generally a continuation of the overall economic situation. Interest rates have remained low at 0.75%. The impact of Brexit continues to be an additional source of uncertainty to markets in forecasting GDP growth and inflation. It is likely that further upwards moves in the bank rate will be brought forward slowly. Therefore, opportunities both to refinance loans and to place money on the market at competitive rates remain limited.

- 5 Leeds City Council undertakes the monitoring of the financial markets on behalf of the Combined Authority. The agreed policy is to seek to minimise the rates at which the Combined Authority borrows and to continue to refinance any longer term loans if rates appear advantageous.
- 6 No such opportunities have arisen so far in 2019/20. The Combined Authority has a loan portfolio with competitive rates and the economic climate has been such that there have been no suitable opportunities identified for refinancing.
- 7 The business planning and budget report sets out the estimated requirement for borrowing to supplement the capital grants received. The calculations in the annex demonstrate how this works through the capital financing requirement and set out the financing costs which are then included within the revenue budget.
- 8 Since April 2015 when the Combined Authority became the accountable body for the Leeds City Region Enterprise Partnership (LEP) cash balances have been high as a result of the Growth Deal funding and Leeds Public Transport Investment Programme (LPTIP) paid in large instalments at the start of each financial year. Over the past three years the limits and counterparties have been kept under regular review to ensure the sums available for investment are able to be placed appropriately. The Combined Authority has continued to utilise call arrangements in place with Svenska and Leeds City Council rather than leave money overnight in the main NatWest account whose rate is lower at 0.30%. For longer term deposits the selected counterparties are constantly monitored and meet the strict eligibility criteria stipulated under Leeds City Council's investment policy which has been adopted by the Combined Authority. This approach will continue during 2020/21 with an expectation that the Combined Authority will continue to have high cash balances to invest due to the advance payment of capital and other grant funding. Within the existing policy the Combined Authority can also invest in money market funds and this opportunity may also be taken to enable effective management of what is expected to be further significant cash advances 2020/21 of Growth Deal, LPTIP and other capital funding initiatives.
- 9 The general level of borrowing and investments is handled efficiently by Leeds City Council and has produced a situation where the Combined Authority has, in relative terms, very low borrowing costs. Regular meetings are held with the Leeds City Council staff who undertake treasury work for the Combined Authority under the terms of a signed service level agreement, and these meetings ensure a satisfactory level of control and monitoring is achieved. These meetings also consider the overall treasury management strategy and ensure that the policies in place continue to be appropriate to ensure that the Combined Authority's funds are managed in the most effective and secure way.
- 10 The Combined Authority has strict rules on investment criteria which are set out in paragraphs 11 to 13 for consideration and re-approval. These are set to minimise the risk to the Combined Authority's funds but does also mean that interest earned on deposits is lower than it could be. It is therefore in the Combined Authority's interest to seek to utilise any cash balances to reduce the costs of long term borrowing and this policy will continue to be pursued if

possible. The increase to the Public Works Loan Board (PWLB) rates, initially announced in October 2010, reduced the opportunities to repay long term debt without incurring extra cost. The PWLB rates were later improved through the introduction of a certainty rate reduction but discount rates have not changed and it is these rates that are used to determine premiums and discounts on loan repayments. The Combined Authority would incur significant premiums by repaying borrowing but will review this situation as and when interest rates start to rise.

Treasury Management Activity – Investments Criteria

- 11 In general it is intended there should be no long term investments by the Combined Authority with any surplus cash being invested short term up to a maximum term of one year. The level of future investments will fluctuate on a short-term basis due to cash flow requirements but will be maintained as low as possible. Any investments undertaken by the Combined Authority follow the guidance of the Ministry for Housing, Communities and Local Government ((MHCLG) having regard to the concept of security, liquidity and then yield with emphasis being placed on the “return of funds” rather than the “return on funds”.
- 12 It is proposed that the existing policy of utilising the expertise of the Treasury Management Team in Leeds City Council be reaffirmed for 2020/21.
- 13 The Combined Authority has several rules in place for short term investments/borrowing, as set out below and that these should continue to be applied, with changes highlighted in bold below: -
 - a. The Chief Financial Officer shall determine the amounts and periods.
 - b. The procedural document as approved for their Treasury Management Division by Leeds City Council shall be adopted in relation to the Combined Authority’s short-term investments encompassing the Council’s list of approved financial organisations and the maximum lending limits per organisation, as specified in that document from time to time.
 - c. No investment will be for a period exceeding 12 months other than with other local authorities and then only for a period not exceeding 36 months. The limits for each of the next three years are that for investments for a period greater than 364 days, that no more than £20 million will mature in each of 2020/21, 2021/22 and 2022/23.
 - d. Investments with Leeds City Council will not exceed £15 million, the interest rate for such deposits being agreed between the Chief Financial Officers of both organisations.
 - e. Investments with any one counterparty should not exceed £15 million other than in c above.
 - f. Investments with the Combined Authority’s bankers are specifically excluded from the limits set out, in recognition of the fluidity of such arrangements.

- 14 The proposals above would provide the flexibility for the Combined Authority to invest its surplus funds which, as they are expected to continue to increase, will become increasingly difficult to place on the market. The proposals are deemed low risk and are in accordance with the criteria applied by Leeds City Council to its treasury arrangements.

PRUDENTIAL FUNDING ARRANGEMENTS

- 15 The principal purpose of the prudential system is to allow authorities as much financial freedom as possible whilst requiring them to act prudently. There will be no government borrowing approvals issued but restrictions are imposed through the CIPFA Prudential Code which requires every authority to set prudential indicators and limits and thus be satisfied that it can afford the results of its borrowing. These limits, which must not be exceeded, must be formally agreed by the authority before the start of each financial year. The government has retained the power to, if it so wishes, limit the level of borrowing incurred by authorities.
- 16 The Prudential Code for capital was updated in December 2018 and implemented from 2019/20 financial year. In summary it re-emphasises that local authorities must ensure that all its capital and investment plans and borrowing are prudent and sustainable. In doing so it will consider its arrangements for the repayment of debt and consideration of risk and the impact, and potential impact, on the authority's overall fiscal sustainability. While indicators for sustainability are required to be set over a minimum three year rolling period, indicators should be set in line with a capital strategy and asset management plan that is sustainable over the longer term.
- 17 A capital strategy is to demonstrate that the Combined Authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. The Capital Strategy approved in April 2019 is being reviewed and updated, and will be submitted for approval to the Combined Authority in April 2020.
- 18 The Code requires full capital and revenue plans to be prepared for at least three years forward in order to assess the financial effects of the planned capital investment. In the Combined Authority the three year financial strategy is considered by Members on a regular basis and to ensure a level of affordability it is currently the policy that borrowing to meet capital expenditure will be limited to proposed levels. Restricting borrowing in this way ensures that all debt charges are covered by the Combined Authority through its levy on the Districts.
- 19 The capital programme is considered in detail earlier in this report. It should be noted that in accordance with the above, overall capital expenditure will be met firstly by grants and other resources leaving the balance to be met by borrowing or through charges to revenue.
- 20 There are significant levels of grant provided to the Combined Authority under the Integrated Transport block (LTP), Leeds Public Transport Investment Programme (LPTIP) and Growth Deal for next year, and with the prospect of

future funds through any successor to these programmes. Recognising the demands upon infrastructure investment it is proposed that other alternative methods of financing during the year remain under consideration as and when appropriate. The financial viability and value for money of such methods will require investigation and savings found within the budget to accommodate the costs involved. Members will be asked to approve any such methods before they are implemented.

- 21 Discussions were concluded, following approval to do so in 2016, with the European Investment Bank (EIB) regarding the provision of an option whereby it could provide a flexible financing offer to support the West Yorkshire Plus Transport Fund. Many of the schemes in the Fund meet the EIB funding criteria and this provides an attractive alternative to the traditional PWLB lending. A final contract has been entered into for a five year borrowing facility. The UK's decision to withdraw from the European Union does not preclude this arrangement taking place.
- 22 It is not proposed at this stage that the Combined Authority enter any credit arrangements as defined by the regulations, other than as described above. If and when these are to be progressed then it should be recognised that they would be classified as borrowing and would need to be recognised in the operational boundary and authorised limit approval. Should any such arrangements be required these will be expected to be funded within the approved strategy.
- 23 When Leeds City Council and the Combined Authority last reviewed the borrowing limits in the light of market rates they determined that they would allow the limit to be set at a level sufficient for the current year plus the equivalent of two years anticipated borrowing requirement which is derived from the capital allocations. This was intended to provide flexibility for fund management allowing borrowing to take place when rates are low rather than being tied into strictly annual borrowing.
- 24 The Annex initially creates limits set at the required level of borrowing for 2020/21 and 2021/22. To provide more flexibility in managing the funding operation it was previously agreed that approval be given to borrow to cover loan requirements for the current plus the following two years. In view of the change to the LTP allocation from borrowing to grants this is now irrelevant and will only be applied if any new major schemes are approved. Such approval will therefore be sought at that time.
- 25 The attached Annex shows the calculation of the following prudential indicators:
 - a. The ratio of debt charges to overall expenditure. This is not significant to the Combined Authority as it is effectively controlled through the level of the levy (as referred to above).
 - b. The operational boundary should reflect the maximum anticipated level of external debt consistent with budgets and cash flow forecasts. It should be seen as a management tool for on-going monitoring of external debt, and may be breached temporarily due to unusual cash flow movements.

- c. The authorised limit represents the legislative limit on the Combined Authority's external debt under the Local Government Act 2003. It should be set with sufficient headroom above the operational boundary to allow flexibility for planned borrowing to be undertaken, in order for prudent treasury management decisions to be taken and temporary cash flow fluctuations to be managed.
 - d. The Combined Authority is required to set upper and lower limits for the maturity structure of its borrowings. This is designed to limit the risk of exposure to high interest rates by restricting the level of maturing debt in any given year. The limits represent the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. It is proposed that these limits remain unchanged.
- 26 The Prudential Code requires Members to have an approved Treasury Management Policy (this is set out above) and to agree limits for variable and fixed rate loans. It is recommended that the maximum limit for variable rate loans continues to be set at 40% and the limit for fixed rate loans remains at 200%. This reflects the current position that arises from the increase in cash balances and investments resulting from an increase in advance grant funding.

Capital Budgets (indicative)

| Capital Expenditure | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Total |
|---|--------------------|--------------------|--------------------|--------------------|----------------------|
| | £ | £ | £ | £ | £ |
| Growing business | 12,810,201 | 14,809,439 | 0 | 0 | 27,619,640 |
| Skilled People and Better Jobs | 492,383 | 667,110 | 0 | 0 | 1,159,493 |
| Clean Energy (flood alleviation) | 4,320,148 | 741,887 | 0 | 0 | 5,062,035 |
| Housing and Regeneration | 2,984,920 | 16,106,000 | 0 | 0 | 19,090,920 |
| West Yorkshire plus Transport Fund | 60,310,000 | 106,580,000 | 172,810,000 | 174,500,000 | 514,200,000 |
| Economic Resilience | 4,647,050 | 4,181,524 | 0 | 0 | 8,828,574 |
| Enterprise Zone Development | 19,351 | 15,227,505 | 0 | 0 | 15,246,856 |
| Other (Growth Deal) | 2,000,000 | 2,000,000 | 0 | 0 | 4,000,000 |
| Leeds Public Transport Investment Programme | 59,839,795 | 88,233,338 | 12,000,000 | 0 | 160,073,133 |
| Local Transport Capital | 16,483,691 | 13,129,332 | 12,984,000 | 13,104,000 | 55,701,023 |
| Highways Maintenance / Pothole Action | 28,403,000 | 28,403,000 | 28,403,000 | 28,403,000 | 113,612,000 |
| Corporate Projects | 5,753,154 | 5,503,000 | 206,777 | 0 | 11,462,931 |
| Broadband | 3,593,998 | 2,608,437 | 3,067,328 | 2,501,000 | 11,770,763 |
| City Connect | 16,509,299 | 4,924,881 | 92,500 | 0 | 21,526,680 |
| <i>Transforming Cities (small & Core)</i> | <i>5,529,866</i> | <i>106,684,551</i> | <i>175,673,991</i> | <i>120,596,314</i> | <i>408,484,722</i> |
| <i>Future Mobility Zones</i> | <i>2,562,725</i> | <i>11,867,514</i> | <i>7,428,130</i> | <i>5,423,578</i> | <i>27,281,947</i> |
| Land Release Fund & One Public Estate | 662,125 | 0 | 0 | 0 | 662,125 |
| Low Emission Vehicles | 3,525,000 | 0 | 0 | 0 | 3,525,000 |
| | 230,446,706 | 421,667,519 | 412,665,726 | 344,527,892 | 1,409,307,843 |

| Capital Funding | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Total |
|---|----------------------|----------------------|----------------------|----------------------|------------------------|
| | £ | £ | £ | £ | £ |
| Growth Deal / City Deal | (103,306,596) | (129,527,273) | (48,300,000) | (48,300,000) | (329,433,869) |
| Leeds Public Transport Investment Programme | (59,839,795) | (88,233,339) | (12,000,000) | 0 | (160,073,134) |
| Local Transport Capital | (16,483,691) | (13,129,331) | (13,104,000) | (13,104,000) | (55,821,022) |
| Highways Maintenance (block / incentive) | (28,403,001) | (28,403,000) | (28,403,000) | (28,403,000) | (113,612,001) |
| Broadband | (3,593,998) | (2,608,437) | (3,067,328) | (2,501,000) | (11,770,763) |
| City Connect | (16,509,299) | (4,924,881) | (92,500) | 0 | (21,526,680) |
| <i>Transforming Cities</i> | <i>(5,529,866)</i> | <i>(106,684,551)</i> | <i>(175,673,991)</i> | <i>(120,596,314)</i> | <i>(408,484,722)</i> |
| <i>Future Mobility Zones (DfT)</i> | <i>(2,562,725)</i> | <i>(11,867,514)</i> | <i>(7,428,130)</i> | <i>(5,423,578)</i> | <i>(27,281,947)</i> |
| Land Release Fund & One Public Estate | (662,125) | 0 | 0 | 0 | (662,125) |
| Low Emission Vehicles (DfT) | (3,525,000) | 0 | 0 | 0 | (3,525,000) |
| Total Capital Funding | (240,416,095) | (385,378,326) | (288,068,949) | (218,327,892) | (1,132,191,263) |

Calculation of Prudential Indicators:

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|--|-------------|-------------|-------------|-------------|
| AFFORDABILITY | £000 | £000 | £000 | £000 |
| Ratio of financing costs to net revenue stream | | | | |
| Debt Charges | 4,273 | 4,460 | 4,570 | 5,343 |
| Levy | 99,375 | 98,375 | 98,375 | 98,375 |
| Resultant ratio: | 4.3% | 4.5% | 4.6% | 5.4% |

PRUDENCE

Net external borrowing does not exceed the total of capital financing requirement in previous year plus the estimate of any additional financing requirement for the current and later years.

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|---|----------------|----------------|----------------|----------------|
| | £000 | £000 | £000 | £000 |
| Loans outstanding at 1 April | 75,000 | 75,000 | 75,000 | 75,000 |
| Estimate of Capital Financing Requirement (CFR) | 75,771 | 78,499 | 81,096 | 87,778 |
| Additional borrowing requirement in year | 5,753 | 5,503 | 9,517 | 3,480 |
| Less debt repayments in year | -3,025 | -2,906 | -2,835 | -2,800 |
| Estimate of (CFR) 31 March | 78,499 | 81,096 | 87,778 | 88,458 |
| Calculated Operational Boundary | 90,000 | 90,000 | 90,000 | 90,000 |
| Safety factor | 18,500 | 22,067 | 135,750 | 230,700 |
| Forecast Authorised Limit | 108,500 | 112,067 | 225,750 | 320,700 |

| Maturity of Loan Structure | Minimum | Maximum | Authority | Projected 31/03/2020 | |
|----------------------------------|---------|---------|------------|----------------------|------|
| Loans up to 1 year | 0% | 30% | 0 | 0% | |
| Loans between 12 and 24 months | 0% | 20% | 0 | 0% | |
| Loans between 24 months and 5yrs | 0% | 50% | 0 | 0% | |
| Loans between 5 and 10 years | 0% | 75% | 0 | 0% | |
| Loans between 10 and 20 years | | | 0 | 0% | |
| Loans between 20 and 30 years | | | 0 | 0% | |
| Loans between 30 and 40 years | 25% | 100% | 50,000,000 | 67% | 100% |
| Loans between 40 and 50 years | | | 15,000,000 | 20% | |
| Loans 50 years + | | | 10,000,000 | 13% | |
| | | | 75,000,000 | 100% | |

Report to: West Yorkshire Combined Authority

Date: 6 February 2020

Subject: **Capital Spending and Project Approvals**

Director: Melanie Corcoran, Director of Delivery

Author(s): Craig Taylor/Ian Pegg

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 The schemes being considered today were presented to the West Yorkshire and York Investment Committee (the Investment Committee) on 9 January 2020 and 5 February 2020.
- 1.3 Please note, at the time of preparing this report 9 schemes will not have been considered by Investment Committee which meets the day before this meeting. However, in order to expedite scheme delivery and to avoid any delay (the next meeting of the Combined Authority is in April 2020) the schemes are 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 5 February 2020 Investment Committee's consideration of the 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.
- 1.4 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 report 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.

2 Integrated Clean Growth

- 2.1 Through the Assurance Framework and other internal decision-making procedures, the Combined Authority will review and embed clean growth considerations into our activities.
- 2.2 Building on the recent work to strengthen how clean growth and climate change impacts are considered as part of all new schemes that come through the Combined Authority's Assurance Framework (Decision point 1 and 2), the Combined Authority are now in the process of procuring expert advice to frame and develop a robust quantifiable methodology for assessing all new scheme's predicted carbon emissions / wider clean growth impacts. This will include a review of all existing Combined Authority schemes and additional resource to support the development and implementation of the new assessments and updates will be provided to the Combined Authority.
- 2.3 Clean growth, including climate change, impact assessment / considerations are all now included in all Capital Spending and Project Approvals reports.

3 Report

- 3.1 This report presents proposals for the progression of 10 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 £161.049 million when fully approved, of which £84.9 million will be funded by the Combined Authority. A total expenditure recommendation to the value of £10.234 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.
- 3.2 The Benefit to Cost Ratio (BCR) for some of the schemes in this report potentially represent low value for money when assessed using TAG, the Department for Transport's guidance on the appraisal of transport schemes. This is because whilst calculating benefits to costs of a transport scheme there are many more journeys made by car than are made by bus and as a consequence the monetised benefits arising from improvements to bus journeys may be outweighed by the monetised dis-benefits to car users.
- 3.3 However, a key strategic objective of investment is to encourage modal switch to more sustainable modes in alignment with the priorities of the Strategic Economic Plan (SEP). Therefore whilst the 'core' BCR (i.e. following Green Book guidance on total impact on the society as a whole) for some schemes may be low, discounting the dis-benefits to car users from the appraisal will result in a higher BCR and where possible this 'range of BCR' will be presented to support decision making.

| | |
|--|---|
| <p><u>Scheme</u></p> <p>Leeds Transport Model Update 2020</p> <p>Leeds</p> <p>(9 January 2020 Investment Committee)</p> | <p><u>Scheme description</u></p> <p>The project is to deliver a new multi-modal transport model for Leeds which reflects Department for Transport (DfT) best practice guidance. The model will be used to develop and appraise transport schemes and additionally for assessing development options associated with the Local Plan and wider Leeds City Region schemes.</p> <p><u>Impact</u></p> <p>Delivery of the model will be used to appraise the value of future pipeline schemes, indirectly allowing clean growth and climate change implications to be tested.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 and work commences on activity 5 (Full Business Case with finalised Costs)</p> <p>Indicative total scheme cost - £1.2 million.</p> <p>Total value of Combined Authority funding - £600,000.</p> <p>Funding recommendation sought – £0</p> |
| <p><u>Scheme</u></p> <p>York City Centre Access Improvements</p> <p>York</p> <p>(5 February 2020 Investment Committee)</p> | <p><u>Scheme description</u></p> <p>This scheme will contribute to the redevelopment of the Castle Gateway area in the south eastern quarter of York City Centre. This scheme will support the delivery of the Castle Gateway Masterplan by repurposing public space, improving accessibility for pedestrians and cyclists and increasing active mode travel.</p> <p>The scheme will be funded from the West Yorkshire plus Transport Fund.</p> <p><u>Impact</u></p> <p>This scheme will lead to an increase in cycling, walking and bus usage around the Castle Gateway area of York City Centre, with associated health and environmental benefits. It will improve connectivity for pedestrians and cyclists into the city centre and provide improvements for safety and accessibility.</p> <p>Details on the schemes benefit cost ratio will be provided at the next stage of the assurance process.</p> <p>Benefits will be realised from increases in pedestrian and cycle use of the Castle Gateway area, journey time savings due to a new river crossing and additional revenue from renting out space on the Castle car park site.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).</p> <p>Total value - £8.1 million</p> <p>Total value of Combined Authority funding - £8.1 million</p> <p>Funding recommendation sought - £355,000</p> |

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| <p><u>Scheme</u></p> <p>Leeds City Region Future Mobility Zone</p> <p>Leeds City Region (5 February 2020 Investment Committee)</p> | <p><u>Scheme description</u></p> <p>The Leeds City Region (LCR) Future Mobility Zone is a programme designed to deliver a unique innovative package which uses world class technologies to transform the mobility offer for some of the hardest to reach urban and rural communities.</p> <p>It will deliver a step change in mobility focused on local needs, place and people, particularly supporting communities where improving access to mobility technology and services together with new facilities can support Inclusive Growth</p> <p>The total cost of the FMZ programme is £32.01 million and the Combined Authority is seeking £27.28 million of this from the Department for Transport. The Combined Authority will contribute £3.513 million from the Local Transport Plan and Leeds Public Transport Investment Programme with the remaining £1.22 million coming from partner councils.</p> <p>Funding of £2.01 million is being sought from LTP and LPTIP and DfT funding (subject to formal approval of the FMZ funding by Government) to undertake development of the programme.</p> <p><u>Impact</u></p> <p>The FMZ programme is based on a series of innovative future mobility interventions which aim to:</p> <ul style="list-style-type: none"> • Remove barriers to transport and mobility access for vulnerable groups and those people on low incomes. • Improve transport connectivity in poorly served rural areas and provide more reliable journey times for hard to reach communities. • Encourage modal shift from private cars to sustainable travel options. • Improve local connectivity and access, particularly between emerging centres of employment, education and mobility services. <p>The FMZ programme will utilise new technologies to encourage the transition to low carbon and sustainable mobility modes, reducing transport related emissions and contributing to the City Region achieving its ambition to be net zero carbon by 2038.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 (strategic outline case) and work commences on the development of business cases for individual schemes or packages</p> <p>Total programme value - £32.01 million</p> <p>Total value of Combined Authority funding - £30.793 million</p> <p>Funding recommendation sought - £2.01 million</p> |
| <p><u>Scheme</u></p> <p>Hebden Bridge Flood Alleviation</p> | <p><u>Scheme description</u></p> <p>Hebden Bridge has a significant risk of flooding from the River Calder, Hebden Water and the Rochdale Canal and in recent</p> |

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| <p>Calderdale (5 February 2020 Investment Committee)</p> | <p>years businesses and local communities have suffered multiple flood events.</p> <p>The Hebden Bridge Flood Alleviation scheme will involve a series of works to significantly improve flood resilience in the area, with new/enhanced flood walls and barriers, and associated drainage and other infrastructure improvements.</p> <p>The design and delivery of the scheme is being led by the Environment Agency on behalf of the Calderdale Flood Partnership and construction is forecast to commence in May 2021 for completion in May 2023.</p> <p>The Environment Agency has secured all match funding and the Combined Authority will provide its funding through the Local Growth Fund.</p> <p><u>Impact</u></p> <p>The scheme aims to increase the City Region's resilience to current and future climate change through the reduction of flood risk to local business and communities.</p> <p>It will reduce the risk of flooding in the area in any given year from 20% to 2%, significantly improving the standard of flood protection for homes, businesses and essential infrastructure in the area, including rail, road, public transport, walking and cycling links.</p> <p>It will reduce flood risk to 183 homes and 231 businesses, potentially safeguarding 700 jobs in the area, supporting the delivery of Priority 3 (Clean Energy & Environmental Resilience) 4b (Infrastructure for Growth) and 4c (Flood Alleviation) of the Strategic Economic Plan (SEP).</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 3 (outline business case) and work commences on activity 4 (full business case)</p> <p>Total value - £27.28 million</p> <p>Total value of Combined Authority funding - £1.9 million</p> <p>Funding recommendation sought - £1.9 million</p> |
| <p><u>Scheme</u> Corn Exchange Gateway Leeds (5 February 2020 Investment Committee)</p> | <p><u>Scheme description</u></p> <p>The scheme will deliver a series of improvements to bus, pedestrian, and cycling infrastructures, as well as enhancements to the public realm. The interventions will be delivered across 2.2km of public highway, comprising of Vicar Lane, New Market Street, Kirkgate, and Meadow Lane.</p> <p>The scheme is to be funded by the Leeds Public Transport Investment Programme (LPTIP) with a contribution from the West Yorkshire plus Transport Fund (WY+TF).</p> <p><u>Impact</u></p> <p>The changes to highway and bus infrastructure will improve end to end bus journey times and bus service reliability. Improved pedestrian crossings and footpath widening measures will enhance the walking provision. New protected cycle lanes and cycle crossings will improve connectivity to the cycle network. Provision of new green infrastructure and new public open spaces will enhance the townscape and</p> |

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| | <p>attractiveness of the city centre to employers, residents, and visitors.</p> <p>The strategic drivers for investment are in line with public transport policies and strategies as per the LPTIP and WY+TF funding programmes.</p> <p>The scheme supports inclusive growth by improving access to employment, education, and retail opportunities to those from deprived or disconnected areas. The scheme also supports a better quality of life by improving air quality in the city centre.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 3 (outline business case) and work commences on activity 4 (full business case).</p> <p>Total value of the scheme - £25.6 million</p> <p>Total value of Combined Authority funding - £24.7 million</p> |
| <p><u>Scheme</u></p> <p>Enterprise Zone: Parry Lane</p> <p>Bradford</p> <p>(5 February 2020 Investment Committee)</p> | <p><u>Scheme description</u></p> <p>The Parry Lane scheme has been developed for delivery through the Leeds City Region Enterprise Zone programme.</p> <p>The scheme seeks to deliver site enabling and de-risking works through securing outline planning permission, undertaking site remediation and infrastructure works and deliver a signalised junction and access route, to make development a more viable proposition for the private sector, to be funded through the Local Growth Fund (LGF).</p> <p>Full site development is to be realised by working with the private sector.</p> <p><u>Impact</u></p> <p>The Parry Lane site is anticipated to deliver up to 16,900 sqm of commercial floorspace, capable of accommodating 489 jobs, generating up to £166 million GVA, and a potential business rates income of approximately £5.3 million over the period to 2042.</p> <p>The scheme supports inclusive growth by developing land to unlock employment opportunities for residents across West Yorkshire and the City Region. Additionally, the scheme supports the regeneration of a deprived area, enhancing the local working environment.</p> <p><u>Decisions sought</u></p> <p>Approval to proceed through decision point 3 (outline business case) and work commences on activity 4 (full business case).</p> <p>Total value of the scheme - £18.88 million</p> <p>Total value of Combined Authority funding - £8.08 million</p> <p>Funding recommendation sought - £540,000</p> |
| <p><u>Scheme</u></p> <p>Leeds Inland Port</p> <p>Leeds</p> | <p><u>Scheme description</u></p> <p>The scheme involves the construction of a new wharf port facility at Stourton to enable the transportation of non-perishable freight such as aggregates, timber, oil and steel from the Humber estuary into Leeds. The scheme comprises:</p> |

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| <p>(5 February 2020 Investment Committee)</p> | <ul style="list-style-type: none"> • The construction of a 11,875sqm concrete apron on a three-acre brownfield site in the Trust's ownership to enable aggregate storage, screening and distribution; • The installation of a basic mobile crane; • The installation of 80m of sheet piling to establish an apron for boats to moor against; • The dredging of the waterway to improve the navigability of the waterway at this point. <p>The scheme is to be funded from the West Yorkshire plus Transport Fund (WY+TF).</p> <p><u>Impact</u></p> <p>Once operational the port will move c200,000 tonnes of freight from road to water after year one, resulting in reduced road congestion. This will lead to the reduction of carbon emissions from road vehicles by 894 tonnes by the end of year three resulting in improved air quality for the Leeds City Region, and create up to 16 new jobs, safeguard three jobs, and assist 25 businesses, thereby supporting economic growth in the region.</p> <p>The project supports Strategic Economic Plan Priorities 1, 2, 3, and 4.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 3 (outline business case) and work commences on activity 4 (full business case).</p> <p>Total value of the scheme - £3.37 million</p> <p>Total value of Combined Authority funding - £3.17 million</p> <p>Funding recommendation sought - £0</p> |
| <p><u>Scheme</u></p> <p>Leeds Bradford Airport Parkway</p> <p>Leeds</p> <p>(5 February 2020 Investment Committee)</p> | <p><u>Scheme description</u></p> <p>The Leeds Bradford Airport Parkway scheme will see delivery of a new rail station on the Harrogate railway line and associated access works and will serve as a rail interchange and parkway function to the airport.</p> <p>The scheme is being developed through the Leeds Public Transport Investment Programme (LPTIP).</p> <p>Please note that the funding made available through this report is to develop the final business case (FBC) only. A funding strategy for delivery of the project will be set out in the FBC.</p> <p><u>Impact</u></p> <p>The scheme will support an increase in international connectivity and the Leeds City Region Strategic Economic Plan (SEP) economic growth ambitions by improving the public transport access to and from the airport. Additionally, it is envisaged to enhance access to jobs within the surrounding area as well as the airport itself. This scheme supports the Leeds City Region Strategic Economic Plan (SEP) economic growth ambitions.</p> <p>The scheme will also support a reduction in road congestion levels and consequently improve air quality.</p> |

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| | <p>The value for money assessment reflects a benefit cost ratio of 4.3:1, judging the scheme as very high value for money when assessed against the Department for Transport's value for money criteria.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 3 (outline business case) and work commences on activity 4 (full business case).</p> <p>Total value of the scheme - £41.98 million (subject to a funding strategy)</p> <p>Total value of Combined Authority funding - £5 million</p> <p>Funding recommendation sought - £4.5 million</p> |
| <p><u>Scheme</u></p> <p>Network Navigation</p> <p>Leeds</p> <p>(5 February 2020 Investment Committee)</p> | <p><u>Scheme description</u></p> <p>Network Navigation (Leeds) is a standalone scheme within the Leeds Public Transport Investment Programme (LPTIP) Bus Delivery Package and, alongside the infrastructure works to reduce bus journey times, is a key component in delivering the target growth in bus use in the city.</p> <p>This scheme will provide a colour coded system to help people unfamiliar with using the bus navigate the network in Leeds. The scheme sits alongside various complimentary measures for infrastructure within the LPTIP and TCF programmes</p> <p>Once the Leeds Network is complete, the scheme will be rolled out across the rest of West Yorkshire, subject to further funding.</p> <p><u>Impact</u></p> <p>The scheme presents a benefit cost ratio (BCR) of 3.76:1 which represents a high value for money.</p> <p>This scheme will improve transport accessibility and user experience by providing a user-friendly and accessible network map, linked to new colour coded bus stop flags and shelters.</p> <p>This scheme has the potential to increase usage of the bus as well provide some wider social benefits. This includes health and economic benefits by supporting people to utilise public transport mitigating social isolation, accessing employment and training opportunities in the region.</p> <p>Furthermore, increase in bus patronage mitigates the emissions from private transport, supporting the clean growth agenda.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 3 (OBC) and commence work on activity 5 (FBC+)</p> <p>Total value - £1.8 million</p> <p>Total value of Combined Authority funding - £1.8 million</p> <p>Funding recommendation sought - £150,000</p> |

| <u>Scheme</u> | <u>Scheme description</u> |
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| <p>Moorthorpe Rail Car Park</p> <p>Wakefield</p> <p>(5 February 2020 Investment Committee)</p> | <p>This scheme will deliver a modern, reconfigured, and extended car park at Moorthorpe rail station, increasing the free rail car parking capacity to 102 spaces, including 6 blue badge bays.</p> <p>The scheme is to be wholly funded by the West Yorkshire plus Transport Fund.</p> <p><u>Impact</u></p> <p>The scheme will increase the parking capacity by 57 spaces, enabling additional users access to secured parking at the rail station, and to onward travel by rail, supporting the transport fund policies and strategies.</p> <p>The scheme will also deliver enhanced draining infrastructure, CCTV, LED lighting, and provision of electrical ducting for two future electric charging bays.</p> <p>The value for money assessment reflects a benefit cost ratio (BCR) of 2.8:1, judging the scheme as high value for money when assessed against the Department for Transport's value for money criteria.</p> <p>The scheme supports inclusive growth principle of a better quality of life by increasing the access to jobs, education, and retail through a more sustainable transport mode, and in the process reducing road traffic congestion, supporting ambitions to improve air quality.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 5 (full business case plus costs) and work commences on activity 6 (delivery).</p> <p>Total value of the scheme - £778,551</p> <p>Total value of Combined Authority funding - £778,551</p> <p>Funding recommendation sought - £778,551</p> |

3.5 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.

3.6 This report provides information required to enable the Combined Authority to approve each of the above elements.

3.7 Since the Combined Authority's meeting on 9 January 2020, 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.

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| <p>York Outer Ring Road - Phase 3 - Clifton Moor York (9 January Investment Committee)</p> | <p><u>Scheme description</u></p> <p>This scheme is phase 3 of the York Outer Ring Road Programme. Phase 1 is complete and Phase 2 is in Activity 6, Delivery. Phase 3 will deliver improvements to the roundabout at Clifton Moor, including:</p> <ul style="list-style-type: none"> • A1237 westbound approach widened to three lanes • A1237 exits widened to two lanes • Lane designations re-allocated • Relocate and enlarge inscribed circle diameter of roundabout • Creation of underpass on A1237 eastbound • Addition of a 4th arm to access Site ST14 Land West of Wigginton Road <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 4 and work commences on activity 5 (full business case with finalised costs).</p> <p>Indicative total scheme cost - £7.174 million (total programme - £44.216 million)</p> <p>Total value of Combined Authority funding - £2.174 million (total programme indicative - £38.378 million)</p> <p>Funding recommendation sought: £0</p> |
| <p>Bradford City Centre Heritage Properties Development Scheme Bradford (9 January Investment Committee)</p> | <p><u>Scheme description</u></p> <p>This scheme forms part of the housing and regeneration programme and will redevelop three city centre properties to provide commercial floor space and residential units. The change request is to replace one property from the original programme with an alternative property.</p> <p>This scheme fits with Priority 4: Infrastructure for Growth of the Leeds City Region Strategic Economic Plan.</p> <p>The scheme is funded through the Local Growth Fund.</p> <p><u>Decision sought</u></p> <p>Approval to accept the change request to replace one property with a new one at decision point 6 and work continues on activity 6 (delivery).</p> <p>Total value - £33.29 million</p> <p>Total value of Combined Authority funding - £7.4 million</p> <p>Funding recommendation sought - £0</p> |
| <p>York Scarborough Bridge (foot & cycle bridge) York Wakefield</p> | <p><u>Scheme description</u></p> <p>This scheme forms part of the Transforming Cities Fund and will improve the pedestrian and cycle access to York City Centre and York rail station. This scheme will enhance the</p> |

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| <p>(9 January Investment Committee)</p> | <p>recently completed Scarborough Bridge by ensuring accessible access in the surrounding area.</p> <p><u>Decision sought</u></p> <p>Approval to accept the change request to enhance the original scheme further, using £280,000 new funding from Transforming Cities Fund small bids, by complementing the approaches to the bridge and its links to walking and cycling at activity 6 (delivery) and work continues in activity 6 (delivery)</p> <p>Total value - £4.707 million</p> <p>Total value of Combined Authority funding – £2.215 million</p> <p>Funding recommendation sought - £280,000</p> |
| <p>Superfast Broadband West Yorkshire and York Contract 3</p> <p>West Yorkshire and York</p> <p>(5 February 2020 Investment Committee)</p> | <p><u>Scheme description</u></p> <p>Superfast Broadband West Yorkshire and York (SBWYY) Contract 3 programme aims to deliver fast and reliable broadband infrastructure in some of the hardest to reach areas of market failure which are not currently on the targeted through a commercial roll out or were not targeted by previous phase (Contract 2) across the West Yorkshire and York geography.</p> <p>The scheme will deliver superfast broadband connectivity of at least 30 megabits per second (mpbs) to eligible Small and Medium sized Enterprises (SMEs) premises within eligible post code areas (referred to as ‘white postcodes’) in West Yorkshire and York, facilitating growth and support in the wider city region.</p> <p><u>Decision sought</u></p> <p>The scheme is funded from the Department for Environment, Food and Rural Affairs (DEFRA) and in its current scope will focus delivery in the rural areas across the West Yorkshire and York region.</p> <p>Activity 3 Change Request to reduce the delivery scope of the scheme to cover the rural white postcode areas funded by DEFRA as a result of no uptake on the urban area tender which was funded by ESIF and Gainshare. This change in scope reflects the proportionate reduction in total output of the scheme as outlined further in the report.</p> <p>Total value - £7.326 million</p> <p>Total value of Combined Authority funding - £7.326 million</p> <p>Funding recommendation sought - £0</p> |

Other approvals

- 3.8 At the Combined Authority’s meeting on 10 October 2019, the Clifton Business Park Enterprise Zone secured approval to proceed through decision point 3 and work commence on activity 5 (full business case with finalised costs). Meanwhile the requirement to enter into a funding agreement with Calderdale Council was omitted from the final report recommendations and approval to enter into that funding agreement is therefore requested at this meeting.

Transport Fund Review

- 3.9 The Combined Authority's Investment Committee meeting on 9 January 2020 received a report summarising the review that has been undertaken of the West Yorkshire plus Transport Fund, which sought approval of revised funding and programme for all projects within that funding programme. The Investment Committee recommended to the Combined Authority the revised baseline allocation for each project (**Appendix 1** - Total Forecast Spend (£m) June 2019) and the revised programme dates for each project (**Appendix 2**) and the proposals set out in section 3.11 below.
- 3.10 The first conclusion of the review was that, following review by each partner council, the level of funding required by each project was considered to be at a manageable level. Whilst it exceeds the funding available it is considered that a level of over-programming is reasonable at this stage because the Transport Fund is ongoing over a number of years and includes levels of risk in relation to possible underspend. The attached Appendix 1 summarises the Transport Fund projects setting out actual and forecast spend, and the revised funding required. It also identifies the quantified risk assessment (QRA) included within each project. The revised funding baselines for the Transport Fund give a programme of between £1.12 billion and £1 billion. This is in line with the original aspirations/agreements and are therefore affordable.
- 3.11 The Combined Authority is asked to note that there is still the commitment to borrow £217 million to meet the programme costs. The Combined Authority is building up a reserve to do so and the timing and costs of such borrowing is being reviewed in the context of these baselines are included in the budget paper agenda item for this meeting.
- 3.12 The Transport Fund faces the challenge of slower progress than agreed. Accurate forecasts of spend and a programme for submission of business cases at each decision point through the assurance process has proved challenging due to a variety of factors involved. A full review of all forecast spend and programme dates has been undertaken to establish more accurate profiling across the lifetime of the programme and identify when borrowing is required.
- 3.13 The second conclusion of the review is that the following proposals should be agreed:
- (i) To fix a revised funding baseline allocation for each project. This amount is fixed and cannot be increased unless additional funding is sourced outside the Transport Fund or is considered to be acceptable at a future annual Transport Fund Review. Whilst these allocations represent maximum funding levels, they will be subject to approval through the Assurance Framework at the relevant Decision Points (Appendix 1).
 - (ii) To undertake an annual review of the Transport Fund to be carried out in June each year. The scope of this review will consider, for all projects: any increased requirement for funding; the QRA and risk of underspend; actual spend and forecast spend; and programme dates. Any future

changes to the baseline figures will be dealt with either individually through the Assurance Framework at the relevant Decision Points or through a further report to the Investment Committee following the annual review. Reference will be made to how the change will be managed at the programme level to ensure it is still affordable within the revised overall baseline.

- (iii) To over-programme to a percentage within the level of identified risk (QRA and other areas of possible underspend). This to be monitored annually as projects progress through the assurance process. Appendix 1 includes over-programming of just over 11% (£113.81 million) with QRA included within projects of £120.95 million. As the funding programme progresses the levels of underspend will be monitored, and over-programming levels may need to be adjusted.
- (iv) Two new transport projects and some additional funding for existing projects were agreed as part of the Call for Projects approved by the Combined Authority in June 2018. These are now all included within the Transport Fund. The Combined Authority agreed that all projects within the Call for Projects should come forward at full business case by June 2020 and must spend by March 2021. It is proposed that this requirement should be waived for projects within the Transport Fund as Transport Fund funding is not required to be spent until 31 March 2035.

3.14 There are numerous reasons for the changes to the proposed funding baselines and programme dates, including inflation, scope creep, scope change and / or revised scheme requirements. This reflects the usual ongoing development of projects and changes required following consultation and engagement, survey works, land assembly, detailed design and more detailed cost estimating.

4 Information

- 4.1 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 3**.
- 4.2 Location maps for each of the schemes presented in this report (where applicable) are provided in **Appendix 4**.
- 4.3 All the schemes set out in this report for Combined Authority approval have been considered by the Investment Committee on 5 February 2020.

Programmes and projects for consideration

Projects in stage 1: Eligibility



- 4.4 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.

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| Project Title | Leeds Transport Model Update 2020 |
| Stage | 1 (eligibility) |
| Decision Point | 2 (strategic outline case) |

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| 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

- 4.5 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 about 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.
- 4.6 The purpose of this scheme is to deliver a new multi-modal transport model for Leeds which reflects Department for Transport (DfT) best practice guidance, indirectly supporting the delivery of the Leeds City Region Strategic Economic Plan priorities by developing and appraising transport schemes and assessing development options associated with the Local Plan and wider Leeds City Region schemes. While the current Leeds Transport Model is fit for purpose, it needs updating as part of the normal five year cycle of refreshing transport models in order to reflect DfT best practice guidance. Failure to enhance the model could result in risk of challenge to outputs produced in the near future.
- 4.7 The new multi-modal transport model for Leeds will need to be able to model:
- Supply and demand constraints, increasing walking and cycling and managing peak transport times.
 - Public transport route, capacity, fare and frequency changes.
 - Highway and public transport (bus, rail, mass transit) schemes.

- Change in the use of walking and cycling.
- Leeds city centre parking supply and cost changes
- Park and Ride (bus, mass transit and rail)
- Work with a variety of planning growth

4.8 There is a requirement to collect data in spring 2020 ahead of a number of new schemes coming into delivery in Leeds city centre.

Clean Growth / Climate Change Implications

4.9 The Leeds Transport Model Update 2020 will be used to appraise future pipeline schemes, allowing clean growth and climate change implications to be tested.

Outputs, Benefits and Inclusive Growth Implications

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

- Up to date origin and destination data for 2020 for use in model building.
- Transport model that meets the latest requirements of DfT guidance.
- A model that can be used in support of a wide range of transport schemes across Leeds.
- Transport model produces more reliable answers more quickly.
- Can be applied in the development and appraisal of schemes that support inclusive growth.

Risks

4.11 The key risks to the delivery of the scheme and associated mitigation measures are:

- Tight timescales for data collection to be completed by spring 2020 – Data collection needs to be completed by spring 2020 before work commences on major transport projects. This will be mitigated by prioritising data collection in areas most likely to be impacted by the works.
- Overall cost of model deemed unaffordable at tender stage – The specification of the model would be reviewed to achieve cost savings.

Costs

4.12 The total cost of the scheme is forecast to be approximately £1.2 million. The Combined Authority contribution sought is £600,000. Similar model updates have been procured by Bradford, Calderdale and Kirklees recently and have been used to inform the cost estimates for the model. 50% of the costs of each were met by the Combined Authority. The scope and scale of the Leeds Transport Model Update 2020 is different to these models in scale and complexity.

Assurance Pathway and Approval Route

| Assurance pathway | Approval route | Forecast approval date |
|---|---|------------------------|
| 2 (strategic outline case) | Recommendation: Investment Committee Decision: Combined Authority | 09/01/2020 |
| 5 (full business case with finalised costs) | Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director | 29/05/2020 |

Other Key Timescales

- Data collection is conducted by the end of spring 2020.

Assurance Tolerances

| Assurance tolerances |
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| That the Combined Authority costs remain within 20% of those outlined in this report. That the timeframes outlined in this report remain within 3 months. |

Project Responsibilities

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| Senior Responsible Officer | Gary Bartlett, Leeds Council |
| Project Manager | Tim Harvey, Leeds Council |
| Combined Authority case officer | David Powell |

Appraisal Summary

- 4.13 A strong rationale exists for the Leeds Transport Model Update 2020, as it will indirectly contribute to delivering the Leeds City Region SEP priorities along with national, regional and local strategies through the appraisal of schemes and the development of more robust business cases.
- 4.14 With a large programme of schemes in the future pipeline, it is imperative that Leeds update their transport model according to the timescales outlined in this report. There is a requirement to collect data in spring 2020 ahead of a number of new schemes coming into delivery in Leeds city centre.
- 4.15 There is a clear need for an up to date transport model that meets with DfT guidance. A clear procurement strategy is in place.

Recommendations

- 4.16 The Combined Authority approves that:

- (i) The Leeds Transport Model Update 2020 project proceeds through Decision Point 2 and work commences on Activity 5 (full business case with finalised costs).
- (ii) An indicative approval of £600,000 is given from the West Yorkshire plus Transport Fund towards a total scheme cost of £1.2 million with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5.
- (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.

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|-----------------------|---|
| Project Title | York City Centre Access Improvements |
| Stage | 1 (eligibility) |
| Decision Point | 2 (strategic outline 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

- 4.17 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 about 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.
- 4.18 This scheme supports the redevelopment of Castle Gateway in the south eastern quarter of York City Centre by repurposing public space, improving accessibility for pedestrians and cyclists and increasing active mode travel. This area is made up of the land around the base of Clifford's Tower, Clifford Street, Tower Street, Coppergate, Piccadilly and the confluence of the rivers Ouse and Foss. The area is currently in the process of undergoing major regeneration with a wider masterplan being developed by City of York Council.
- 4.19 The Castle Gateway masterplan was approved by the City of York Council Executive in April 2018. The masterplan was developed through extensive public engagement under the 'My Castle Gateway' project and with guidance from the Castle Gateway Advisory Group which was comprised of major stakeholders and statutory bodies in the area. The resulting masterplan proposals celebrate the city's heritage and balance the public's desire for high quality public realm with commercial development opportunities that help fund that ambition.
- 4.20 The delivery of the overall masterplan and the public benefits is facilitated by the re-provision of parking at St George's Field. The new multi storey car park will include a high proportion of Electric Vehicle Charging points and other carbon reducing measures such as photovoltaic solar panels and a green wall. It should be noted that this car park is not being funded by the West Yorkshire plus Transport Fund.

- 4.21 Castle Gateway currently has low levels of active mode travel despite five of the six park and ride services operating here, and the area is bisected by York's Inner Ring Road, which is heavily congested at peak times. The proposed scheme will contribute towards the delivery of the wider masterplan, seeking to increase sustainable transport access to this area of the city and improve the environment for pedestrians and cyclists.
- 4.22 The proposed scheme comprises of the following interventions:
- The provision of a new formal pedestrian/ cyclist crossing over the A1036 Inner Ring Road (Tower Street) between Skeldergate Bridge and Piccadilly.
 - The provision of a new pedestrian footbridge across the River Foss between Piccadilly and the A61036 Inner Ring Road.
 - Improvements to bus stop facilities and bus routings in and around the York Castle Gateway area.
 - The creation of a public space at the location of Castle car park.
 - Public realm improvements on Tower Street, Clifford Street and Piccadilly.
- 4.23 The wider regeneration along Piccadilly and the creation of the new public realm and event space at the eye of York, will increase the number of visitors to, and journeys through, the Castle Gateway area. Simultaneously reducing the parking spaces available emphasises the importance of having accessible and attractive sustainable transport options. For example, the estimated predicted usage of the proposed Foss Bridge is 3,000 people per day.
- 4.24 This scheme gained approval to proceed through decision point 1 in May 2019 from the Strategic Assessment Review Group (SARG).

Clean Growth / Climate Change Implications

- 4.25 City of York Council has declared a climate emergency with a commitment to make the city carbon neutral by 2030. This scheme will reduce the number of vehicles entering the city centre thereby reducing emissions and improving air quality.
- 4.26 In December 2019 City of York Council passed the following motion
- "subject to the 'my city centre' consultation and a refresh of the Local Transport Plan, prepares a plan by 2021, in conjunction with residents and businesses, to significantly reduce or remove non-essential motor vehicle journeys from 'within the city walls', taking into account all financial and legal considerations".
- 4.27 Therefore, this scheme will support and enable the City of York Council motion to reduce non-essential motor vehicle movements inside the city wall. It should also be noted that a key Critical Success Factor for the scheme is to 'Support

the “car free” city centre vision’, supporting the City of York Councils objectives for a “car free” city.

- 4.28 A key objective of the scheme is also to ‘Improve air quality and health outcomes. The benefits of this objective cover both noise, air quality and carbon.
- 4.29 The target of this intervention is to reduce the number of private vehicles on Tower Street/ Clifford Street by 30%. This is a location in proximity to a number of key tourist attractors, such as The York Dungeon, therefore the improvements in air quality will impact on a significant pedestrian population.
- 4.30 Further details on quantifying climate change implications will be undertaken as the scheme progresses through the assurance process.

Outputs, Benefits and Inclusive Growth Implications

- 4.31 Key outputs, benefits and inclusive growth implications are:
- Increase the accessibility of the York Gateway area for sustainable modes with a 20% reduction in the generalised travel costs for walking and cycling modes from key locations outside of the Castle Gateway to Clifford’s Tower by 2026.
 - Increase of commuting and shopping journeys from car to bus, walking and cycling and a 10% increase in the number of bus passengers on all bus services within York by 2026.
 - A 30% reduction of the number of vehicles within the Inner Ring Road by 2026.
 - A reduction in harmful emissions within the Inner Ring Road to improve air quality.
- 4.32 Further details on the outputs, benefits and inclusive growth implications will be provided at the next stage in the assurance process.

Risks

- 4.33 The key risks for this scheme are:
- The scheme and/ or wider masterplan experiences a loss of public and/ or political support. This will be mitigated through the next stage of engagement on My Castle Gateway where continual updates will be provided through the Castle Gateway social media accounts and ongoing dialogue with political party leaders, including attendance at appropriate ward committees and public meetings.
 - Failure to secure planning permission for the new multi-storey car park by City of York Council would mean that Castle Car Park could not close. This would reduce the scope and benefits of the scheme. This will be mitigated by ongoing dialogue with statutory bodies and public engagement through ‘My Castle Gateway’.

- There is a risk that scheme delivery could be adversely affected if the Castle Gateway area suffered heavy floods. This will be mitigated through consideration of resilience to flooding in the scheme design.

Costs

- 4.34 The scheme will be funded from the West Yorkshire-plus Transport Fund and the total scheme cost is £8.1 million for the preferred way forward.
- 4.35 The cost ranges for the shortlisted options are:
- Business as usual- £750,000- £1.2 million
 - Do minimum- £1.5 million - £2.6 million
 - Preferred way forward- £6.0 million- £10.1 million
 - More ambitious- £11.8 million - £19.6 million
- 4.36 At Decision Point 1 a budget of £55,000 was approved for development costs, however payment of these costs was subject to the successful progression of the scheme through Decision Point 2.
- 4.37 At this Decision Point (DP2) a development budget of £300,000 is requested to support development of the Outline Business Case, a bus routing study and scheme development and design.
- 4.38 The total scheme cost (£8.1 million) is less than the revised baseline allocation (£8.77 million) recommended by the Investment Committee to the Combined Authority on 09 January 2020. Combined Authority are being requested to approve the revised baseline allocations on 06 February 2020.

Assurance Pathway and Approval Route

| Assurance pathway | Approval route | Forecast approval date |
|---|---|------------------------|
| 2 (strategic outline case) | Recommendation: Investment Committee Decision: Combined Authority | 13/02/2020 |
| 3 (outline business case) | Recommendation: Combined Authority's Programme Appraisal Team Decision: Investment Committee | 30/05/2020 |
| 4 (full business case) | Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director | 31/07/2020 |
| 5 (full business case with finalised costs) | Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director | 30/11/2020 |

Other Key Timescales

- 4.39 The scheme is expected to start on site in December 2020 and be completed by November 2021.

Assurance Tolerances

| Assurance tolerances |
|---|
| That Combined Authority costs remain within 10% of those outlined in this report. That the timeframes remain within 3 months of those outlined in this report. |

Project Responsibilities

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|---------------------------------|---------------------------------------|
| Senior Responsible Officer | James Gilchrist, City of York Council |
| Project Manager | Julian Ridge, City of York Council |
| Combined Authority case officer | Heather Briggs |

Appraisal Summary

- 4.40 The strategic drivers have been suitably established with the promoter demonstrating the proposed interventions and the desired outcomes and benefits align to the ambitions and objectives of the Leeds Public Transport Investment Programme and the West Yorkshire plus Transport Fund. The scheme also makes a strong case in supporting the Leeds City Region Strategic Economic Plan, with the scheme to facilitate economic growth in Leeds city centre through making improvements to the public transport and active mode infrastructure, enhancing accessibility and connectivity to employment, education and retail.
- 4.41 Appropriate consideration has been given to the commercial and management cases at outline business case, with fundamental elements to be worked up at the next stage, such as risk allocation and transfer which will be developed in line with detailed design and contractual arrangements.

Recommendations

- 4.42 The Combined Authority approves that:
- (i) The York City Centre Access Improvements scheme proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
 - (ii) An indicative approval to the total project value of £8.1 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.

- (iii) Development costs of £355,000 approved in order to progress the scheme to activity 3 (outline business case).
- (iv) The Combined Authority enters into a Funding Agreement with City of York Council for expenditure of up to £355,000 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 4 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 set out in this report.

| | |
|-----------------------|---|
| Project Title | Leeds City Region Future Mobility Zone |
| Stage | 1 (eligibility) |
| Decision Point | 2 (strategic outline 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

- 4.43 The Leeds City Region Future Mobility Zone (LCR FMZ) is a £32.01 million programme designed to deliver a step change in mobility in the City Region that is focused on local needs, place and people, particularly supporting those communities where improving access to mobility technology and services together with new facilities can support Inclusive Growth.
- 4.44 The Future Mobility Zone will deliver a unique, innovative package which will utilise world class technologies to transform the mobility offer for some of the hardest to reach urban and rural communities.
- 4.45 The LCR FMZ programme has been developed by the Combined Authority and district partners in response to a competitive bidding process for LCR FMZ funds by the Department for Transport (DfT). At its meeting on 6 September 2019 the Combined Authority approved the submission of the LCR FMZ funding bid. A copy of the bid has been published and a decision from the DfT is expected in early February 2020.
- 4.46 The LCR FMZ programme will enable the development and trial the delivery of:
- **Dynamic demand responsive** bus services in areas where commercial services are limited, and which enable pick-up / drop-off locations nearer to people's homes;
 - A **Mobility as a Service** (MaaS) app to better integrate the provision of travel information and booking, including provisions such as the use of voice activated software to improve accessibility;
 - **Mobility credits** and other measures to reduce the cost of travel and encourage the use of transport services in targeted communities;

- **Mobility hubs** with access to demand responsive bus services, shared bikes and car club vehicles to complement existing public transport networks; and
 - **Dynamic network management** enabling a data led approach to the management, access and use of our kerb and road-space which will help to rebalance priorities for pedestrians and cyclists.
- 4.47 Investment in future mobility, through the LCR FMZ, provides a significant opportunity to support the emerging LCR Local Industrial Strategy (LIS) which focuses on stimulating inclusive growth, tackling our productivity gap, improving living standards (particularly in areas experiencing high levels of deprivation) supporting our clean growth aspirations.
- 4.48 Subject to the decision on the funding bid by DfT which is expected in February and approval of partnership funding from the Combined Authority and District Partners, the LCR FMZ programme will run initially to 31 March 2023, the date by which DfT funding must have been spent.
- 4.49 The programme will be managed within the governance structure that is being established for the larger LCR Transforming Cities Fund (TCF) programme which the DfT are also expected to announce funding for in March 2020. Individual schemes in the FMZ programme will come forward for approval through the Combined Authority's assurance process.

Clean Growth / Climate Change Implications

- 4.50 The FMZ programme will utilise new technologies to encourage the transition to low carbon and sustainable mobility modes, reducing transport related emissions and contributing to the City Region achieving its ambition to be net zero carbon by 2038.

Outputs, Benefits and Inclusive Growth Implications

- 4.51 The FMZ programme will make it easier and cheaper for people to access and use low carbon modes of transport, helping to build new, more sustainable travel habits and stimulating the growth of the sustainable technology sector.
- 4.52 The FMZ will enable Inclusive Growth through improving equity of access to transport / mobility services. The FMZ will:
- improve transport for all, and reduce barriers to mobility for people who are currently excluded;
 - Deliver transformed innovative local connectivity, particularly between deprived communities and employment / skills opportunities;
 - Address the affordability of public transport, particularly for low income workers, job seekers and those in areas of deprivation;
 - Utilise new technologies to encourage the transition to low carbon and sustainable mobility modes, reducing transport related emissions and

contributing to the City Region achieving its ambition to be net zero carbon by 2038; and

- Ensure digital and financial inclusion is at the heart of the development of new solutions to help boost productivity.

4.53 Given the innovative nature of FMZ, monitoring and evaluation of the outcomes and benefits of the proposed interventions is a key part of the programme and the submission to the DfT as a means of gathering knowledge, learning and best practice. This will include developing key metrics to determine the effectiveness of these interventions, including value for money, and develop a robust evidence base to support the development of the programme beyond the current period.

Risks

4.54 Subject to the decision on the funding bid by DfT and approval of partnership funding from the Combined Authority and district partners, the main risks to the development and delivery of the programme and associated mitigating measures are:

- **Mobility as a Service (MaaS)** - limited support from operators and suppliers, long development lead in times and technical complexities. Mitigated through early market, stakeholder and community engagement, building on MCard and YorCard solutions and existing service interfaces.
- **Mobility credits** - the unintended consequences of a credit-based system including revenue risk to the Combined Authority. Mitigated by establishing clearly defined and communicated parameters for credit incentives based on consultation with potential users and exploring the use of revenue streams generated by the programme.
- **Digital demand responsive** - low take up from operators and users and operational risks associated with service provision, including the integration of new with established services and revenue risks to Council's and operators. Mitigated by early dialogue with operators (including the Bus Alliance) and building on stakeholder engagement for an initial East Leeds demand responsive travel scheme and existing Access Bus services.
- **Mobility hubs** - not securing the necessary planning and other consents (where required). Mitigated by ongoing engagement with Local Planning Authorities and Network Rail (for specific locations) and drawing on previous schemes across the City Region to integrate public transport with walking and cycling and other community facilities.

4.55 A more detailed assessment of risks will be undertaken as individual thematic outline business cases come forward through the Combined Authority's Assurance process together with an assessment of programme risks in relation to expenditure, milestones, technology and data protection.

Costs

- 4.56 The total cost of the LCR FMZ programme is £32.01 million and the Combined Authority is seeking £27.28 million of this from the DfT. The Combined Authority will contribute £3.51 million from the following sources:
- LTP (Local Transport Plan) - £2.75 million (programme level approval by Transport Committee)
 - LPTIP (Leeds Public Transport Investment Programme) - £0.763 million included in the bus delivery package
- 4.57 The remaining £1.22 million will come from District Partners and is subject to approval. Funding and expenditure scenarios have been developed to reflect potentially different levels of FMZ funding awarded by the DfT and will be confirmed after the announcement is made.
- 4.58 As part of this Strategic Outline development funding of £2.01 million is sought from a combination of LTP funding (£300,000), LPTIP funding (£762,500) and DfT FMZ funding (£750,000). Development funding from the DfT FMZ will only be agreed subject to formal sign off of the FMZ funding stream by Government.

Assurance Pathway and Approval Route

| Assurance pathway | Approval route | Forecast approval date |
|----------------------------|---|------------------------|
| 2 (strategic outline case) | Recommendation: Investment Committee Decision: Combined Authority | 06/02/2020 |
| 6 (delivery) | Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director | TBC |
| 7 (review and close) | Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director | TBC |

- 4.59 This assurance pathway and approval route relates to the programme only. Individual schemes (or packages where appropriate) will come forward on a specific approval route agreed with the Combined Authority when accounting for their scale, complexity and timetable.

Other Key Timescales

- 4.60 The LCR FMZ programme will initially operate until 31 March 2023 and key milestones for individual schemes and work packages will be confirmed as they come through the assurance process. Given the scope of work involved and the time constraints for expenditure it is expected that the technology-

based aspects of the programme will be in operational testing by the end of 2021 with mobility hubs and associated network infrastructure operational in the following year.

Assurance Tolerances

| Assurance tolerances |
|---|
| That the Combined Authority's contribution to the programme should remain within plus 10% of the total contribution set out |
| That the programme delivery timescale remains within three months of the timescales identified within this report |

Project Responsibilities

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| Senior Responsible Officer | Liz Hunter, Head of Transport Policy |
| Project Manager | Kate Gifford, Head of Future Mobility |
| Combined Authority case officer | Jonathan Rogers, Project Manager, Transport Partnerships |

Appraisal Summary

- 4.61 The programme has a very strong strategic fit with the priorities of the SEP and the emerging objectives of the Local Industrial Strategy and commitment to address climate change. It has been developed as a result of extensive engagement with local communities, stakeholders and transport operators with a clear focus on inclusive growth.
- 4.62 The potential benefits to individuals and communities, particularly those in greatest need, are clearly set out in the economic case. Given the innovative nature of many of the interventions proposed, developing key metrics to determine value for money and how these will be monitored and evaluated will be a key feature of the programme. This will be linked to the monitoring and evaluation plan for the LCR Transforming Cities Fund (TCF) programme.
- 4.63 The procurement strategy will be developed for individual schemes or packages as they come forward through the assurance pathway, benefitting from the experience of the Combined Authority, District Partners and others as well as best practice in delivering similar types of schemes (MCard and Access Bus).
- 4.64 Leeds City Region was one of seven areas in England and Wales shortlisted in July 2019 to progress to the second round of bidding for the FMZ fund by DfT. It is anticipated that up to three areas will be chosen by the Secretary of State as Future Mobility Zones from a total fund of £70 million. The programme could not be delivered in its entirety without DfT funding.
- 4.65 Subject to funding it will be managed within the overarching governance structure that is being established for the TCF programme. Key risks

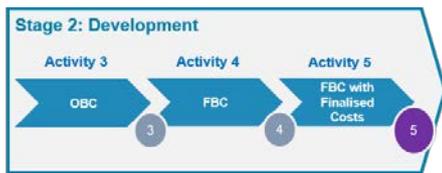
particularly in relation to service and technology innovation are understood and milestones appear reasonable.

Recommendations

4.66 The Combined Authority approves that:

- (i) That the Future Mobility Zone (FMZ) programme proceeds through Decision Point 2 and work commences on the development of business cases for individual packages
- (ii) An indicative approval to £30.793 million, which will be funded from the Local Transport Plan (£2.75 million), the Leeds Public Transport Investment Programme (£0.763 million) and the Department for Transport FMZ fund (£27.28 million) is given with full approval to spend being granted as individual scheme or packages have progressed through the Assurance Process to Decision Point 5. The total programme cost is £32.01 million, including £1.22 million from District Partners.
- (iii) An approval for development funding of £2.01 million be made to enable initial work on outline business cases for individual packages, subject to DfT funding being announced.
- (iv) That future programme approvals are made in accordance with the assurance pathway and approval route outlined in this report including at Decision Point 6 and 7 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



- 4.67 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 | Hebden Bridge Flood Alleviation |
| 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

- 4.68 The Hebden Bridge Flood Alleviation Scheme is part of the Leeds City Region Flood Alleviation for Growth Programme. The aim of the programme is to improve the resilience of businesses and communities in those areas which are currently affected by high flood risk. Other schemes in this programme include the Wyke Beck and city centre schemes in Leeds, Mytholmroyd, Skipton and schemes to increase flood resilience through natural flood management techniques in the upper Calder, Colne and Aire valleys.
- 4.69 Hebden Bridge has a significant risk of flooding from the River Calder, Hebden Water and the Rochdale Canal. In recent years businesses and local communities have suffered multiple flood events, including the Boxing Day 2015 floods where river levels were the highest ever recorded and flooding was widespread throughout the whole of the Calder Valley.
- 4.70 The Hebden Bridge Flood Alleviation Scheme is designed to address all sources of flooding in Hebden Bridge including the two rivers, the canal and surface water, taking account of the natural topography and historic fabric of the area.

- 4.71 Hebden Bridge currently has a 20% risk of flooding in any given year. The scheme aims to reduce this risk to 2% in any given year, significantly improving the standard of flood protection for homes, businesses and essential infrastructure in the area, including rail, road, public transport, walking and cycling links.
- 4.72 The scheme will reduce flood risk to 183 homes and 231 businesses, potentially safeguarding 700 jobs in the area, supporting the delivery of Priority 3 (Clean Energy & Environmental Resilience) 4b (Infrastructure for Growth) and 4c (Flood Alleviation) of the Strategic Economic Plan (SEP)
- 4.73 The Hebden Bridge scheme is part of the Flood Alleviation for Growth Programme which is funded from several partnership sources including the Combined Authority (Local Growth Fund) Environment Agency (Flood Defence Grant in Aid and Booster Funding), the European Structural & Investment Fund (ESIF) and District Partners.
- 4.74 The Combined Authority approved its Local Growth Fund contribution to the programme on 27th June 2017 and this funding is targeted at reducing the flood risk to businesses and safeguarding jobs across the City Region, mitigating the risk of disruption or loss of access that affect current and potential business viability.
- 4.75 The design and delivery of the scheme is being led by the Environment Agency on behalf of the multi-agency Calderdale Flood Partnership which includes the Calderdale Council, the Canals & Rivers Trust, Yorkshire Water and Network Rail.

Clean Growth / Climate Change Implications

- 4.76 The scheme aims to increase the City Region's resilience to current and future climate change through the reduction of flood risk to local business and communities and is designed to enhance accessibility for walking and cycling in the area.

Outputs, Benefits and Inclusive Growth Implications

- 4.77 The outputs, benefits and inclusive growth implications of the scheme will include:
- Reducing the flood risk to 183 homes and 231 businesses, potentially safeguarding 700 jobs in the area.
 - Reduce the potential cost of future flood damage by over £60 million.
 - Improving business confidence in the area and business continuity in the event of future flood events.
 - Protecting essential infrastructure in the area, including rail, road, public transport, walking and cycling links.
 - Supporting the visitor economy by enhancing and sustaining accessibility to waterfront amenities and key heritage attractions.

- Reduce the potential risks to public safety as a result of rapid onset flooding

4.78 The scheme presents a benefit cost ratio (BCR) of 2:1 where the whole-life costs of the scheme have been compared to the monetised benefits arising from a reduction in damages to property and vehicle, evacuation and emergency services costs, risk to life and other health impacts.

Risks

4.79 A quantified risk assessment (QRA) has been prepared by the Environment Agency. The scheme is at the design stage and the key delivery risks and associated mitigation measures identified at this stage relate to the process of securing stakeholder support, planning and other statutory consents, refining scheme designs and cost estimates and ensuring adequate funding is in place to enable delivery.

4.80 A minor risk for the Combined Authority is that the funding being approved is for the design stage of the scheme, rather than construction. This is because construction is not due to commence until May 2021 and the Local Growth Fund (LGF) allocation must be spent by 31 March 2021. Therefore, the implementation of the scheme cannot be guaranteed at this time. However, taking account of the status of the scheme promoter and their commitment to fund over 90% of the total scheme costs and to the delivery of the scheme, this risk will be mitigated through a series of conditions in a Funding Agreement with the Environment Agency linked to the 'clawback' of grant in the event that key design and delivery milestones are not met and any reduction in their scheme funding or outputs.

Costs

4.81 The total cost of the scheme is £27.283 million. The Environment Agency has secured £25.383 million (Flood Defence Grant in Aid and Booster Funding). The Combined Authority agree to provide development matched funding of £1.9 million from the £20 million Local Growth Fund allocation for the Flood Alleviation programme.

4.82 Construction is not due to commence until May 2021. To ensure that the Combined Authority's Local Growth Fund (LGF) allocation is spent before the 31 March 2021 it will be used for the design stage of the scheme rather than the delivery stage.

Assurance Pathway and Approval Route

| Assurance pathway | Approval route | Forecast approval date |
|---------------------------|--|------------------------|
| 3 (outline business case) | Recommendation: Investment Committee Decision: Combined Authority | 06/02/2020 |

| | | |
|------------------------|---|------------|
| 4 (full business case) | Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director | 31/03/2021 |
|------------------------|---|------------|

Other Key Timescales

- 4.83 Scheme construction is forecast to commence in May 2021 and be completed by June 2023.

Assurance Tolerances

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|---|
| Assurance tolerances |
| That the Combined Authority grant funding should remain within £1.9 million That the project delivery timescale remains within three months of the timescales identified within this report. |

Project Responsibilities

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| Senior Responsible Officer | Will Benedikz, Environment Agency |
| Project Manager | Christian Merriman, Environment Agency |
| Combined Authority case officer | Ian McNichol |

Appraisal Summary

- 4.84 The scheme has a strong strategic and economic case, with improved levels of protection to homes and businesses potentially delivering a benefit cost ratio (BCR) of 2:1, safeguarding up to 700 jobs and providing a range of wider economic benefits.
- 4.85 The scheme is being led and delivered by the Environment Agency. Governance, stakeholder engagement and project management mechanisms are in place and the procurement strategy and contracting structure is clear, with a good understanding of risk.
- 4.86 All match funding for the scheme has been secured by the Environment Agency. The Combined Authority will need to provide its funding to contribute to the cost of the design stage of the scheme rather than the delivery stage in order to meet the requirement to defray the Local Growth Fund allocation by 31st March 2021.
- 4.87 The risk to the Combined Authority of the scheme not being delivered can be mitigated through a series of conditions in a Funding Agreement with the Environment Agency linked to the 'clawback' of grant.

Recommendations

4.88 The Combined Authority approves that:

- (i) The Hebden Bridge Flood Alleviation Scheme proceeds through decision point 3 and work commences on activity 4 (full business case)
- (ii) Development costs of £1.9 million are approved in order to progress the scheme to activity 4 (full business case) from the Local Growth Fund. The total project value is £27.283 million.
- (iii) The Combined Authority enters into a Funding Agreement with the Environment Agency for development expenditure of up to £1.9 million from the Local Growth fund.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

| | |
|-----------------------|------------------------------|
| Project Title | Corn Exchange 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

- 4.89 The Corn Exchange Gateway scheme has been developed through the Leeds Public Transport Investment Programme (LPTIP), a £182.3 million programme which brings together economic growth ambitions through public transport, access and connectivity improvements across Leeds.
- 4.90 The Corn Exchange Gateway encompasses a high proportion of key city centre bus, cycle, and pedestrian movements. The scheme is formed of Vicar Lane, New Market Street, Kirkgate, New York Street, Harper Street, Kirkgate York Street, Cross York Street, Duncan Street, Call Lane, Boar Lane, Lower Briggate, Bridge End, and Meadow Lane - just under 2.2km of public highway.
- 4.91 This scheme will deliver a series of improvements to the bus, pedestrian, and cycling infrastructure, as well as improve the urban environment to transform the Corn Exchange into a world class Gateway to Leeds city centre. Changes to the highway structure, bus gates, and bus re-routing measures will improve end to end bus journey times and bus service reliability. Improved pedestrian crossings and footpath widening measures will enhance the walking provision. New protected cycle lanes and cycle crossings will improve connectivity to the cycle network. Provision of new green infrastructure and new public open spaces will enhance the townscape and attractiveness of the city centre to employers, residents, and visitors.
- 4.92 Scheme delivery will support priority area 4 'infrastructure for growth' of the Leeds City Region Strategic Economic Plan (SEP), supporting the City Region realise its economic growth ambitions by enhancing connectivity to employment, education, and retail opportunities through public transport and active mode improvements.
- 4.93 The scheme has come forward at outline business case (activity 3) with a total forecast scheme cost of £25.6 million. The Combined Authority contribution is estimated to be £24.7 million, of which £18.6 million will be funded by the

Leeds Public Transport Investment Programme (LPTIP) and a contribution of £6.1 million from the West Yorkshire plus Transport Fund (WY+TF).

Clean Growth / Climate Change Implications

- 4.94 The scheme will deliver provision of new green infrastructure, bus priority and enhanced public realm, and will encourage modal switch to public and active modes thereby improving air quality and reducing CO2 emissions within the city centre.
- 4.95 Further details on clean growth and climate change implications will be brought forward at activity 4 (full business case)

Outputs, Benefits and Inclusive Growth Implications

- 4.96 The scheme outputs and benefits include:
- Support the overall increase in bus patronage by 100% by 2026.
 - Improve end to end journey times for bus services through the Gateway by 20% by 2022.
 - Improve air quality in the Gateways by supporting mode shift to public transport and active travel modes.
 - Improve the quality of bus passenger experience and levels of satisfaction by 2022.
 - Improve network safety for all users by 2026.
 - Improve access to employment and training opportunities.
 - Enhance streetscape, the built environment, and green infrastructure in the Gateways.
 - Improve connectivity between bus and rail services in the city centre, contributing to an increase percentage share of non-car modes to 70% by 2026.
 - The value for money assessment based on WebTAG appraisal reflects a core benefit cost ratio (BCR) of -0.35:1. Should highway user disbenefits be discounted, the BCR improves to 0.65:1. Appraisal does however consider the strategic drivers for investment which are in line with public transport policies and strategies as per the LPTIP and WY+TF funding programmes.
 - The scheme supports inclusive growth by improving access to employment, education, and retail opportunities to those from deprived or disconnected areas through the public transport and active mode enhancements. The scheme also supports a better quality of life by improving air quality in the city centre through reducing road traffic and subsequently carbon emissions, and additionally by improving the working and living environment through provision of new green infrastructure and public open spaces.

Risks

4.97 The scheme risks include:

- Additional surface water drainage capacity may be required as a response to the Leeds city council's climate emergency declaration. Potential need for early works to ensure surface water flows can be conveyed to a storage tank in city square.
- Unplanned utilities are identified during construction - the delivery partner will manage on site. Extensive Ground Penetrating Radar surveys will be commissioned.

Costs

4.98 The scheme costs are:

- The total forecast scheme cost is £25.6 million.
- The Combined Authority contribution is £24.7 million, of which £18.6 million will be funded by the Leeds Public Transport Investment Programme (LPTIP) and a contribution of £6.1 million from the West Yorkshire plus Transport Fund (WY+TF) – Leeds City Centre Package.
- A £900,000 S106 developer contribution is pending approval.

4.99 The scheme is to draw down funding for business case development costs through the LPTIP programme allocation. A scheme funding agreement is therefore not required at this stage.

4.100 The contribution of £6.1 million from the WY+TF is from the £66.8 million allocated to the Leeds City Centre Network Improvements scheme and is therefore within the revised baseline allocation recommended by the Investment Committee to the Combined Authority on 09 January 2020. Combined Authority are being requested to approve the revised baseline allocations on 06 February 2020.

Assurance Pathway and Approval Route

| Assurance pathway | Approval route | Forecast approval date |
|---|---|------------------------|
| 3 (outline business case) | Recommendation: Investment Committee Decision: Combined Authority | 06/02/2020 |
| 4 (full business case) | Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director | 14/05/2020 |
| 5 (full business case with finalised costs) | Recommendation: Combined Authority's Programme Appraisal Team | 17/09/2020 |

| | | |
|--|--|--|
| | Decision: Combined Authority's Managing Director | |
|--|--|--|

Other Key Timescales

- Construction commence is forecast for June 2020.
- Practical completion is forecast for December 2021.

Assurance Tolerances

| Assurance tolerances |
|--|
| That any scheme cost increase remains within 10% of cost set out. |
| That the delivery programme remains within 3 months of the timescales set out. |

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

- 4.101 The strategic drivers have been suitably established with the promoter demonstrating the proposed interventions and the desired outcomes and benefits align to the ambitions and objectives of the Leeds Public Transport Investment Programme and the West Yorkshire plus Transport Fund. The scheme also makes a strong case in supporting the Leeds City Region Strategic Economic Plan, with the scheme to facilitate economic growth in Leeds city centre through making improvements to the public transport and active mode infrastructure, enhancing accessibility and connectivity to employment, education and retail.
- 4.102 Appropriate consideration has been given to the commercial and management cases at outline business case, with fundamental elements to be worked up at the next stage, such as risk allocation and transfer which will be developed in line with detailed design and contractual arrangements.
- 4.103 The financial case has adequately demonstrated a breakdown of scheme costs and funding contributions, and additionally reflected scheme affordability based on the current LPTIP and WY+TF funding allocations. It has been recommended that an updated funding strategy paper is submitted at the next stage to reflect more accurately the status of the LPTIP and WY+TF programmes and the outcome of the S106 developer contribution to the scheme.
- 4.104 The value for money assessment does reflect the current scheme as a “very poor” value for money scheme when considering the core benefit cost ratio,

which after discounting the highway user disbenefits, only improves it to a “poor” value for money category. It is however acknowledged that a scheme design which is largely focused on public transport and public realm improvements does not perform well under WebTAG appraisal, so given the scheme is very much to deliver in accordance to public transport policies and strategies, the wider strategic benefits have to be taken into consideration. It would still be a recommendation that the promoter reflects on the outline design and seeks to improve the value for money position by making refinements at the detailed design stage.

Recommendations

4.105 The Combined Authority approves that:

- (i) The Corn Exchange Gateway project proceeds through decision point 3 and work commences on activity 4 (FBC).
- (ii) An indicative approval to the Combined Authority’s contribution of £24.7 million is given, with £18.6 million to be funded through the Leeds Public Transport Investment Programme and £6.1 million from the West Yorkshire plus Transport Fund, with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (FBC with finalised costs). The total project value is £25.6 million.
- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 4 and 5 through a delegation to the Combined Authority’s Managing Director following a recommendation by the Combined Authority’s Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

| | |
|-----------------------|------------------------------------|
| Project Title | Enterprise Zone: Parry Lane |
| 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

- 4.106 On a regional scale, Enterprise Zones (EZ) are a key part of central Government's national agenda to devolve responsibility for growth and incentivise additional economic development.
- 4.107 The Leeds City Region (LCR) EZ programme secured funding approval of up to £44.939 million through the Local Growth Fund (LGF) programme which runs to 31 March 2021.
- 4.108 The Parry Lane site is part of the M62 Enterprise Zone, which covers sites in Wakefield, Bradford, Kirklees and Calderdale. The land is owned by Bradford Council thereby removing the need for extensive land acquisition costs and sits within the area designated the Bradford Business Development Zone (BDZ); a catalyst for wider regeneration in the area. There has been no physical development on the site for approximately 15 years.
- 4.109 This scheme through the LCR EZ programme supports Priority Area 4 (Infrastructure for Growth) and the 'good growth' principles of the LCR Strategic Economic Plan (SEP), through unlocking opportunities for high-quality employment space in the advanced and innovative manufacturing and complementary sectors.
- 4.110 The Parry Lane scheme, through the LGF programme, seeks to deliver site enabling and de-risking works to make the development a more viable proposition for the private sector. Working with the private sector, it is anticipated that full site development could be realised by March 2025, with delivery of up to 16,900 sqm of commercial floor space capable of accommodating 489 jobs, generating up to £166 million GVA, and potential business rates income of approximately £5.3 million over the period to 2042.
- 4.111 The scheme has come forward at outline business case (activity 3) with a total scheme cost forecast of £18.88 million, and based on the net development

value estimates, seeks indicative approval of £8,081,037 through the LGF to fund the viability gap. The LGF is to support the securing of outline planning permission, the undertaking of site remediation and infrastructure works, and delivery of an essential signalised junction and access route in order to ready the site for development.

4.112 The promoter as part of full business case (activity 4) is to demonstrate a viable funding strategy, route to development, and a refined delivery programme and consideration of all the options available. Further progression of the scheme through the assurance process will be conditional upon this.

Clean Growth / Climate Change Implications

4.113 The following aspects of the enabling works will be assessed from an environmental impact as part of the final business case development:

- land clearance and management of waste.
- substitution of materials with sustainable resources.

Outputs, Benefits and Inclusive Growth Implications

4.114 The direct scheme outputs to be delivered through this scheme are to provide a de-risked and serviced site with a signalised junction and access route.

4.115 The indirect scheme outcomes and benefits are delivery of up to 16,900 sqm of commercial floor space by March 2025, capable of accommodating 489 jobs, generating up to £166 million GVA, and potential business rates income of approximately £5.3 million over the period to 2042.

4.116 The scheme supports inclusive growth by developing land to unlock employment opportunities for residents across West Yorkshire and the City Region. Additionally, the scheme supports the regeneration of a deprived area, enhancing the local working environment.

Risks

4.117 The scheme risks include:

- The LGF programme timescale of 31 March 2021 represents a significant constraint and risk to the scheme, with the indication that full delivery of the proposed site may not be achieved. To mitigate against this the scheme promoters will contract for the completion of the enabling works in the summer of 2020.
- The outcome to negotiations with the private sector on the funding agreement and scheme design taken forward. As per other EZ schemes, robust clauses will be inserted into the funding agreement to protect the public sector and support the realisation of the desired economic growth outputs.
- Site risks such as utility diversions and unexpected ground conditions. To be mitigated through improved engagement with Northern Power Grid

and contractor (to be appointed) engagement as part of detailed design stage.

- Rental aspirations are not achieved. Market appraisal has informed the business case with the risk to be monitored.

Costs

4.118 The scheme costs include:

- The total scheme cost estimate for a fully developed site is £18.88 million, the net development value assessment is currently £11.04 million, therefore forecasting a viability gap.
- The promoter seeks an indicative approval of £8.081 million through the £44.939 million Local Growth Fund allocation to the LCR Enterprise Zone programme which is sufficient to meet the viability gap and does contain £1.6 million attributed to risk.
- The promoter seeks approval of £536,849 from the Local Growth Fund to fund full business case development costs. To date the scheme has drawn down business case development costs from the £1.923 million EZ programme funding pot.
- A funding agreement will be required with City of Bradford District & Metropolitan Council to assist in the development of the full business case as part of the funding allocation of £536,849.

Assurance Pathway and Approval Route

| Assurance pathway | Approval route | Forecast approval date |
|---|---|------------------------|
| 3 (outline business case) | Recommendation: Investment Committee Decision: Combined Authority | 06/02/2020 |
| 4 (full business case) | Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director | 24/04/2020 |
| 5 (full business case with finalised costs) | Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director | 24/07/2020 |

Other Key Timescales

- March 2020: Submit outline design planning application.
- May 2020: Contractor appointment.
- June 2020: Secure outline design planning approval.
- July 2020: Commencement of site enabling construction works.

- May 2021: Practical completion of site enabling construction works.
- March 2025: Completion of full site development.

Assurance Tolerances

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|--|
| Assurance tolerances |
| That any scheme cost increase remains within 10% of the costs set out. |
| That the scheme delivers site enabling works by 31 May 2021 |

Project Responsibilities

| | |
|--|-----------------------------------|
| Senior Responsible Officer | Kate Thompson, Combined Authority |
| Project Manager | Sara Brook, Combined Authority |
| Combined Authority case officer | Asif Abed |

Appraisal Summary

- 4.119 The strategic drivers are suitably established, with the business case highlighting the potential economic growth opportunities that could be realised through developing the Parry Lane site as part of the LCR Enterprise Zone programme, and its support to the LCR SEP and inclusive growth principles to the local area of Bradford.
- 4.120 The March 2021 LGF spend constraint however poses a significant risk to the scheme, requiring a viable funding strategy, route to development, and a refined delivery programme to be in place following discussions with BEIS and the consideration of all options available.
- 4.121 The value for money assessment also needs to be worked up. It is apparent the Parry Lane site provides the opportunity to realise significant economic growth outputs in terms of commercial floorspace, jobs, and GVA, however the private sector will largely deliver them, and as a consequence the promoter should establish the value for money position based solely on the LGF investment and the direct outputs. Implications on land value uplift should also be considered.

Recommendations

- 4.122 The Combined Authority approves that:
- The EZ Parry Lane scheme proceeds through decision point 3 and work commences on activity 4 (full business case).
 - The total cost of the scheme is £18.88 million. An indicative approval to the Combined Authority's contribution of £8.081 million through the Local Growth Fund is given, with full approval to spend being granted once the

scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).

- (iii) Development costs of £540,000 are approved in order to progress the scheme to decision point 4 (full business case).
- (iv) Approval is given to enter into a Funding Agreement with the City of Bradford District & Metropolitan Council in order to assist in the development of the full business case for up to £540,000.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 4 and 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

| | |
|-----------------------|---------------------------|
| Project Title | Leeds Inland Port |
| 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:

- 4.123 The Leeds Inland Port project enables the potential of the 100 km waterway between Hull, Immingham and Leeds to be unlocked through the delivery of a new wharf facility at Stourton to enable the transportation of non-perishable freight such as aggregates, timber, oil and steel from the Humber estuary into Leeds.
- 4.124 The wharf, which will be located on land off Haigh Park Road, Stourton, LS10, is well placed because currently freight is coming from the Humber ports by road and therefore demand is proven and the port will change this mode of travel.
- 4.125 It is anticipated that the project will support the development of flagship projects such as Leeds Southbank and High Speed 2 by enabling construction materials to be transported on water, thereby reducing congestion on the roads and generating carbon savings.

Clean Growth / Climate Change Implications

- 4.126 894 tonnes of carbon savings by the end of year three, and a reduction in road freight by 200,000 tonnes after year one.
- 4.127 Move 200,000 tonnes of freight from road to water after year one, resulting in reduced road congestion.

Outputs, Benefits and Inclusive Growth Implications

4.128 Outputs:

- One new freight facility for the city of Leeds;
- Up to 16 new jobs;
- 200,000 tonnes of freight moved to water per annum.

4.129 Benefits:

- An improvement in air quality as reliance on road freight transport is diminished;
- Increased connectivity between the Humber ports and northern Europe.

4.130 Inclusive Growth:

- Reduce carbon emissions from road vehicles by 894 tonnes by the end of year three resulting in improved air quality for the Leeds City Region;

Costs

4.131 The scheme will be funded from the West Yorkshire-plus Transport Fund and the total scheme cost is £3.37 million with the Combined Authority contribution being £3.17 million. No funding recommendation is being sought at this stage.

4.132 The total scheme cost (£3.17 million) is the same as the revised baseline allocation (£3.17 million) recommended by the Investment Committee to the Combined Authority on 09 January 2020. Combined Authority are being requested to approve the revised baseline allocations on 06 February 2020.

Risks

4.133 The promoter has identified the following risks at this stage:

- **Cost overruns** - Pain share principles will be applied through contracts where possible, but where this is not possible, the promoter may absorb any cost overruns.
- **Market uptake** - Evidence of market research has been submitted along with evidence of a solid understanding of the field.

Assurance Pathway and Approval Route

| Assurance pathway | Approval route | Forecast approval date |
|---|---|------------------------|
| 3 (outline business case) | Recommendation: Investment Committee Decision: Combined Authority | 06/02/2020 |
| 4 (full business case) | Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director | 30/04/2020 |
| 5 (full business case plus finalised costs) | Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director | 30/06/2020 |

4.134 Other Key Timescales

- Construction on site (target): Sept 2020
- Construction completion (target): March 2021

Assurance Tolerances

| Assurance tolerances |
|---|
| That any scheme cost increase remains within 10% of cost set out. That the delivery programme remains within 3 months of the timescales set out. |

Project Responsibilities

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|---------------------------------|---|
| Senior Responsible Officer | Steve Higham – Funding Manager, Canals and Rivers Trust |
| Project Manager | Chris Moses |
| Combined Authority case officer | Daisy Johnson |

Appraisal Summary

- 4.135 The project has a strong strategic fit with the Strategic Economic Plan and Transport Strategy and will deliver against SEP priorities 1, 2, 3, and 4 to grow business, create better jobs and deliver infrastructure for growth. The project could provide a viable alternative to road transport for construction materials needed to bring forward flagship developments such as Leeds Southbank and High Speed 2.
- 4.136 Commercially, the promoter has demonstrated the scheme can be viable, although further work is required on risk and formal written legal advice relating to state aid is required.
- 4.137 The project seeks £3.17 million from the Combined Authority. A full cost plan and spend profile has been provided.

Recommendations

- 4.138 The Combined Authority approves that:
- (i) The Leeds Inland Port project proceeds through decision point 3 and work commences on activity 4 (Full business case).
 - (ii) An indicative approval to the Combined Authority's contribution of £3.17 million is given, to be funded from the West Yorkshire plus Transport Fund, with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (FBC with finalised costs). The total project value is £3.37 million.

- (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.

| | |
|-----------------------|---------------------------------------|
| Project Title | Leeds Bradford Airport Parkway |
| Stage | 2 (development) |
| Decision Point | 3 (outline business case) |

| | | |
|---|---|--|
| 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

- 4.139 The Leeds Bradford Airport Parkway scheme is being developed through the Leeds Public Transport Investment Programme (LPTIP), a £182.3 million programme which brings together economic growth ambitions through public transport, access and connectivity improvements across Leeds.
- 4.140 This scheme will deliver a new rail station on the Harrogate railway line, between Horsforth station and Bramhope tunnel, and serve as a rail interchange and parkway function to the airport. Connection to the airport is to be provided by regular shuttle buses.
- 4.141 The scheme includes construction of two platforms with associated station facilities such as waiting rooms, passenger information screens, lighting, and ticket vending machines. It will also include the provision of a 350-space car park and construction of a spur road to the airport to all users.
- 4.142 Proposals for LBA Parkway include a spur road which will connect the station to Scotland Lane. From there the Combined Authority has worked closely with Leeds City Council to consider options to connect the Parkway station to Leeds Bradford Airport. These options include a new section of highway from Scotland Lane to the south of the LBA long stay car park, or improvements to the northern section of Scotland Lane. These initial considerations formed part of the consultation exercise undertaken in early 2019. Work to confirm the connectivity between the Parkway and LBA will continue through the next design phase, working with Leeds City Council to develop a solution in the context of the wider LBA connectivity strategy.
- 4.143 Scheme delivery will support an increase in international connectivity and contribute to the Leeds City Region Strategic Economic Plan (SEP) economic growth ambitions by improving the public transport access to and from the airport. Additionally, it is envisaged to enhance access to jobs within the surrounding area as well as the airport itself. The station could also be

considered as a park & ride site, to serve residents for onward travel by rail to employment, education and retail opportunities across West Yorkshire and the City Region. This would benefit the road network and air quality priorities by reducing congestion and carbon emission levels.

- 4.144 Scheme delivery does require the acquisition of third party land. One landowner has indicated a preference for their whole land holding to be purchased by the Combined Authority, which would include residual land. Legal advice has been sought concluding the Combined Authority has sufficient powers to purchase the entire holding should this be the preferred approach. Any acquisition will however be subject to the development of a management plan for the residual land and the satisfactory conclusion to landowner negotiations.

Clean Growth / Climate Change Implications

- 4.145 Both the Combined Authority and Leeds City Council have declared a Climate Emergency. One of the objectives of the parkway station is to increase international connectivity and, as a consequence, supports air travel within the City Region. However, the parkway station will improve the public transport access to LBA, helping to satisfy surface access demand to/from the airport in a more sustainable way than is currently possible.
- 4.146 Furthermore, the parkway station will serve as a rail park and ride, connecting existing and proposed residential areas to local urban centres such as Leeds, Harrogate and York, reducing congestion levels.

Outputs, Benefits and Inclusive Growth Implications

- 4.147 The scheme outputs and benefits include:

- Improve international connectivity by improving access to and from the airport by public transport.
- Provide a park and ride service for residents of north west Leeds and beyond.
- Connect existing and proposed new residential areas to local urban centres such as Leeds, Harrogate and York.
- Support employers in the area access a wider labour network following delivery of a new rail station.
- Provide a more sustainable mode of travel, reducing congestion levels and improving air quality by reducing carbon emissions.

- 4.148 The value for money assessment reflects a benefit cost ratio of 4.3:1 judging the scheme as very high value for money. However, further work to refine the economic case at the next stage is to be required.

- 4.149 The scheme supports inclusive growth principles by supporting deprived communities' access to the airport via public transport, as well as to local urban centres such as Leeds for employment, education or retail opportunities.

The scheme also supports a better quality of life by reducing road traffic congestion levels and consequently carbon emission levels, improving air quality.

Risks

4.150 The scheme risks include:

- Potential shortfall in funding. Possible funding solutions are being explored with stakeholders, including ongoing negotiations with landowners on the sale value.
- Operational analysis shows increased number of passengers at peak times, which could cause capacity issues on trains. To be monitored as part of discussions with the train operator and consultants.
- Declaration of climate emergency in Leeds constraining ambitions of economic growth through international connectivity. The scheme has demonstrated it supports reduction to congestion levels and encourages sustainable travel by train.

Costs

4.151 The scheme costs are:

- The total scheme cost estimate at outline design has been estimated at £41.98 million.
- The Combined Authority contribution for this scheme is £5 million which will be funded from the Leeds Public Transport Improvement Programme (LPTIP). This funding is specifically to undertake detailed designs and approval to final business case with finalised costs (FBC+).
- Several options are being explored to the development of a funding package to deliver the construction works.
- At outline business case, the promoter seeks approval of an additional £4.5 million from the LPTIP, taking total approval to £5 million. This will be used for land acquisition (£2.7 million) with the remainder used to develop the full business case.
- At this stage a funding agreement is not required given the Combined Authority's internal project delivery team are developing the scheme.

Assurance Pathway and Approval Route

| Assurance pathway | Approval route | Forecast approval date |
|---------------------------|--|------------------------|
| 3 (outline business case) | Recommendation: Investment Committee Decision: Combined Authority | 06/02/2020 |
| 4 (full business case) | Recommendation: Combined Authority's Programme Appraisal Team | 01/04/2021 |

| | | |
|---|---|------------|
| | Decision: Combined Authority's Managing Director | |
| 5 (full business case with finalised costs) | Recommendation: Combined Authority's Programme Appraisal Team Decision: Investment Committee | 02/05/2022 |

Other Key Timescales

- Construction commence is forecast for May 2022.
- Practical completion is forecast for April 2024.
- These timescales are based on current assumptions and are subject to the availability of funding, obtaining the necessary consents and approvals, and land assembly.

Assurance Tolerances

| |
|---|
| Assurance tolerances |
| That any cost increase remains within 10% to costs set out. That delivery timescales remain within 3 months to that set out. |

Project Responsibilities

| | |
|--|--------------------------------|
| Senior Responsible Officer | Liz Hunter, Combined Authority |
| Project Manager | Tom Murphy, Combined Authority |
| Combined Authority case officer | Asif Abed |

Appraisal Summary

- 4.152 At outline business case, the promoter has reasonably established the strategic drivers for the scheme, primarily reflecting the scheme's support to the Leeds City Region strategic economic plan (SEP) economic growth ambitions by delivering public transport infrastructure to improve access and connectivity to and from the airport, and the associated benefits in line with local and regional transport policies of reducing road congestion levels and improving air quality.
- 4.153 With respect to the climate emergency declaration, the scheme does seek to increase international connectivity and as a consequence support air travel, recognising the importance of LBA to the City Region's economy. The parkway station will improve the public transport access to LBA, helping to satisfy surface access demand to/from the airport in a more sustainable way.
- 4.154 It is highlighted that the parkway station will also function as a park & ride site for residents who seek onward travel via rail to local urban centres within the City Region. This is a reasonable consideration and presents wider benefits.

- 4.155 The commercial and management cases have been adequately presented but constrained and should be considered indicative given a funding solution to deliver the works is still in development.
- 4.156 The value for money assessment reflects a very high value for money scheme, and although the economic case has been adequately presented, appraisal has highlighted areas of refinement for the promoter to address at the next stage. It is not believed to have a significant impact on the value for money position.

Recommendations

4.157 The Combined Authority approves that:

- (i) The Leeds Bradford Airport Parkway project proceeds through decision point 3 and work commences on activity 4 (full business case).
- (ii) Indicative approval to the total project value of £5 million has been given from the LPTIP 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) The development costs of £4.5 million are approved in order to progress the scheme to decision point 4 (Full business case), taking the total project approval to £5 million.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report, including at decision point 4 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team (subject to the scheme remaining within the tolerances outlined in this report), with decision point 5 approval through a delegation to the Investment Committee following a recommendation by the Combined Authority's Programme Appraisal Team.

| | |
|-----------------------|---------------------------|
| Project Title | Network Navigation |
| 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 |

Background

- 4.158 The Network Navigation project forms part of the Leeds Public Transport Investment Programme, a £173.5 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.
- 4.159 This scheme is one of 10 projects within the bus delivery workstream that aims to improve accessibility to the bus network across the communities of Leeds. The scheme is seeking to respond to feedback from the Leeds Transport Conversation and West Yorkshire Bus Strategy that called for the provision of better bus route information and an increase in the availability of bus service information. The principles for the scheme were identified as a key outcome for the programme by the West Yorkshire Transport Committee.
- 4.160 The scheme addresses the current issues of poor legibility and disjointed presentation by ensuring high frequency and strategic bus services are easily recognisable and the network is presented as unified, accessible and easy to navigate. This will improve existing and potential bus users' ability to identify bus routes via easy to navigate Leeds network maps and associated corridors making the bus offer more attractive.
- 4.161 This scheme aims to deliver a package of user friendly, highly visible materials to help customers identify and navigate the bus network in Leeds. It will improve transport accessibility and user experience by providing a user-friendly and accessible network map, linked to new colour coded bus stop flags and shelters. The scheme sits alongside various complimentary measures for infrastructure within the LPTIP and TCF programmes. It is proposed that on completion of Leeds, the scheme will be rolled out across the rest of West Yorkshire, through other funding opportunities.

Clean Growth / Climate Change Implications

4.162 This scheme directly does not have climate change implications, however, as an overarching network navigation tool for the various infrastructure improvement schemes part of LPTIP and TCF programmes, this scheme aims at promoting the use of sustainable transport mode which supports the clean growth and climate change priorities.

Outputs, Benefits and Inclusive Growth Implications

4.163 The outputs, benefits and inclusive growth implications of the scheme will include

- A unified, easy to navigate core Leeds network map and associated corridor maps to be displayed on-street and digitally
- Enhancements to approximately 1,624 bus shelters including approximately 771 coloured bus stop flags that are highly recognisable to the customer
- Colour added to the bus shelters with named key locations, so passengers find it easier to identify their current location
- Revised presentation of roadside timetables to make it easier for passengers to understand when and where their bus services are travelling.

4.164 The scheme presents a BCR of 3.76 which represents high value for money.

4.165 The principles developed within this workstream will eventually be applied across the core bus network for the rest of West Yorkshire through other funding programmes. This also includes applying the Network Map and Corridor routes to digital formats.

Risks

4.166 The key risk to the delivery of the scheme and associated mitigation measures is:

- Future changes to infrastructure integration e.g. service changes which mean on-street infrastructure (e.g. bus flags) may need to be changed. This is mitigated by developing a maintenance agreement with operators.

Costs

4.167 The total cost of the scheme is £1.8 million. The Combined Authority will fund 100% of this cost from the devolved DfT Leeds Public Transport Investment Programme.

4.168 The scheme requires approval of development costs of £150,000 to bring the business case to FBC+ stage. The scheme has programme level approved development costs of £100,000 taking the total project approval to £250,000.

Assurance Pathway and Approval Route

| Assurance pathway | Approval route | Forecast approval date |
|---|---|------------------------|
| 3 (outline business case) | Recommendation: Investment Committee Decision: Combined Authority | 05/02/2020 |
| 5 (full business case with finalised costs) | Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director | 01/08/2020 |

Other Key Timescales

- Scheme commences in August 2020
- Scheme completion March 2021

Assurance Tolerances

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

Project Responsibilities

| | |
|---------------------------------|----------------|
| Senior Responsible Officer | Dave Pearson |
| Project Manager | Helen Ellerton |
| Combined Authority case officer | Ian McNichol |

Appraisal Summary

- 4.169 The scheme has a strong strategic case in the LPTIP Bus Infrastructure Package which aims to address congestion and disjointed presentation of the high frequency and strategic bus network by making bus offer easy to access and more attractive therefore encouraging modal shift on key routes into the city centre.
- 4.170 The economic case for the scheme takes account of a range of different options and the value for money position (captured by the preferred scheme BCR of 3.76:1) will be further refined as detailed scheme designs come forward at the next stage of the assurance.
- 4.171 The scheme is part of the established governance, programme and project management arrangements for LPTIP. The approach to risk and mitigation is

appropriate to the scale and complexity of the scheme and the overall delivery programme appears reasonable.

Recommendations

4.172 The Combined Authority approves that:

- (i) The Network Navigation (Leeds) scheme proceeds through decision point 3 (outline business case) and work commences on activity 5 (Full Business Case plus cost).
- (ii) An indicative approval to the total project value of £1.8 million is given from the LPTIP 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 £150,000 are approved in order to progress the scheme to decision point 5 (Full business case with finalised costs), taking the total project approval to £250,000.
- (iv) 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 | Moorthorpe Rail Car Park |
| Stage | 2 (development) |
| Decision Point | 5 (full business case with finalised costs) |

| | | |
|---|---|--|
| 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

- 4.173 As part of the West Yorkshire plus Transport Fund (WY+TF), a programme of car park extensions at rail stations was identified to enhance connectivity to, from, and within West Yorkshire. This scheme is part of phase 1 of the programme.,
- 4.174 The current car park at Moorthorpe rail station can accommodate 45 vehicles, albeit the land is predominantly gravel, with only 18 lined spaces. Capacity audits since 2014 reflect the car park reaches 99% capacity by 9am on most term time weekdays and given growth in rail demand is set to continue, this scheme provides opportunity to deliver a modern, fit for purpose car park that supports the growth.
- 4.175 The car park is to be constructed entirely within Network Rail land and will increase the free rail car parking offer to 102 spaces, including 6 blue badge bays. Additionally, the scheme will deliver enhanced draining infrastructure, CCTV, LED lighting, and provision of electrical ducting for two future electric charging bays.
- 4.176 Scheme delivery will support priority area 4 ‘infrastructure for growth’ of the Leeds City Region Strategic Economic Plan (SEP), with the increase to secure parking enhancing access via rail to employment, education, and retail opportunities across West Yorkshire and the City Region.
- 4.177 The scheme has come forward at full business with finalised costs (activity 5) with total scheme costs of £778,551, to be funded from the West Yorkshire plus Transport Fund (WY+TF).
- 4.178 The Combined Authority will enter into a Section 56 funding agreement with Arriva Rail North for expenditure up to £635,000 from the WY+TF.

4.179 The Combined Authority will enter into a Basic Asset Protection Agreement (BAPA) with Network Rail for £32,000.

Clean Growth / Climate Change Implications

4.180 The scheme will contribute to the delivery of a low emission transport system with the station car park extension enabling more users to access free secure parking, and as a result complete onward journeys to employment, education, or retail via the rail network.

Outputs, Benefits and Inclusive Growth Implications

4.181 The scheme outputs and benefits include:

- An increase to the free parking capacity by 57 spaces, enabling the car park to accommodate 102 vehicles, including 6 blue badge bays.
- A modern, fit for purpose car park with enhanced draining infrastructure, CCTV, LED lighting, and provision of electrical ducting for two future electric charging bays.
- An increase in rail patronage through enhancing the parking capacity.
- A reduction to overall journey times through better access to secure parking and to the rail network.
- Support a reduction to carbon emissions with commuters choosing rail for onward journeys.
- A benefit cost ratio of 2.8:1 judging the scheme as high value for money when assessed against the Department for Transport's value for money criteria.
- Support to the inclusive growth principle of a better quality of life by enhancing access to employment, education, and retail opportunities through a more sustainable transport mode.

Risks

4.182 The scheme risks are:

- Unknown or unidentified site conditions or contamination from hazardous waste materials. Site surveys completed shows no significant finds. Contractor to monitor as part of works. Waste to be disposed following guidance and regulations.
- Presence of buried services requiring rerouting. To be mitigated through contractor surveys.
- Risk from works adjacent to live railway line (platform edge) or overhead line equipment. Appropriate works plan to be put in place to avoid / mitigate this risk.

Costs

4.183 The scheme costs are:

- The total forecast scheme cost is £778,551, to be wholly funded by the West Yorkshire plus Transport Fund (WY+TF).

4.184 The total scheme cost (£778,551) is less than the revised baseline allocation (£1.08 million) recommended by the Investment Committee to the Combined Authority on 09 January 2020. Combined Authority are being requested to approve the revised baseline allocations on 06 February 2020.

Assurance Pathway and Approval Route

| Assurance pathway | Approval route | Forecast approval date |
|---|---|------------------------|
| 5 (full business case with finalised costs) | Recommendation: Investment Committee Decision: Combined Authority | 06/02/2020 |
| 6 (delivery) | Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director | 25/12/2020 |

Other Key Timescales

- Approval and signing of the Section 56 agreement is forecast for February 2020.
- Construction commence is forecast for March 2020.
- Practical completion is forecast for December 2020.

Assurance Tolerances

| Assurance tolerances |
|--|
| That any scheme cost increase remains within 10% of costs set out. That the delivery programme remains within 3 months of timescales set out. |

Project Responsibilities

| | |
|---------------------------------|-----------------------------------|
| Senior Responsible Officer | Dave Haskins, Combined Authority. |
| Project Manager | John Huxall, Combined Authority |
| Combined Authority case officer | Asif Abed |

Appraisal Summary

- 4.185 The strategic drivers have been well presented with the promoter establishing the scheme as one of 14 sites identified as part of the transport fund's phase 1 rail car park programme, with the car park extension to enhance access and connectivity to rail in line with local and regional transport policies, as well as priority area 4 'infrastructure for growth' of the Leeds City Region Strategic Economic Plan.
- 4.186 The commercial, management and financial cases have also been adequately demonstrated, with the business case reflecting the project delivery team and governance structure is in place, the conclusion to the contractor procurement process (tender evaluation and award), and scheme affordability with total scheme costs within the WY+TF budget of the phase 1 rail car park programme.
- 4.187 The value for money assessment has been suitably presented, with appraisal indicating the scheme will deliver high value for money.

Recommendations

- 4.188 The Combined Authority approves that:
- (i) The Moorthorpe Rail Car Park project proceeds through decision point 5 and work commences on activity 6 (Delivery).
 - (ii) Approval to the total project value of £778,551 million is given from the West Yorkshire plus Transport Fund.
 - (iii) Approval for the Combined Authority to enter into a Section 56 Funding Agreement with Arriva Rail North for expenditure of up to £635,000 million from the West Yorkshire plus Transport Fund.
 - (iv) Approval for the Combined Authority to enter into a Basic Asset Protection Agreement with Network Rail for £32,000.
 - (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Projects in Stage 3: Delivery and Evaluation



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

Other approvals - Clifton Business Park (Enterprise Zone)

4.190 At the Combined Authority's meeting on 10 October 2019, the Clifton Business Park Enterprise Zone secured approval to proceed through decision point 3 and work commence on activity 5 (full business case with finalised costs). The recommendation to enter into a funding agreement with Calderdale Council was omitted from the final report recommendations and approval to enter into that funding agreement is therefore requested at this meeting.

That the Combined Authority approves that:

- (i) The Combined Authority enters into a funding agreement with Calderdale Council for expenditure of up to £3.156 million from the Local Growth Fund for the Clifton Business Park (Enterprise Zone) as approved by the Combined Authority on 10 October 2019.

Decisions made by the Investment Committee

4.191 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 on the 9 January 2020 and one from Investment Committee on 5 February 2020 – Superfast West Yorkshire and York Contract 3 (if the Investment Committee does not approve this scheme the Chair of Combined Authority will be briefed in advance of this meeting). 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.

York Outer Ring Road - Phase 3 - Clifton Moor

4.192 This scheme is phase 3 of the York Outer Ring Road Programme. Phase 1 is complete, and Phase 2 is in Activity 6, Delivery. Phase 3 will deliver improvements to the roundabout at Clifton Moor, including:

- A1237 westbound approach widened to three lanes
- A1237 exits widened to two lanes

- Lane designations re-allocated
- Relocate and enlarge inscribed circle diameter of roundabout
- Creation of underpass on A1237 eastbound
- Addition of a 4th arm to access Site ST14 Land West of Wigginton Road

4.193 The Investment Committee agreed approval to proceed through decision point 4 (full business case) and for work to commence on activity 5 (full business case with finalised costs).

4.194 Indicative total scheme cost - £7.174 million (total programme - £44.216 million), total value of Combined Authority funding - £2.174 million (total programme indicative - £38.378 million), funding recommendation sought: £0.

Bradford City Centre Heritage Properties Development Scheme

4.195 This scheme forms part of the housing and regeneration programme and will redevelop three city centre properties to provide commercial floor space and residential units. The change request is to replace one property from the original programme with an alternative property.

4.196 The Investment Committee agreed approval to accept the change request to replace one property with a new one at decision point 6 and work continues on activity 6 (delivery).

4.197 Total value - £33.29 million, total value of Combined Authority funding - £7.4 million, funding recommendation sought - £0.

York Scarborough Bridge (foot & cycle bridge)

4.198 This scheme forms part of the Transforming Cities Fund and will improve the pedestrian and cycle access to York City Centre and York rail station. This scheme will enhance the recently completed Scarborough Bridge by ensuring accessible access in the surrounding area.

4.199 The Investment Committee agreed approval to accept the change request to enhance the original scheme further, using £280,000 new funding from Transforming Cities Fund small bids, by complementing the approaches to the bridge and its links to walking and cycling at activity 6 (delivery) and work continues in activity 6 (delivery).

4.200 Total value - £4.707 million, total value of Combined Authority funding – £2.215 million, funding recommendation sought - £280,000.

Superfast Broadband West Yorkshire and York Contract 3

4.201 Superfast Broadband West Yorkshire and York (SBWYY) Contract 3 programme aims to deliver fast and reliable broadband infrastructure in some of the hardest to reach areas of market failure which are not currently on the targeted through a commercial roll out or were not targeted by previous phase (Contract 2) across the West Yorkshire and York geography.

4.202 The Investment Committee agreed approval to accept the change request to reduce the delivery scope of the scheme to cover the rural white postcode areas funded by DEFRA as a result of no uptake on the urban area tender which was funded by ESIF and Gainshare. This change in scope reflects the proportionate reduction in total output of the scheme.

5 Clean Growth Implications

5.1 Clean growth implications are outlined in each scheme, see above.

6 Inclusive growth implications

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

7 Financial implications

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

8 Legal implications

8.1 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.

9 Staffing implications

9.1 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.

10 External consultees

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

11 Recommendations

Leeds Transport Model Update 2020

11.1 The Combined Authority approves that:

- (i) The Leeds Transport Model Update 2020 project proceeds through Decision Point 2 and work commences on Activity 5 (full business case with finalised costs).
- (ii) An indicative approval of £600,000 is given from the West Yorkshire plus Transport Fund towards a total scheme cost of £1.2 million with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5.
- (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.

York City Centre Access Improvements

11.2 The Combined Authority approves that:

- (i) The York City Centre Access Improvements scheme proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
- (ii) An indicative approval to the total project value of £8.1 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.
- (iii) Development costs of £355,000 approved in order to progress the scheme to activity 3 (outline business case).
- (iv) The Combined Authority enters into a Funding Agreement with City of York Council for expenditure of up to £355,000 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 4 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 set out in this report.

Leeds City Region Future Mobility Zone

11.3 The Combined Authority approves that:

- (i) That the Future Mobility Zone (FMZ) programme proceeds through Decision Point 2 and work commences on the development of business cases for individual packages
- (ii) An indicative approval to £30.793 million, which will be funded from the Local Transport Plan (£2.75 million), the Leeds Public Transport Investment Programme (£0.763 million) and the Department for Transport FMZ fund (£27.28 million) is given with full approval to spend being granted as individual scheme or packages have progressed through the Assurance Process to Decision Point 5. The total programme cost is £32.01 million, including £1.22 million from District Partners.
- (iii) An approval for development funding of £2.01 million be made to enable initial work on outline business cases for individual packages, subject to DfT funding being announced.

- (iv) That future programme approvals are made in accordance with the assurance pathway and approval route outlined in this report including at Decision Point 6 and 7 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

Hebden Bridge Flood Alleviation

11.4 The Combined Authority approves that:

- (i) The Hebden Bridge Flood Alleviation Scheme proceeds through decision point 3 and work commences on activity 4 (full business case)
- (ii) Development costs of £1.9 million are approved in order to progress the scheme to activity 4 (full business case) from the Local Growth Fund. The total project value is £27.283 million.
- (iii) The Combined Authority enters into a Funding Agreement with the Environment Agency for development expenditure of up to £1.9 million from the Local Growth fund.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Corn Exchange Gateway

11.5 The Combined Authority approves that:

- (i) The Corn Exchange Gateway project proceeds through decision point 3 and work commences on activity 4 (FBC).
- (ii) An indicative approval to the Combined Authority's contribution of £24.7 million is given, with £18.6 million to be funded through the Leeds Public Transport Investment Programme and £6.1 million from the West Yorkshire plus Transport Fund, with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (FBC with finalised costs). The total project value is £25.6 million.
- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 4 and 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Enterprise Zone: Parry Lane

11.6 The Combined Authority approves that:

- (i) The EZ Parry Lane scheme proceeds through decision point 3 and work commences on activity 4 (full business case).
- (ii) The total cost of the scheme is £18.88 million. An indicative approval to the Combined Authority's contribution of £8.081 million through the Local Growth Fund is given, with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) Development costs of £540,000 are approved in order to progress the scheme to decision point 4 (full business case).
- (iv) Approval is given to enter into a Funding Agreement with the City of Bradford District & Metropolitan Council in order to assist in the development of the full business case for up to £540,000.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 4 and 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Leeds Inland Port

11.7 The Combined Authority approves that:

- (i) The Leeds Inland Port project proceeds through decision point 3 and work commences on activity 4 (Full business case).
- (ii) An indicative approval to the Combined Authority's contribution of £3.17 million is given, to be funded from the West Yorkshire plus Transport Fund, with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (FBC with finalised costs). The total project value is £3.37 million.
- (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.

Leeds Bradford Airport Parkway

11.8 The Combined Authority approves that:

- (i) The Leeds Bradford Airport Parkway project proceeds through decision point 3 and work commences on activity 4 (full business case).
- (ii) Indicative approval to the total project value of £5 million has been given from the LPTIP 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) The development costs of £4.5 million are approved in order to progress the scheme to decision point 4 (Full business case), taking the total project approval to £5 million.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report, including at decision point 4 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team (subject to the scheme remaining within the tolerances outlined in this report), with decision point 5 approval through a delegation to the Investment Committee following a recommendation by the Combined Authority's Programme Appraisal Team.

Network Navigation

11.9 The Combined Authority approves that:

- (i) The Network Navigation (Leeds) scheme proceeds through decision point 3 (outline business case) and work commences on activity 5 (Full Business Case plus cost).
- (ii) An indicative approval to the total project value of £1.8 million is given from the LPTIP 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 £150,000 are approved in order to progress the scheme to decision point 5 (Full business case with finalised costs), taking the total project approval to £250,000.
- (iv) 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.

Moorthorpe Rail Car Park

11.10 The Combined Authority approves that:

- (i) The Moorthorpe Rail Car Park project proceeds through decision point 5 and work commences on activity 6 (Delivery).

- (ii) Approval to the total project value of £778,551 million is given from the West Yorkshire plus Transport Fund.
- (iii) Approval for the Combined Authority to enter into a Section 56 Funding Agreement with Arriva Rail North for expenditure of up to £635,000 million from the West Yorkshire plus Transport Fund.
- (iv) Approval for the Combined Authority to enter into a Basic Asset Protection Agreement with Network Rail for £32,000.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Other approvals - Clifton Business Park (Enterprise Zone)

11.11 That the Combined Authority approves that:

- (i) The Combined Authority enters into a funding agreement with Calderdale Council for expenditure of up to £3.156 million from the Local Growth Fund for the Clifton Business Park (Enterprise Zone) as approved by the Combined Authority on 10 October 2019.

12 Background documents

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

[9 January 2020 Investment Committee](#)

[5 February 2020 Investment Committee](#)

13 Appendices

Appendix 1 - Transport Funding & Spend

Appendix 2 - Transport Fund Programme

Appendix 3 - Background to the Combined Authority's assurance framework

Appendix 4 - Location maps for the schemes presented in this report

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Transport Fund (Financial)

Note: projects have been categorised by project sponsor this is either the district partner or, where there are programmes which are cross all partners (eg. Corridor Improvement Programme) or rail (Rail Parking Package, Station Gateways) these have been kept together under a partnership category.

| Programme | Original Baseline | Approved Funding | Spend to 31 March 2019 (£m) | Actual and Forecast Spend 2019/20 (£m) | Forecast Spend 2020/21 (£m) | Forecast Spend 2021/22 (£m) | Forecast Spend 2022/23 (£m) | Forecast Spend 2023/24 (£m) | Forecast Spend 2024/25 (£m) | Forecast Spend 2025/26 (£m) | Forecast Spend 2026/27 (£m) | Forecast Spend 2027/28 (£m) | Total Forecast Spend (£m) June 2019 | QRA | |
|---|------------------------|------------------|-----------------------------|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------------|--------|-------|
| Bradford | | | | | | | | | | | | | | | |
| A650 Hard Ings Road | N/A | 10.25 | 9.33 | 3.61 | 3.46 | 2.18 | 0.08 | | | | | | 9.33 | 0.79 | |
| A650 Tong Street | N/A | 7.07 | 0.19 | 0.25 | 0.04 | 0.35 | 1.00 | 11.30 | 7.06 | | | | 20.00 | 2.00 | |
| Bradford - Shipley Corridor Improvement | N/A | 47.90 | 1.60 | 1.26 | 0.74 | 0.38 | 0.40 | 0.40 | 6.85 | 9.92 | 13.17 | 14.78 | 47.90 | 5.00 | |
| Harrogate Road / New Line Junction | N/A | 4.92 | 2.88 | 2.80 | 2.17 | 2.68 | 0.02 | | | | | | 7.67 | | |
| South East Bradford Link Road (Formerly SE Bradford Access Road) | N/A | 46.31 | 0.09 | 0.14 | 0.03 | 0.30 | 0.60 | 0.60 | 0.75 | 11.90 | 16.00 | 15.98 | 46.30 | 4.60 | |
| | | 116.45 | 14.09 | 8.06 | 6.44 | 5.89 | 2.10 | 12.30 | 14.66 | 21.82 | 29.17 | 30.76 | 131.20 | 12.39 | |
| Calderdale | | | | | | | | | | | | | | | |
| A629 Phase 1A | A629 | 8.30 | 8.64 | 8.64 | | | | | | | | | 8.64 | | |
| A629 Phase 1B | A629 | 18.90 | 5.67 | 2.11 | 1.41 | 2.87 | 13.50 | 7.90 | 0.05 | | | | 27.84 | 3.29 | |
| A629 Phase 2 | A629 | 40.90 | 2.62 | 2.62 | 0.51 | 1.00 | 13.22 | 13.22 | 20.58 | | | | 51.15 | 7.65 | |
| A629 Phase 4 | A629 | 30.00 | 0.65 | 0.56 | 0.23 | 1.50 | 1.75 | 4.05 | 8.76 | 8.75 | 0.32 | | 25.92 | 1.81 | |
| A641 Bradford - Huddersfield Corridor Improvements | N/A | 75.55 | 0.73 | 0.27 | 0.42 | 0.63 | 0.63 | 0.50 | 0.78 | 24.00 | 25.00 | 23.31 | 75.54 | 23.32 | |
| | | 173.65 | 18.31 | 14.20 | 2.57 | 6.00 | 29.10 | 25.67 | 30.17 | 32.75 | 25.32 | 0.00 | 23.31 | 189.09 | 36.07 |
| Kirklees | | | | | | | | | | | | | | | |
| A62 to Cooper Bridge (formally A62/A644) | N/A | 69.27 | 0.75 | 0.73 | 0.48 | 0.80 | 2.35 | 2.50 | 28.27 | 22.89 | 11.28 | | 69.30 | 18.56 | |
| A629 Phase 5 | A629 | 10.00 | 4.42 | 1.17 | 0.71 | 0.39 | 2.53 | 4.59 | 1.03 | 1.61 | | 0.06 | 12.09 | 3.57 | |
| M62 New Junction 24A on A641 Bradford Road, Huddersfield | N/A | 18.51 | 0.07 | 0.04 | | | | | | | | | 0.04 | | |
| Mirfield to Dewsbury to Leeds (formally Leeds - Dewsbury Corridor) | N/A | 12.50 | 0.54 | 0.21 | 0.33 | 1.85 | 8.50 | 1.61 | | | | | 12.50 | 1.56 | |
| | | 110.28 | 5.78 | 2.15 | 1.52 | 3.04 | 13.38 | 8.70 | 29.30 | 24.50 | 11.28 | 0.00 | 0.06 | 93.93 | 23.69 |
| Leeds | | | | | | | | | | | | | | | |
| A6110 Leeds South West Outer Ring Road Improvements | N/A | 17.80 | 0.29 | 0.03 | 0.24 | 0.28 | 0.45 | 4.00 | 4.99 | 2.00 | | | 11.99 | 0.03 | |
| A65 - LBIA Link Road (now known as the LBA Link Route) - currently a revised connectivity package for the airport and employment hub sites is being developed to include the proposed Parkway Station and associated highway linkages | N/A | 35.69 | 1.79 | 1.39 | 0.25 | 0.15 | 0.45 | 1.50 | 11.15 | 21.00 | 14.50 | 14.00 | 10.61 | 75.00 | 15.00 |
| Aire Valley - Leeds Integrated Transport Package | N/A | 28.83 | 9.60 | 8.64 | | | | | | | | | 8.64 | | |
| ELOR Construction | Leeds ELOR and North | 73.26 | 90.33 | 22.83 | 15.50 | 26.97 | 25.03 | | | | | | 90.33 | 5.00 | |
| Leeds City Centre Network Improvements | N/A | 36.50 | 3.77 | 1.68 | 0.75 | 8.90 | 14.86 | 20.00 | 20.61 | | | | 66.80 | 10.02 | |
| NGT (project not progressing) | N/A | 98.27 | | | | | | | | | | | 0.00 | | |
| | | 290.35 | 105.78 | 34.57 | 16.74 | 36.30 | 40.79 | 25.50 | 36.75 | 23.00 | 14.50 | 14.00 | 10.61 | 252.76 | 30.05 |
| Partnership | | | | | | | | | | | | | | | |
| PROGRAMME: A629 | A629 | 12.46 | | | | | | | | | | | 0.00 | | |
| PROGRAMME: Corridor Improvement Programme (Phase 1) | Corridor Improvement P | 252.00 | 0.01 | | | | | | | | | | 0.00 | | |
| PROGRAMME: Corridor Improvement Programme (Phase 2 and 3) | Corridor Improvement P | 0.00 | | 9.35 | 0.00 | 0.50 | 2.00 | 5.00 | 20.00 | 6.23 | 4.45 | | 47.53 | | |
| Corridor Improvement Programme - Bradford - A6177 Great Horton Road - Horton Grange Road | Corridor Improvement P | 0.00 | 0.31 | 0.27 | 0.41 | 1.75 | 1.78 | | | | | | 4.21 | 0.18 | |
| Corridor Improvement Programme - Bradford - A6177 Thornton Road - Toller Lane | Corridor Improvement P | 0.00 | 0.33 | 0.29 | 0.42 | 0.40 | 8.55 | | | | | | 9.66 | 0.80 | |
| Corridor Improvement Programme - Calderdale - A58 - A672 Corridor | Corridor Improvement P | 0.00 | 0.21 | 0.21 | 0.45 | 1.00 | 3.00 | 1.14 | | | | | 5.80 | 0.77 | |
| Corridor Improvement Programme - Calderdale - A646 - A6033 Corridor | Corridor Improvement P | 0.00 | 0.15 | 0.15 | 0.41 | 1.00 | 3.00 | 0.39 | | | | | 4.95 | 0.85 | |
| Corridor Improvement Programme - Kirklees - A62 Smart Corridor | Corridor Improvement P | 0.00 | 0.41 | 0.40 | 0.46 | 2.00 | 2.64 | 2.00 | | | | | 7.50 | 0.96 | |
| Corridor Improvement Programme - Kirklees - Holmfirth Town Centre | Corridor Improvement P | 0.00 | 0.15 | 0.15 | 0.10 | 0.34 | 1.50 | 2.61 | 0.20 | | | | 4.90 | 0.76 | |
| Corridor Improvement Programme - Kirklees - Huddersfield Southern Corridors | Corridor Improvement P | 0.00 | 0.28 | 0.28 | 0.23 | 3.97 | 3.72 | | | | | | 8.20 | | |
| Corridor Improvement Programme - Leeds - Dawsons Corner | Corridor Improvement P | 0.00 | 0.52 | 0.52 | 0.30 | 4.38 | 9.28 | | | | | | 14.48 | 1.11 | |

Transport Fund (Financial)

Note: projects have been categorised by project sponsor this is either the district partner or, where there are programmes which are cross all partners (eg. Corridor Improvement Programme) or rail (Rail Parking Package, Station Gateways) these have been kept together under a partnership category.

| Programme | Original Baseline | Approved Funding | Spend to 31 March 2019 (£m) | Actual and Forecast Spend 2019/20 (£m) | Forecast Spend 2020/21 (£m) | Forecast Spend 2021/22 (£m) | Forecast Spend 2022/23 (£m) | Forecast Spend 2023/24 (£m) | Forecast Spend 2024/25 (£m) | Forecast Spend 2025/26 (£m) | Forecast Spend 2026/27 (£m) | Forecast Spend 2027/28 (£m) | Total Forecast Spend (£m) June 2019 | QRA | |
|---|--------------------------|------------------|-----------------------------|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------------|--------|-------|
| Corridor Improvement Programme - Leeds - Dyneley Arms | Corridor Improvement P | 0.00 | 0.27 | 0.27 | 0.15 | 1.55 | 0.51 | | | | | | 2.48 | 0.22 | |
| Corridor Improvement Programme - Leeds - Fink Hill | Corridor Improvement P | 0.00 | 0.12 | 0.12 | 0.23 | 2.54 | 1.09 | | | | | | 3.98 | 0.87 | |
| Corridor Improvement Programme - Wakefield - A650 Newton Bar | Corridor Improvement P | 0.00 | 0.14 | 0.14 | 0.19 | 2.00 | 5.00 | 3.98 | | | | | 11.31 | 0.72 | |
| Corridor Improvement Programme - Wakefield - Owl Lane | Corridor Improvement P | 0.00 | 0.54 | | | | | | | | | | 0.00 | | |
| PROGRAMME: Rail Parking Package (Phase 1) | Rail Parking Package | 31.50 | 1.70 | 1.21 | 0.30 | 0.27 | 2.62 | | | | | | 4.40 | | |
| PROGRAMME: Rail Parking Package (Phase 2) | Rail Parking Package | 0.00 | 2.02 | 0.33 | 0.31 | 1.12 | 3.00 | 3.00 | 5.00 | 5.00 | 5.57 | | 23.33 | | |
| Rail Parking Package - Apperley Bridge | Rail Parking Package | 0.00 | 0.11 | 0.00 | 0.11 | 0.60 | 0.49 | | | | | | 1.20 | | |
| Rail Parking Package - Ben Rhydding | Rail Parking Package | 0.00 | 0.15 | | 0.02 | 1.58 | 0.48 | | | | | | 2.08 | | |
| Rail Parking Package - Fitzwilliam | Rail Parking Package | 0.00 | 0.70 | 0.49 | | | | | | | | | 0.49 | | |
| Rail Parking Package - Garforth | Rail Parking Package | 0.00 | 1.13 | 0.04 | 1.09 | | | | | | | | 1.13 | 0.08 | |
| Rail Parking Package - Guiseley | Rail Parking Package | 0.00 | 0.14 | | | 0.11 | 0.03 | 6.83 | | | | | 6.97 | | |
| Rail Parking Package - Hebden Bridge | Rail Parking Package | 0.00 | 0.88 | 0.02 | 0.20 | 0.66 | | | | | | | 0.88 | 0.04 | |
| Rail Parking Package - Mirfield A | Rail Parking Package | 0.00 | 0.31 | 0.17 | 0.05 | | | | | | | | 0.22 | | |
| Rail Parking Package - Moorthorpe | Rail Parking Package | 0.00 | 0.11 | 0.02 | 0.23 | 0.83 | | | | | | | 1.08 | | |
| Rail Parking Package - Mytholmroyd | Rail Parking Package | 0.00 | 3.95 | | 1.58 | 2.37 | | | | | | | 3.95 | 0.10 | |
| Rail Parking Package - Normanton | Rail Parking Package | 0.00 | 0.00 | | 0.26 | 1.18 | | | | | | | 1.44 | | |
| Rail Parking Package - Outwood | Rail Parking Package | 0.00 | 0.14 | 0.05 | 0.16 | 0.75 | 0.58 | | | | | | 1.54 | 0.35 | |
| Rail Parking Package - Shipley | Rail Parking Package | 0.00 | 0.00 | | | | 2.55 | | | | | | 2.55 | 0.00 | |
| Rail Parking Package - South Elmsall | Rail Parking Package | 0.00 | 0.67 | 0.60 | | | | | | | | | 0.60 | | |
| Rail Parking Package - Steeton and Silsden | Rail Parking Package | 0.00 | 3.88 | | 0.50 | 2.38 | 1.00 | | | | | | 3.88 | 0.27 | |
| PROGRAMME: Station Gateways | Station Gateways | 50.00 | 0.00 | | | | | | 5.56 | | | | 5.56 | | |
| Bradford Forster Square Station Gateway | Station Gateways | 0.00 | 3.67 | 0.36 | 0.18 | 0.44 | 2.00 | 10.00 | 4.34 | | | | 17.32 | 1.70 | |
| Bradford Interchange Station Gateway (Phase 1) | Station Gateways | 0.00 | 0.29 | 0.20 | 0.06 | 0.16 | 1.40 | 1.50 | 2.33 | | | | 5.65 | 0.85 | |
| Castleford Station Gateway | Station Gateways | 0.00 | 2.84 | 0.26 | 0.69 | 1.89 | | | | | | | 2.84 | | |
| Halifax Station Gateway | Station Gateways | 0.00 | 1.11 | 0.56 | 0.59 | 0.75 | 0.63 | 4.00 | 4.00 | 0.07 | | | 10.60 | | |
| Huddersfield Station Gateway (Phase 1) | Station Gateways | 0.00 | 0.12 | 0.01 | 0.17 | 0.24 | 0.44 | 0.64 | 0.75 | 3.25 | | | 5.50 | | |
| Huddersfield Station Gateway (Phase 2) | Station Gateways | 0.00 | 0.05 | 0.05 | 0.01 | 0.01 | 0.01 | 0.01 | 0.02 | 0.05 | 4.84 | | 5.00 | | |
| Leeds Station Gateway - Leeds Integrated Station Masterplan | Station Gateways | 0.00 | 0.40 | 0.31 | 0.03 | 0.06 | | | | | | | 0.40 | | |
| Leeds Station Gateway - New Station Street | Station Gateways | 0.00 | 0.73 | 0.72 | 1.40 | | | | | | | | 2.12 | | |
| PROGRAMME: Transformational Schemes | Transformational Schemes | 25.00 | 0.00 | | | 1.50 | 1.50 | 0.34 | | | | | 3.34 | | |
| Transformational - A6120 Leeds Northern Outer Ring Road Improvements | Transformational Schemes | 0.00 | 0.39 | | 0.19 | 0.20 | | | | | | | 0.39 | | |
| Transformational - Bradford Interchange Station Gateway (Phase 2) | Transformational Schemes | 0.00 | 0.51 | 0.02 | 0.06 | 0.10 | 0.02 | | | 0.31 | | | 0.51 | | |
| Transformational - LCR Inclusive Growth Corridor Plans | Transformational Schemes | 0.00 | 2.40 | 0.59 | 0.85 | 1.18 | 2.76 | 1.65 | | | | | 7.03 | | |
| Transformational - NE Calderdale Transformational Programme Study | Transformational Schemes | 0.00 | 0.40 | 0.17 | 0.23 | | | | | | | | 0.40 | | |
| Transformational - North Kirklees Orbital Route Feasibility Study | Transformational Schemes | 0.00 | 0.25 | 0.13 | 0.10 | 0.02 | | | | | | | 0.25 | | |
| Transformational - South Featherstone Link Road Feasibility Study | Transformational Schemes | 0.00 | 0.28 | 0.13 | 0.12 | 0.03 | | | | | | | 0.28 | | |
| Transformational - York Northern Outer Ring Road Dualling Feasibility Study | Transformational Schemes | 0.00 | 0.30 | 0.27 | 0.03 | | | | | | | | 0.30 | | |
| Calder Valley Line - Elland Station | N/A | 20.00 | 2.13 | 0.46 | 0.46 | 2.57 | 4.00 | 8.17 | 2.65 | | | | 18.31 | 1.68 | |
| City Connect Cycle Ambition Programme ** | N/A | 0.00 | 0.13 | | 0.18 | 0.37 | 2.00 | 8.48 | 1.02 | | | | 12.05 | | |
| Leeds Inland Port | N/A | 0.00 | 0.00 | | 0.56 | 2.61 | | | | | | | 3.17 | | |
| Thorpe Park Station (formerly East Leeds Parkway) | N/A | 10.06 | 0.50 | 0.29 | 0.00 | 0.00 | 2.50 | 2.50 | 1.50 | 0.62 | 2.64 | | 10.05 | | |
| West Yorkshire Integrated UTMC | N/A | 7.26 | 4.29 | 0.30 | 1.30 | 5.10 | 0.79 | | | | | | 7.49 | 0.57 | |
| | | 408.28 | 40.12 | 19.91 | 15.37 | 50.51 | 70.87 | 62.24 | 41.81 | 20.78 | 17.81 | 0.00 | 0.00 | 299.30 | 12.75 |

Transport Fund (Financial)

Note: projects have been categorised by project sponsor this is either the district partner or, where there are programmes which are cross all partners (eg. Corridor Improvement Programme) or rail (Rail Parking Package, Station Gateways) these have been kept together under a partnership category.

| Programme | Original Baseline | Approved Funding | Spend to 31 March 2019 (£m) | Actual and Forecast Spend 2019/20 (£m) | Forecast Spend 2020/21 (£m) | Forecast Spend 2021/22 (£m) | Forecast Spend 2022/23 (£m) | Forecast Spend 2023/24 (£m) | Forecast Spend 2024/25 (£m) | Forecast Spend 2025/26 (£m) | Forecast Spend 2026/27 (£m) | Forecast Spend 2027/28 (£m) | Total Forecast Spend (£m) June 2019 | QRA | |
|--|-------------------|------------------|-----------------------------|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------------|-------|------|
| Wakefield | | | | | | | | | | | | | | | |
| Castleford Growth Corridor formerly Castleford Northern Bypass | N/A | 37.52 | 0.20 | 0.17 | 0.60 | 1.00 | 4.30 | 0.70 | 0.10 | | | | 6.87 | 1.40 | |
| Glasshoughton Southern Link Road | N/A | 7.09 | 5.97 | 0.81 | 4.13 | 1.03 | | | | | | | 5.97 | 1.26 | |
| Wakefield City Centre Package (Phase 1) Kirkgate | N/A | 5.60 | 5.56 | 5.53 | 0.03 | | | | | | | | 5.56 | | |
| Wakefield City Centre Package (Phase 2) Ings Road | N/A | 3.16 | 0.27 | 0.07 | 0.20 | 1.68 | 2.45 | 0.13 | | | | | 4.53 | 0.31 | |
| Wakefield Eastern Relief Road | N/A | 29.42 | 37.59 | 35.91 | 0.73 | | | | | | | 0.95 | 37.59 | | |
| Pontefract Northern Bypass (funded elsewhere) | N/A | 6.54 | 0.00 | | | | | | | | | | 0.00 | | |
| | | 89.33 | 49.59 | 42.49 | 5.69 | 3.71 | 6.75 | 0.83 | 0.10 | 0.00 | 0.00 | 0.00 | 0.95 | 60.52 | 2.97 |

| | | | | | | | | | | | | | | | |
|---|------------------------|-------|-------|------|------|------|-------|-------|-------|------|------|------|-------|-------|------|
| York | | | | | | | | | | | | | | | |
| York Central Access Road and Station Access Improvements | N/A | 27.00 | 3.28 | 1.99 | 1.17 | 2.00 | 7.47 | 11.63 | 15.53 | | | | 39.79 | 0.00 | |
| York Northern Outer Ring Road | Northern Outer Ring Rd | 37.60 | 2.45 | 2.00 | 0.45 | 0.49 | | | | | | | 2.94 | 0.00 | |
| York Northern Outer Ring Road - Phase 1 | Northern Outer Ring Rd | 0.00 | 3.87 | 3.53 | 0.34 | | | | | | | | 3.87 | 0.30 | |
| York Northern Outer Ring Road - Phase 2 | Northern Outer Ring Rd | 0.00 | 3.59 | 0.04 | 0.06 | 0.88 | 2.61 | | | | | | 3.59 | 0.29 | |
| York Northern Outer Ring Road - Phase 3 | Northern Outer Ring Rd | 0.00 | 0.00 | 0.00 | 0.50 | 0.50 | 5.00 | 16.00 | 5.88 | | | | 27.88 | 2.44 | |
| PT Improvements 2 - City Centre Infrastructure | N/A | 7.20 | 0.00 | 0.00 | 0.00 | 1.00 | 5.00 | 2.77 | | | | | 8.77 | 0.00 | |
| A19 Bus Lane and access to Designer Outlet P&R Improvements (project not progressing) | N/A | 1.93 | | | | | | | | | | | 0.00 | | |
| Clifton Moor Park & Ride and corridor improvements (project not progressing) | N/A | 9.76 | | | | | | | | | | | 0.00 | | |
| | | 83.49 | 13.19 | 7.56 | 2.52 | 4.87 | 20.08 | 30.40 | 21.41 | 0.00 | 0.00 | 0.00 | 0.00 | 86.84 | 3.03 |

| Overall Total | | | | | | | | | | | | | | | |
|----------------------|---|---------|--------|--------|-------|--------|--------|--------|--------|--------|-------|-------|-------|---------|--------|
| Bradford | - | 116.45 | 14.09 | 8.06 | 6.44 | 5.89 | 2.10 | 12.30 | 14.66 | 21.82 | 29.17 | 30.76 | 0.00 | 131.20 | 12.39 |
| Calderdale | - | 173.65 | 18.31 | 14.20 | 2.57 | 6.00 | 29.10 | 25.67 | 30.17 | 32.75 | 25.32 | 0.00 | 23.31 | 189.09 | 36.07 |
| Kirklees | - | 110.28 | 5.78 | 2.15 | 1.52 | 3.04 | 13.38 | 8.70 | 29.30 | 24.50 | 11.28 | 0.00 | 0.06 | 93.93 | 23.69 |
| Leeds | - | 290.35 | 105.78 | 34.57 | 16.74 | 36.30 | 40.79 | 25.50 | 36.75 | 23.00 | 14.50 | 14.00 | 10.61 | 252.76 | 30.05 |
| Partnership | - | 408.28 | 40.12 | 19.91 | 15.37 | 50.51 | 70.87 | 62.24 | 41.81 | 20.78 | 17.81 | 0.00 | 0.00 | 299.30 | 12.75 |
| Wakefield | - | 89.33 | 49.59 | 42.49 | 5.69 | 3.71 | 6.75 | 0.83 | 0.10 | 0.00 | 0.00 | 0.00 | 0.95 | 60.52 | 2.97 |
| York | - | 83.49 | 13.19 | 7.56 | 2.52 | 4.87 | 20.08 | 30.40 | 21.41 | 0.00 | 0.00 | 0.00 | 0.00 | 86.84 | 3.03 |
| | | 1271.83 | 246.86 | 128.94 | 50.85 | 110.32 | 183.07 | 165.64 | 174.20 | 122.85 | 98.08 | 44.76 | 34.93 | 1113.64 | 120.95 |

| Programmes | | | | | | | | | | | | | | | |
|--|---|---------|--------|--------|-------|--------|--------|--------|--------|--------|-------|-------|-------|---------|--------|
| A629 | - | 120.56 | 22.00 | 15.10 | 2.86 | 5.76 | 31.00 | 29.76 | 30.42 | 10.36 | 0.32 | 0.00 | 0.06 | 125.64 | 16.32 |
| Corridor Improvement Programme (Phase 1) | - | 252.00 | 3.44 | 2.80 | 3.35 | 20.93 | 40.07 | 10.12 | 0.20 | 0.00 | 0.00 | 0.00 | 0.00 | 77.47 | 7.12 |
| Corridor Improvement Programme (Phase 2 and 3) | - | 0.00 | 0.00 | 9.35 | 0.00 | 0.50 | 2.00 | 5.00 | 20.00 | 6.23 | 4.45 | 0.00 | 0.00 | 47.53 | 0.00 |
| Leeds ELOR and North Leeds Outer Ring Road | - | 73.26 | 90.33 | 22.83 | 15.50 | 26.97 | 25.03 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 90.33 | 5.00 |
| Northern Outer Ring Road Improvements (York) | - | 37.60 | 9.91 | 5.57 | 1.35 | 1.87 | 7.61 | 16.00 | 5.88 | 0.00 | 0.00 | 0.00 | 0.00 | 38.28 | 3.03 |
| Rail Parking Package | - | 31.50 | 15.89 | 2.93 | 4.81 | 11.85 | 10.75 | 9.83 | 5.00 | 5.00 | 5.57 | 0.00 | 0.00 | 55.74 | 0.83 |
| Station Gateways | - | 50.00 | 9.21 | 2.47 | 3.13 | 3.55 | 4.48 | 16.15 | 11.44 | 8.93 | 4.84 | 0.00 | 0.00 | 54.99 | 2.55 |
| Transformational Schemes | - | 25.00 | 4.53 | 1.31 | 1.58 | 3.03 | 4.28 | 1.99 | 0.00 | 0.00 | 0.31 | 0.00 | 0.00 | 12.50 | 0.00 |
| Individual projects | - | 681.91 | 91.55 | 66.58 | 18.27 | 35.86 | 57.85 | 76.79 | 101.26 | 92.33 | 82.59 | 44.76 | 34.87 | 611.16 | 86.10 |
| | | 1271.83 | 246.86 | 128.94 | 50.85 | 110.32 | 183.07 | 165.64 | 174.20 | 122.85 | 98.08 | 44.76 | 34.93 | 1113.64 | 120.95 |

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Agenda Item 6

Transport Fund (Schedules)

Appendix 2

| Decision Point 1 | Decision Point 2 | Decision Point 3 | Decision Point 4 | Decision Point 5 | Decision Point 6 | Decision Point 7 |
|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|------------------|------------------|------------------|------------------|------------------|------------------|------------------|

| Bradford | | | | | | | |
|--|---|---|------------|------------|------------|------------|------------|
| A650 Hard Ings Road | ✓ | ✓ | ✓ | ✓ | ✓ | 30/06/2020 | 30/06/2021 |
| A650 Tong Street | ✓ | ✓ | 31/03/2020 | 30/07/2021 | 29/10/2021 | 29/03/2024 | 31/03/2025 |
| Bradford - Shipley Corridor Improvement | ✓ | ✓ | 31/12/2019 | 31/01/2022 | 31/08/2022 | 31/03/2027 | 31/03/2028 |
| Harrogate Road / New Line Junction | ✓ | ✓ | ✓ | ✓ | 31/12/2019 | 31/07/2020 | 31/03/2023 |
| South East Bradford Link Road (Formerly SE Bradford Access Road) | ✓ | ✓ | 31/12/2021 | 29/12/2023 | 29/02/2024 | 31/03/2027 | 31/03/2028 |

| Calderdale | | | | | | | |
|--|---|------------|------------|------------|------------|------------|------------|
| A629 Phase 1A | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | 31/12/2019 |
| A629 Phase 1B | ✓ | ✓ | ✓ | 01/02/2020 | 31/08/2020 | 29/04/2022 | 28/04/2023 |
| A629 Phase 2 | ✓ | ✓ | ✓ | 30/06/2020 | 31/12/2020 | 29/09/2023 | 30/09/2024 |
| A629 Phase 4 | ✓ | ✓ | ✓ | 30/12/2022 | 31/08/2023 | 30/05/2025 | 29/05/2026 |
| A641 Bradford - Huddersfield Corridor Improvements | ✓ | 28/02/2020 | 29/01/2021 | 29/12/2023 | 29/03/2024 | 31/12/2025 | 31/12/2026 |

| Kirklees | | | | | | | |
|--|---|---|------------|------------|------------|------------|------------|
| A62 to Cooper Bridge (formally A62/A644) | ✓ | ✓ | 01/09/2020 | 01/10/2022 | 01/12/2022 | 01/05/2025 | 01/04/2026 |
| A629 Phase 5 | ✓ | ✓ | ✓ | 01/06/2020 | 01/12/2020 | 01/04/2021 | 01/11/2024 |
| Mirfield to Dewsbury to Leeds (formally Leeds - Dewsbury Corridor) | ✓ | ✓ | 01/05/2020 | 01/12/2020 | 01/02/2021 | 01/07/2023 | 01/10/2023 |

| Leeds | | | | | | | |
|--|---|---|------------|------------|------------|------------|------------|
| A6110 Leeds South West Outer Ring Road Improvements | ✓ | ✓ | 01/11/2020 | 30/09/2021 | 30/11/2021 | 31/10/2023 | 31/10/2024 |
| A65 - LBA Link Road (now known as the LBA Link Route) | ✓ | ✓ | 31/07/2020 | 30/08/2024 | 30/05/2025 | 31/12/2027 | 29/12/2028 |
| Aire Valley - Leeds Integrated Transport Package | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| ELOR Advance Juntions | ✓ | ✓ | ✓ | ✓ | ✓ | 31/12/2019 | 31/12/2020 |
| ELOR Construction | ✓ | ✓ | ✓ | ✓ | ✓ | 31/01/2022 | 31/01/2023 |
| Leeds City Centre Network Improvements - Armley Gyatory | ✓ | ✓ | ✓ | 16/04/2020 | 30/11/2020 | 30/12/2022 | 29/12/2023 |
| Leeds City Centre Network Improvements - Meadow Lane | ✓ | ✓ | 31/01/2020 | 31/03/2020 | 29/05/2020 | 30/04/2021 | 29/04/2022 |
| Leeds City Centre Network Improvements - City Square | ✓ | ✓ | ✓ | 29/05/2020 | 31/05/2021 | 30/12/2022 | 29/12/2023 |
| Leeds City Centre Network Improvements - Other Elements | ✓ | ✓ | ✓ | 30/10/2020 | 31/05/2021 | 29/03/2024 | 31/03/2025 |
| Leeds City Centre Network Improvements - Park Row / Infirmary Street | ✓ | ✓ | ✓ | 31/12/2019 | 31/01/2020 | 30/10/2020 | 29/10/2021 |

| Partnership | | | | | | | |
|--|---|---|------------|------------|------------|------------|------------|
| Corridor Improvement Programme - Bradford - A6177 Great Horton Road - | ✓ | ✓ | ✓ | 30/04/2020 | 30/09/2020 | 30/11/2020 | 31/01/2022 |
| Corridor Improvement Programme - Bradford - A6177 Thornton Road - Toll | ✓ | ✓ | ✓ | 31/07/2020 | 30/09/2020 | 26/02/2021 | 30/06/2022 |
| Corridor Improvement Programme - Calderdale - A58 - A672 Corridor | ✓ | ✓ | ✓ | 29/05/2020 | 31/07/2020 | 31/05/2022 | 31/05/2023 |
| Corridor Improvement Programme - Calderdale - A646 - A6033 Corridor | ✓ | ✓ | ✓ | 29/05/2020 | 31/07/2020 | 31/05/2022 | 31/05/2023 |
| Corridor Improvement Programme - Kirklees - A62 Smart Corridor | ✓ | ✓ | ✓ | 01/04/2020 | 30/07/2021 | 31/08/2021 | 31/01/2022 |
| Corridor Improvement Programme - Kirklees - Holmfirth Town Centre | ✓ | ✓ | 01/03/2020 | 01/09/2021 | 01/12/2021 | 20/12/2022 | 01/10/2023 |
| Corridor Improvement Programme - Kirklees - Huddersfield Southern Corridor | ✓ | ✓ | ✓ | 31/07/2020 | 31/08/2020 | 29/01/2021 | 31/01/2022 |
| Corridor Improvement Programme - Leeds - Dawsons Corner | ✓ | ✓ | ✓ | 30/10/2020 | 30/10/2020 | 31/01/2022 | 30/01/2023 |
| Corridor Improvement Programme - Leeds - Dyneley Arms | ✓ | ✓ | ✓ | 30/04/2020 | 30/06/2020 | 30/08/2020 | 30/11/2021 |
| Corridor Improvement Programme - Leeds - Fink Hill | ✓ | ✓ | ✓ | 30/09/2020 | 30/11/2020 | 31/03/2021 | 31/03/2022 |
| Corridor Improvement Programme - Wakefield - A650 Newton Bar | ✓ | ✓ | ✓ | 30/09/2020 | 30/10/2020 | 30/11/2021 | 30/11/2022 |
| Corridor Improvement Programme - Wakefield - Owl Lane | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | 31/12/2019 |
| Rail Parking Package - Apperley Bridge | ✓ | ✓ | 30/06/2020 | | | | |
| Rail Parking Package - Ben Rhydding | ✓ | ✓ | 31/03/2020 | | | | |
| Rail Parking Package - Fitzwilliam | ✓ | ✓ | ✓ | ✓ | ✓ | 31/12/2019 | 31/12/2020 |
| Rail Parking Package - Garforth | ✓ | ✓ | ✓ | ✓ | ✓ | 28/02/2020 | 26/02/2021 |
| Rail Parking Package - Guiseley | ✓ | ✓ | 31/03/2020 | | | | |
| Rail Parking Package - Hebden Bridge | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| Rail Parking Package - Mirfield A | ✓ | ✓ | ✓ | ✓ | ✓ | 31/12/2019 | 31/12/2020 |
| Rail Parking Package - Moorthorpe | ✓ | ✓ | | | 31/01/2020 | | |
| Rail Parking Package - Mytholmroyd | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| Rail Parking Package - Normanton | ✓ | ✓ | | | 28/02/2020 | | |
| Rail Parking Package - Outwood | ✓ | ✓ | | | 28/02/2020 | 26/02/2021 | 28/02/2022 |
| Rail Parking Package - Shipley | ✓ | ✓ | | | 29/05/2020 | | |
| Rail Parking Package - South Elmsall | ✓ | ✓ | ✓ | ✓ | ✓ | 31/12/2019 | 31/12/2020 |
| Rail Parking Package - Steeton and Silsden | ✓ | ✓ | ✓ | ✓ | ✓ | 30/10/2020 | 29/10/2021 |

Transport Fund (Schedules)

| Decision Point 1 | Decision Point 2 | Decision Point 3 | Decision Point 4 | Decision Point 5 | Decision Point 6 | Decision Point 7 |
|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|------------------|------------------|------------------|------------------|------------------|------------------|------------------|

| | | | | | | | |
|--|---|---|------------|------------|------------|------------|------------|
| Bradford Forster Square Station Gateway | ✓ | ✓ | ✓ | 29/01/2021 | | | |
| Bradford Interchange Station Gateway (Phase 1) | ✓ | ✓ | 29/05/2020 | 30/06/2020 | 29/10/2021 | 29/03/2024 | 31/03/2025 |
| Castleford Station Gateway | ✓ | ✓ | ✓ | ✓ | ✓ | 30/10/2020 | 29/10/2021 |
| Halifax Station Gateway | ✓ | ✓ | 31/12/2019 | | | | |
| Huddersfield Station Gateway (Phase 1) | ✓ | ✓ | 01/12/2019 | - | 01/04/2020 | 01/12/2022 | 01/12/2023 |
| Huddersfield Station Gateway (Phase 2) | ✓ | ✓ | 01/12/2019 | - | 01/04/2020 | 01/03/2025 | 01/03/2026 |
| Leeds Station Gateway - Leeds Integrated Station Masterplan | ✓ | ✓ | | | | | |
| Leeds Station Gateway - New Station Street | ✓ | ✓ | ✓ | ✓ | ✓ | 31/12/2019 | 31/12/2020 |
| Transformational - A6120 Leeds Northern Outer Ring Road (Development) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Transformational - Bradford Interchange Station Gateway (Phase 2) | ✓ | ✓ | | | | | |
| Transformational - LCR Inclusive Growth Corridor Plans (Development Only) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Transformational - NE Calderdale Transformational Programme Study (Development Only) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Transformational - North Kirklees Orbital Route Feasibility Study (Development Only) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Transformational - South Featherstone Link Road Feasibility Study (Development Only) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Transformational - York Northern Outer Ring Road Dualling Feasibility Study (Development Only) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Calder Valley Line - Elland Station | ✓ | ✓ | ✓ | 30/11/2020 | 30/07/2021 | 29/12/2023 | 31/12/2024 |
| City Connect Cycle Ambition Programme | ✓ | ✓ | | | | | |
| Leeds Inland Port | ✓ | ✓ | 07/12/2019 | 01/03/2020 | 01/03/2020 | 01/05/2021 | |
| Thorpe Park Station (formerly East Leeds Parkway) | ✓ | ✓ | | | | | |
| West Yorkshire Integrated UTMC (Phase A) | ✓ | ✓ | ✓ | ✓ | ✓ | 31/03/2021 | 31/03/2022 |
| West Yorkshire Integrated UTMC (Phase B) | ✓ | ✓ | ✓ | ✓ | ✓ | 31/03/2021 | 31/03/2022 |
| West Yorkshire Integrated UTMC (Phase C) | ✓ | ✓ | ✓ | 31/12/2019 | 31/01/2020 | 31/03/2021 | 31/03/2022 |

| Wakefield | | | | | | | |
|--|---|---|------------|------------|------------|------------|------------|
| Castleford Growth Corridor formerly Castleford Northern Bypass | ✓ | ✓ | ✓ | 30/11/2020 | 31/03/2021 | 31/03/2022 | 31/03/2023 |
| Glasshoughton Southern Link Road | ✓ | ✓ | ✓ | ✓ | ✓ | 31/08/2020 | 31/08/2021 |
| Wakefield City Centre Package (Phase 1) Kirkgate | ✓ | ✓ | ✓ | ✓ | ✓ | 31/12/2019 | 31/08/2021 |
| Wakefield City Centre Package (Phase 2) Ings Road | ✓ | ✓ | 30/06/2020 | 30/10/2020 | 30/11/2020 | 29/10/2021 | 31/10/2022 |
| Wakefield Eastern Relief Road | ✓ | ✓ | ✓ | ✓ | ✓ | 31/12/2019 | 31/12/2020 |

| York | | | | | | | |
|---|---|------------|------------|------------|------------|------------|------------|
| York Central Access Road and Station Access Improvements (Access) | ✓ | ✓ | ✓ | ✓ | 29/05/2020 | 31/03/2023 | 29/03/2024 |
| York Central Access Road and Station Access Improvements (Frontage) | ✓ | ✓ | ✓ | ✓ | 30/01/2020 | 31/03/2021 | 31/03/2022 |
| York Northern Outer Ring Road - Phase 1 | ✓ | ✓ | ✓ | ✓ | ✓ | 29/04/2022 | 28/04/2023 |
| York Northern Outer Ring Road - Phase 2 | ✓ | ✓ | ✓ | ✓ | ✓ | 29/04/2022 | 28/04/2023 |
| York Northern Outer Ring Road - Phase 3 | ✓ | ✓ | ✓ | 31/01/2020 | 31/03/2020 | 29/04/2022 | 28/04/2023 |
| PT Improvements 2 - City Centre Infrastructure | ✓ | 28/02/2020 | 30/04/2020 | 31/07/2020 | 30/11/2020 | 28/02/2022 | 29/04/2022 |

Appendix 1 (Background to the report)

Subject: Capital Spending and Project Approvals

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

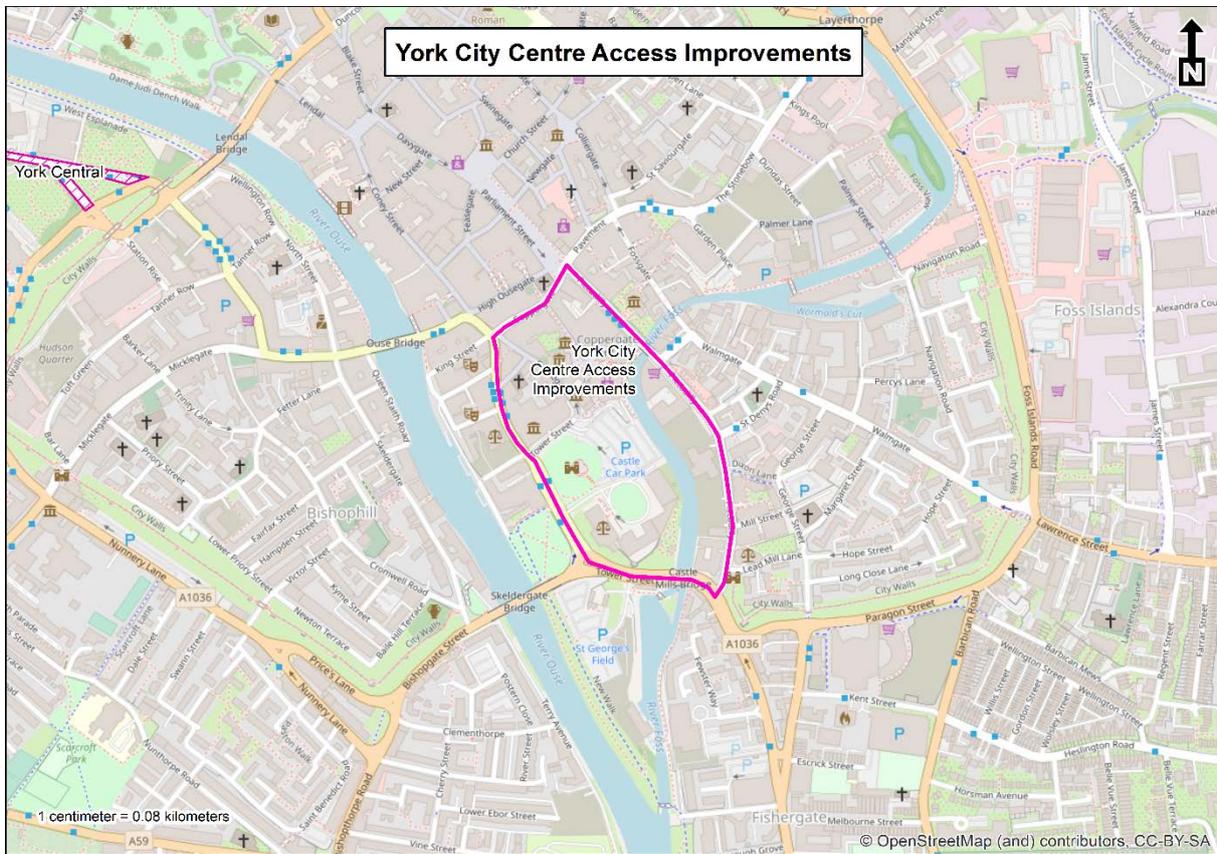
- 1.3 The tables for each scheme in the main report outlines the proposed assurance process and corresponding approval route for the scheme. The assurance pathway sets out the decision points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval 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

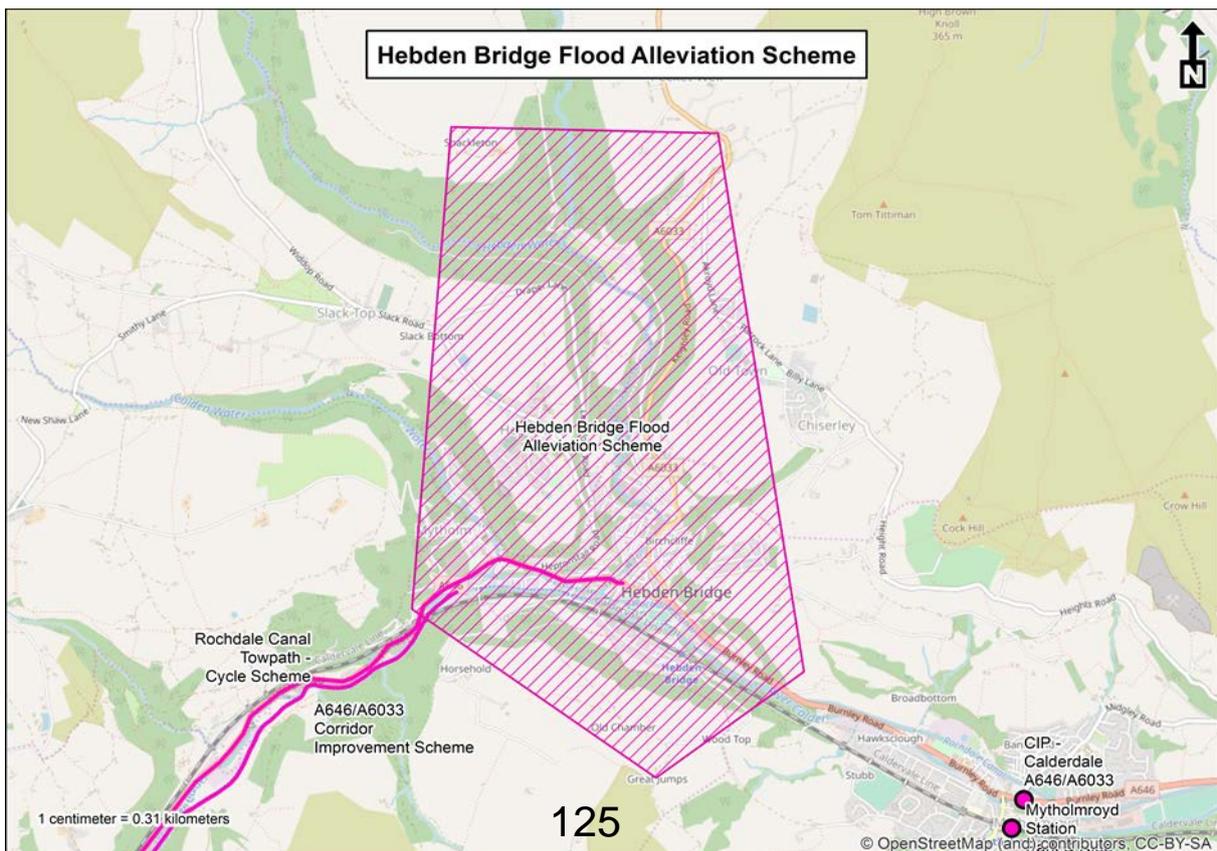
- 1.4 In order for the scheme to follow the assurance pathway and approval route that is proposed in this report, it should remain within the tolerances outlined for each scheme. If these tolerances are exceeded the scheme needs to return to Investment Committee and/or the Combined Authority for further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

LOCATION MAPS FOR THE SCHEMES PRESENTED IN THIS REPORT

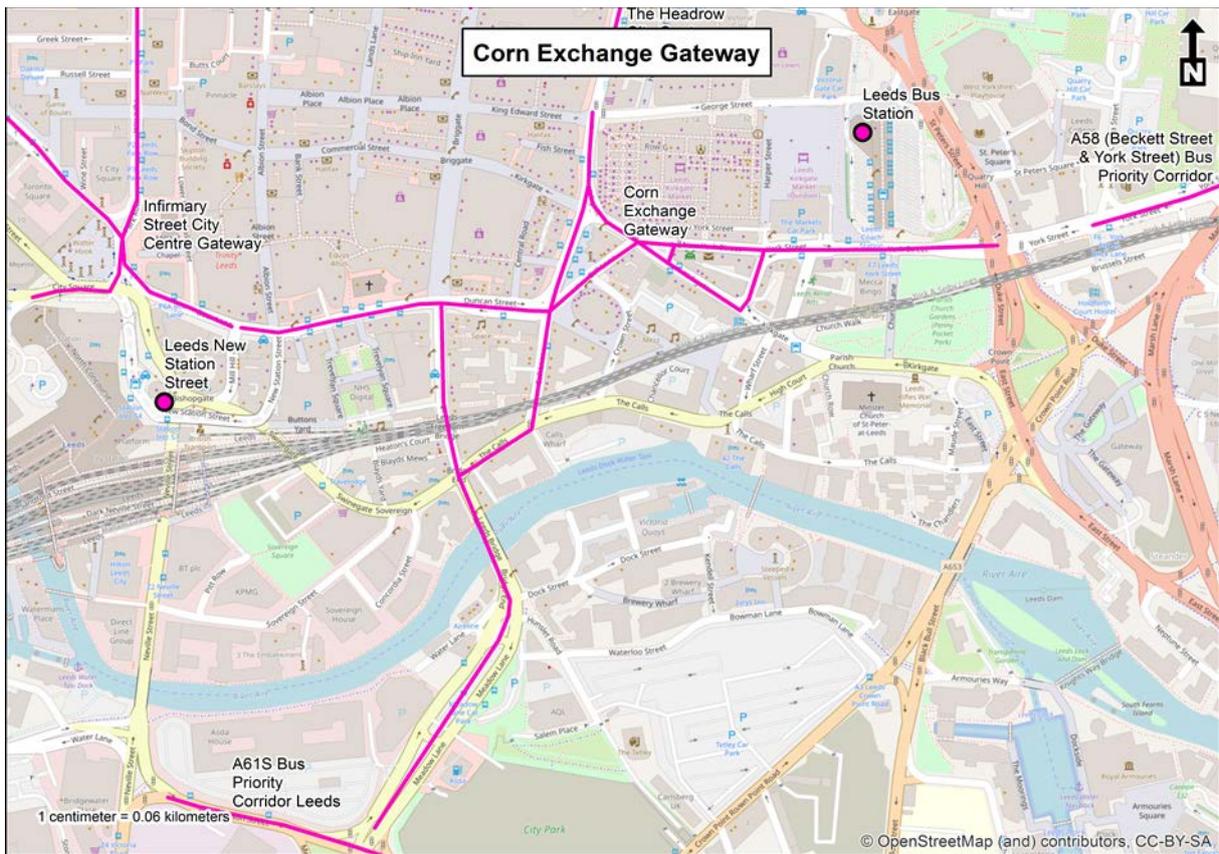
York City Centre Access Improvements



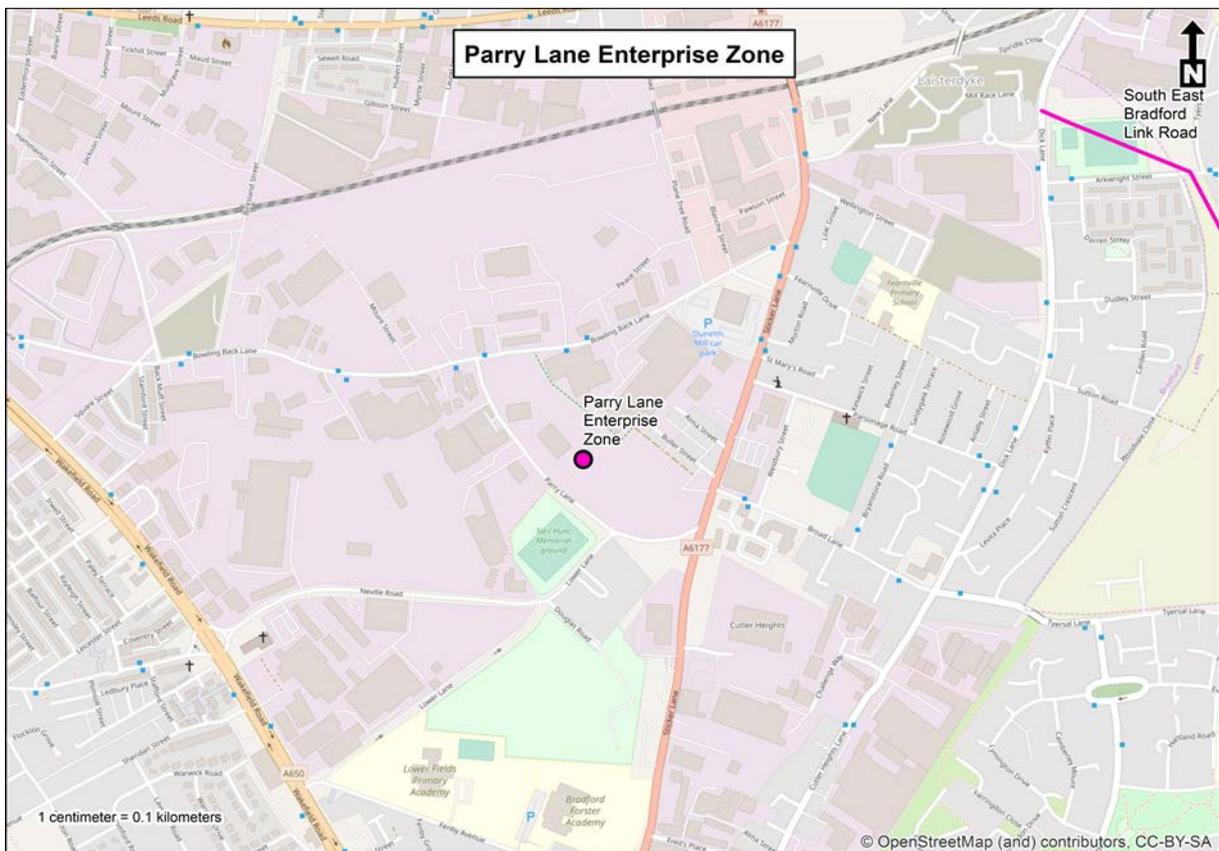
Hebden Bridge Flood Alleviation



Corn Exchange Gateway



Enterprise Zone: Parry Lane



Leeds Inland Port



Leeds Bradford Airport Parkway



Moorthorpe Rail Car Park





Report to: West Yorkshire Combined Authority

Date: 6 February 2020

Subject: **Brexit**

Director: Alan Reiss, Director, Policy, Strategy and Communications

Author(s): Alex Clarke and Ian Smyth

| | |
|---|---|
| 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 provide an update to the West Yorkshire Combined Authority on the organisational preparation being undertaken by the West Yorkshire Combined Authority (Combined Authority) and Leeds City Region Local Enterprise Partnership (LEP) for the United Kingdom's exit from the European Union, in particular the transition period following Withdrawal Agreement ratification. Given the fast-moving nature of this work, a further verbal update may be provided at the meeting.

2. Information

- 2.1 The Combined Authority and LEP has continued to support the city region in preparing for Brexit over the period since the EU referendum. As the country enters the transition period until 31 December 2020, the LEP is playing a proactive role in providing support to the city region's businesses as they plan for the opportunities and challenges they may have as a result of a new business environment. This paper updates on key activities that ensure the preparedness of the Combined Authority for the transition period and beyond.

Approach to the transition

2.2 Much of the work of the Combined Authority and LEP to date in working with partners and supporting businesses on preparing for Brexit continues to be the right approach for the transition phase. However, it is important that plans for the period up to 31 December 2020 and the end of the transition acknowledge specific dynamics, developments and scenarios that are likely to unfold during the year, specifically:

- What arrangements are proposed for trade with the UK moving out of the single market and customs union
- What new customs processes and cross-border VAT arrangements will be proposed
- Whether a free trade agreement will be in place or Great Britain will trade on World Trade Organisation (WTO) terms with the EU
- The proposed new immigration system
- Whether there is a return to “operation yellowhammer” resilience preparations or similar partnerships
- What specific legal and regulatory changes will businesses need to prepare for and when
- Whether progress is made on emerging trade deals with other parts of the world.

2.3 In response to these dynamics of the transition phase, the Combined Authority and LEP will need to focus on what role it can play alongside other partners. Whilst the Gold and Silver Command arrangements will continue to meet and discuss regularly, the focus of activity will now look to take a more strategic approach to considering specific Brexit issues – including the impact of key policy changes such as on immigration, trade policy, regulatory changes, legal/contractual matters, future funding models (including Shared Prosperity Fund) and on data. The Combined Authority will also focus its Brexit activity on:

- Continuing to work in partnership – both with local authorities and with other key partners, such as Chambers and other business membership/representative organisations – sharing plans and coordinating activity
- Understanding the implications for business of the UK’s future trade relationships – including the opportunities and threats to certain sectors and markets. The Combined Authority is supporting work at a Yorkshire and Humber level on this matter, led by Tom Riordan (Chief Executive of Leeds City Council).
- Continuing to work with businesses to ensure preparedness and resilience, with a focus on regulation, legal issues and financial management
- Developing a communications plan for businesses, that focusses on what they need to do before the end of the transition phase
- Coordinating the Yorkshire and Humber Brexit cluster, including on business intelligence and potential opportunities.

- Keeping emergency response arrangements updated in the background to ensure preparedness if required

Business support

- 2.5 As over previous months, the LEP continues to collect and coordinate intelligence on business preparation activities, and provide updates to BEIS, DIT and MHCLG from across Yorkshire and Humber. This is via the role of Cluster Lead for the Growth Hubs in the region, with the model being replicated across the country via another nine clusters. Frequency for this intelligence reporting has now moved to a fortnightly basis.
- 2.6 The Growth Hub continues to prepare to be as ready as possible for the impacts of Brexit on businesses, meeting regularly with business support leads in each local authority, with representatives of leading business membership bodies (via the Business Communications Group) and directly with businesses themselves via the LEP's business-facing teams and marketing activities to ensure alignment with other activity.
- 2.7 The team of SME Growth Managers has now risen to 19 FTEs who are supporting over 1,000 businesses to access the right support to meet their growth and resilience needs across the City Region. In addition, the Combined Authority has commissioned a legal firm to work intensively with a cohort of the City Region's large UK-owned businesses. This will provide valuable insight into the practical challenges and opportunities facing the businesses, and help to inform future policy and activity regionally and nationally. Furthermore, the LEP's £2 million Brexit Business Support scheme has been developed and is ready to be implemented. However, this has been paused until further clarity on the new business-facing campaign from the Government, and any associated resources for the LEPs/Growth Hubs, has been received.

Communications

- 2.8 As the Government's 'Get ready for Brexit campaign' has been paused indefinitely, the Combined Authority, in collaboration with partners, has looked to revise its Brexit communication strategy to reflect what communications will be required during the transition phase. This strategy will need to be flexible to respond to changes as they develop. Current activity includes:
- The LEP co-ordinated a Brexit roundtable, held on January 20th, in partnership with business media outlet The Business Desk. It was attended by local business leaders and intermediaries. Topics and insights from that discussion will provide the basis for future communications content for businesses about how to prepare for changes ahead.
 - The LEP is currently running a digital and print advertising campaign to promote the Growth Service and the wide range of business support currently available. This campaign will be tailored as required to meet any specific opportunities during the transition period.

- Work is underway to scope an integrated communications and marketing plan, aimed at SMEs in the Yorkshire and Humber, to provide peer-to-peer business advice and expert insights that will consider topical challenges and opportunities in a pragmatic way. Issues related to Brexit will be an important part of this work.

3. Clean Growth Implications

There are no clean growth implications directly arising from this report.

4. Inclusive Growth Implications

There are no inclusive growth implications directly arising from this report.

5. Financial Implications

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

5.2 Internal preparations continue to be undertaken using a combination of existing people resource and specific Brexit funding provided by BEIS and HMCLG. It is anticipated that Government will fund any additional activity they request beyond work already taking place within local areas, for example the short term focus on providing intelligence to central government departments.

6. Legal Implications

6.1 There are no legal implications directly arising from this report

7. Staffing Implications

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

8. External Consultees

8.1 Information about engagement with partners is contained in the report.

9. Recommendations

9.1 That the West Yorkshire Combined Authority endorse the organisational preparation being undertaken by the Combined Authority and LEP as the UK prepares to leave the European Union.

10. Background Documents

None.

11. Appendices

None.



Report to: West Yorkshire Combined Authority

Date: 6 February 2020

Subject: **Leeds City Region Local Assurance Framework**

Director: Melanie Corcoran, Director of Delivery/ Angela Taylor, Director of Corporate Services

Author(s): Julia Radianec

| | |
|---|---|
| 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: | N/A |

1. Purpose of this report

- 1.1 To provide the Combined Authority with an update on progress relating to changes proposed to the Leeds City Region Assurance Framework arising from its annual review and the Strengthened Local Enterprise Partnership (LEP) report (July 2018). The Combined Authority is requested to note that the Government has not issued an update of the National Local Growth Assurance Framework since January 2019.
- 1.2 To request the Combined Authority to provide feedback on the updated draft Assurance Framework, approve the substantive form of the document, following the incorporation of further changes requested, to authorise the Combined Authority’s Managing Director to finalise the document in consultation with the Chair of the Combined Authority and the Chair of the LEP Board for submission and to make further in year changes, as may be required.

2. Information

- 2.1 The LEP has secured Growth Deal funding and the Combined Authority is the accountable body for the LEP. Therefore, it is essential that there are robust,

transparent and accountable processes in place to ensure value for money for the public purse.

- 2.2 As part of the Growth Deal with Government, a local Assurance Framework was developed in 2015 that covers all funding flowing through the LEP. The Combined Authority, as the accountable body for the LEP, is also covered by this framework, which is updated on an annual basis.
- 2.3 The previous local Assurance Framework was approved by the LEP Board in January 2019 and by the Combined Authority, as the accountable body, in February 2019. It is the key mechanism to ensure that there are robust processes in place to support the developing confidence in delegating central budgets and programmes to the LEP and the Combined Authority. It covers all significant discretionary projects and programmes funded from Government or local sources that flow through the LEP and the Combined Authority, and has been prepared in accordance with [HM Government National Local Growth Assurance Framework guidance](#) (January 2019) and builds on a body of existing good practice.
- 2.4 This revised version of the Assurance Framework must be published on the Local Enterprise Partnership's website by 28 February 2020. The National Local Growth Assurance Framework published in January 2019 brought in a set of new requirements, which were incorporated into the previous review. The Combined Authority is requested to note that no further update has been published by the Ministry of Housing, Communities and Local Government since January 2019. Therefore, the local Assurance Framework is already compliant with these requirements. This year's review of the Assurance Framework was focused on aligning the Framework with the current working practices of the Combined Authority and the LEP, potential changes in the LEP's geography and the introduction of the SEF.
- 2.5 Additionally, the 'Strengthened Local Enterprise Partnerships' (2018) report set out a number of Government commitments alongside a number of additional changes that Government will work with Local Enterprise Partnerships to implement. This is being addressed within the National Local Growth Assurance Framework and has implications for the local Assurance Framework, both for this review and the review for 2021, relating to the revisions to the LEP geography and the composition of the LEP Board.
- 2.6 The key changes for the 2020 Assurance Framework review include:
 - Any references to LEP boundaries and relevant maps have been removed in this version of the Assurance Framework.
 - References to the Strategic Economic Framework (SEF) and Local Industrial Strategy (LIS), when relevant, have replaced the references to the Strategic Economic Plan (SEP).
 - A footnote added in Table 2.1 "Advisory Panels to the LEP and Combined Authority", to reflect the current work being undertaken around the

Investment Loans programme. However, due to the early stages in this development and the lack of clarity around its future governance arrangements at present, the governance for the Investment Loans programme has not been covered in this review to date.

- Sections 5 and 6, “Approach to Prioritisation” and “Assurance around Programme and Project Delivery”, have been updated with new wording to reflect updated working practice around project and programme appraisal and to lessen the focus on the TAG guidance (formerly WebTAG), in order to take account of new priorities, such as clean growth.
- Section 7, “Monitoring and Evaluation”, has been updated to clarify the purpose and requirements of Activities 6 and 7. The “Benefits Realisation” section has been updated, to spell out the approach to the monitoring of the progress towards SEF priorities. A new section on monitoring and evaluation of the SEF has been added.
- Appendix 4 has been amended to provide that grants greater than £100,000 but not exceeding £500,000 are to be approved by the Managing Director (or the Director of Economic Services not exceeding £250,000 only), following a recommendation from the Business Investment Panel. This raises the threshold at which business grant applications will be considered by Investment Committee and/or Combined Authority from £250,000 to £500,000, to increase the pace of decision-making. Additional amendments to the Appendix reflect changes made to the Managing Director’s sub-delegation scheme, to speed decision-making.
- Changes made to Appendix 6 to reflect changes to the Programme Appraisal Team’s (PAT) terms of reference.
- References to the Strategic Assessment Review Group (SARG) have been made and the SARG terms of reference added at Appendix 7. The Strategic Assessment Review Group (SARG) undertakes the review of Strategic Assessments submitted to the Combined Authority, as the accountable body for the Local Enterprise Partnership LEP, at decision point 1 (DP1) of the assurance process, as set out in the Leeds City Region Assurance Framework.
- References to the Portfolio Management Group (PMG) have been added and the PMG terms of reference have been added at Appendix 8.

2.7 The Combined Authority is requested to note that further changes may need to be made to update the Assurance Framework following the publication on the 28th February 2020, to reflect the new LEP geography coming into effect on 1 April 2020, including:

- References made to the LEP geography in the Assurance Framework.
- Amendments to the relevant governance documents and the LEP website, to reflect the new LEP geography and the LEP compliance with the diversity requirements of the Strengthened Local Enterprise Partnerships guidance.

- 2.8 The above changes will be approved by the Head of Legal and Governance Services under the Combined Authority Officer Delegation Scheme.
- 2.9 The principles and direction of the revised Assurance Framework have been shared and discussed with the LEP Board, Governance and Audit Committee and the Investment Committee. The Overview and Scrutiny Committee was notified that the annual review of the Assurance Framework was taking place and discussed the draft Assurance Framework at their meeting on 17 January 2020.
- 2.10 Both the LEP Board and the Combined Authority, as the LEP's accountable body, are required to approve the revised local Assurance Framework. The LEP Board approved at the meeting on 16 January 2020 to delegate authority to the LEP's Chief Executive (the Managing Director) in consultation with the LEP Chair and the Combined Authority Chair to approve the Local Assurance Framework on behalf of the LEP, further to its consideration by the Combined Authority on 6 February 2020. The Combined Authority is now requested to authorise the Combined Authority's Managing Director to finalise the content of the Assurance Framework in consultation with the Chair of the Combined Authority and the Chair of the LEP Board and to submit the document to Government by 28 February 2020.
- 2.11 The current working version of the draft Local Assurance Framework (subject to approval) can be found [here](#).

Next Steps

- 2.12 It is the responsibility of the Director of Corporate Services, as the Combined Authority's Section 73 Officer (the Chief Finance Officer) to write to HM Government ahead of the 2020 Local Growth Fund payments to certify that the Assurance Framework has been agreed, is being implemented, and meets the standards set out in the National Framework.
- 2.13 In line with the continuous improvements to our processes over the coming year, it is envisaged that further changes will need to be made to the Assurance Framework in 2020, in order to ensure that it is as efficient as possible – particularly given the variability in the scale and complexity of projects and programmes. Such a review will ensure that, going forward, the right level of proportionality is applied to different types of programme. These future changes will also incorporate amendments to reflect any future updates to guidance, as well as the feedback from the 'Annual Conversation' with Government.
- 2.14 Subject to further changes being required, an update to the Assurance Framework will be brought to the LEP Board and the Combined Authority on an annual basis.

3. Clean Growth Implications

- 3.1 Clean growth considerations and references to related activities have been embedded throughout the Assurance Framework and related internal governance documents and decision-making procedures. Building on the recent work to strengthen how clean growth and climate change impacts are considered as part of all new schemes that come through the Combined Authority's Assurance Framework (Decision point 1 and 2), the Combined Authority are now in the process of procuring expert advice to frame and develop a robust quantifiable methodology for assessing all new scheme's predicted carbon emissions / wider clean growth impacts. Clean growth, including climate change, impact assessment / considerations are all now included in all Capital Spending and Project Approvals reports.

4. Inclusive Growth Implications

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

5. Financial Implications

- 5.1 The annual update to the Local Assurance Framework is required in order to remain compliant with government documentation. Failure to do this may result in future growth deal funding being compromised.

6. Legal Implications

- 6.1 The annual update to the Local Assurance Framework is in response to government requirements as set out above.

7. Staffing Implications

- 7.1 The annual update to the Local Assurance Framework is being accommodated within existing staff resources within the Combined Authority.

8. External Consultees

- 8.1 The Department for Business, Energy & Industrial Strategy (BEIS) has provided informal feedback on the draft Local Assurance Framework.

9. Recommendations

- 9.1 That the Combined Authority notes the changes that have been made to the Local Assurance Framework, as set out in this report.
- 9.2 That the Combined Authority approves the substantive form of the draft Assurance Framework subject to the incorporation of any further feedback.
- 9.3 That the Combined Authority authorises the Combined Authority's Managing Director to finalise the content of the Assurance Framework in consultation

with the Chair of the Combined Authority and the Chair of the LEP Board and to submit the document to Government by 28 February 2020.

10. Background Documents

10.1 [The National Local Growth Assurance Framework](#) (2019)

10.2 [Strengthened Local Enterprise Partnerships](#) (2018)

11. Appendices

11.1 None.



Report to: West Yorkshire Combined Authority

Date: 6 February 2020

Subject: **Strategic Rail**

Director: Alan Reiss, Director Policy, Strategy and Communications

Author(s): Liz Hunter

| | |
|---|---|
| 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 provide an update to the Combined Authority about strategic rail matters in particular High Speed Two (HS2), Northern Powerhouse Rail (NPR), Transpennine Route Upgrade (TRU) Calder Valley Line and East Coast Mainline.

2. Information

- 2.1 In 2016, the Combined Authority agreed a set of rail priorities for pan-northern and national connectivity. On 3 August 2017 it reaffirmed its commitment to these priorities and on 5 April 2018 it agreed to submit these along with a longer list of other interventions into TfN's draft Strategic Transport Plan consultation. These priorities were again reiterated in a paper to the Combined Authority on 14 February 2019.

- A Northern Powerhouse Rail Network (NPR) with stops in Leeds, Bradford and York and integrates effectively with HS2.
- All phases of HS2
- Transpennine Route Upgrade (TRU) delivered in full

- Significant improvements to the Calder Valley Line and the East Coast Mainline.

Transpennine Route Upgrade (TRU)

- 2.2 TRU is a vitally important short-medium term project for the North and for this region, providing long overdue additional rail capacity on the north's main east – west rail artery. As 7 out of the 12 LEP areas in the North, collectively accounting for over 80% of the north's economic output, are set to directly benefit from the TRU investment it is important that TRU is delivered in full. Government has reiterated it is committed to spending £2.9 billion on the TransPennine Route Upgrade, which forms part of the rail commitments from 2019 to 2024. It has yet to commit to the full scheme.
- 2.3 Network Rail consulted last year on an upgrade to a section of railway between Huddersfield and Westtown (Dewsbury) to deliver passenger benefits as part of the TRU. Upgrading the section of railway between Huddersfield and Westtown is key to delivering the benefits passengers want along the TransPennine railway. The current layout in this area limits the railway's ability to run more and faster trains and affect the reliability of train services. The Combined Authority responded to this survey which was developed in close consultation with officers from council partners.
- 2.4 The Chair of Transport Committee also wrote a letter to the Secretary of State on 10 October 2019 that set out the Combined Authority's asks for the TRU project. This included delivering the scheme in full, making all stations on the TRU route accessible, full electrification to support the climate emergency targets and to work together to minimise abortive works and minimise disruptions.

East Coast Mainline

- 2.5 The East Coast Mainline (ECML) is an important part of the rail network serving West Yorkshire, linking West Yorkshire to London and the East Midlands via Doncaster as well as connections to the North East and Scotland via York.
- 2.6 The Consortium of East Coast Mainline Authorities (ECMA) commissioned research into the economic impact of potential further investment in the route, which is also an important part of plans for HS2 and Northern Powerhouse Rail. The research was completed in 2019 and includes an analysis of the economic impact of disruption on the line. Subject to the outcome of the Oakervee Review, the research will be published and launched later in 2020. Meanwhile it has been used to help make the case to Government for additional investment into the resilience of the line, which is particularly prone to events that severely disrupt services. This generated significant coverage in autumn 2019 and will be used to support advocacy work with the new Government in the first months of 2020. The Combined Authority's continued membership and support for ECMA supports this work.

Calder Valley Line

- 2.7 Connecting Leeds, Bradford, Halifax and Manchester, this plays an important east to west route across the Pennines. The Calder Valley line has seen some improvements including upgrading track and signals that were supposed to provide journey time savings and the ability to run more trains along the route. However, passengers have not fully benefited as a result of the capacity constraints at Leeds and Manchester in particular. The Combined Authority has continually pressed for the additional infrastructure required to enable these franchise commitments to be met to provide new and better connections for example to Manchester Airport and more frequent services for passengers.
- 2.8 Also, following the North of England Electrification Task Force, the electrification of the Calder Valley Line is one of our top priorities for electrification. Calder Valley line improvements were also recognised in Transport for the North's Investment Programme as part of a package of improvements that is needed to stimulate economic growth in the North. There is also an opportunity to consider the role of the Calder Valley Line alongside the new capacity delivered by NPR. NPR serving Bradford presents the opportunity for Bradford Interchange to be reconsidered, potentially enabling faster journey times, a connection with the Calder Valley Line and improving journey frequencies.

High Speed Two (HS2)

- 2.9 HS2 Phase Two will transform connectivity between the North, Scotland, the Midlands and the South. For years, the region has planned and prepared for HS2's arrival and businesses are making investment decisions now about the benefits HS2 will bring to our places. HS2 offers a different relationship with Sheffield, East and West Midlands as well as London for our businesses and workforce. The lack of additional capacity provided by HS2 would drastically hinder the ability to rebalance the economy.
- 2.10 In September 2019 Government published Allan Cook's (Chair of HS2 Ltd) stocktake on the HS2 project. This identified that the likely opening date of Phase 2b of HS2 is now likely to be in the range 2035 to 2040. HS2 is also subject to a Government commissioned review led by Douglas Oakervee, following the Prime Minister's stated wish to review whether and how HS2 proceeds. The review will use all existing evidence on the project and consider its:
- benefits and impacts;
 - affordability and efficiency;
 - deliverability; and
 - scope and phasing, including its relationship with Northern Powerhouse Rail.
- 2.11 Leeds City Council and the Combined Authority submitted evidence to the review panel in September 2019 supporting the implementation of HS2 phase 2b. It is understood that the Chancellor is to consider ways to improve the way decisions are made in the Treasury through the Green Book so that levelling-up across the country becomes a reality. The Combined Authority is supportive of

finding ways to better reflect the economic needs of places within the North when appraising investments. It is equally important that decision-making processes also reflect climate emergency targets. HS2 has a role in both of these objectives and the Chair of Combined Authority recently wrote to the Prime Minister to stress this. The original aim was for the Review to report in Autumn 2019, but this has been delayed and is expected imminently.

Northern Powerhouse Rail (NPR)

- 2.12 Northern Powerhouse Rail is a programme to deliver a transformed network in the North of England. Currently people in the North's ability to access new opportunities is constrained by the current transport network. Northern Powerhouse Rail would bring more than 10 million people within 90 minutes of multiple key cities in the North, against just 2 million today. As part of this network, NPR has the potential to provide faster transpennine links between Manchester and Leeds serving Bradford city centre. NPR is an essential element of the comprehensive investment in transport infrastructure needed across the North. By better connecting our strongly performing sectors in the North, the aim is to rebalance the economy and bring tangible benefits to the places and people of the North. By better connecting our towns and cities, TfN estimate that NPR could support an increase in productivity of up to 2%, going some way to closing the North-South divide. Leeds to Sheffield improvements will be delivered through HS2 Phase 2b and an upgrading of the route from Sheffield and is one part of the interaction between HS2 and NPR.
- 2.13 Work has identified the importance of NPR serving Bradford City Centre, including an additional £15bn GVA and 15,000 new jobs across Leeds City Region by 2060. NPR can double the number of people and businesses within reach of Bradford providing access to ¾ million more job opportunities in the key economic sectors of the North for Bradford residents, including places most in need of investment and access to opportunities, particularly for young people. These benefits can only be realised if Bradford is served directly.
- 2.14 Following the announcement by the Prime Minister supporting Northern Powerhouse Rail and in particular routes across the Pennines, it is understood that Government wants to accelerate consultation. Working with TfN, the Combined Authority will continue to stress the importance of -
- a new line between Leeds, Bradford city centre and Manchester
 - recognising that NPR is a network to ensure benefits are felt across the North.
 - the climate emergency and the role of modal shift in tackling carbon reduction.
 - recognising that the Government is planning to change the appraisal process and therefore any work to date on Benefit Cost Ratios (BCRs) ought to acknowledge that a new approach is being planned to support the Government objective of levelling-up.
 - learning lesson from HS2, particularly the consequences of putting a cost on a scheme early in the process.
 - TRU being a separate scheme that needs to be delivered as soon as possible.

- recognising improvements are needed to the existing network both in advance of NPR and as part of maximising the benefits of NPR, specifically to the Calder Valley line and the capacity around Leeds.

Leeds station and network approaches

2.15 At its meeting on 25 April 2019 the Combined Authority resolved to urge DfT and Network Rail to prioritise analysis of rail network capacity in central Leeds to bring clarity on the investment required to deliver committed service improvements and accommodate growth. These matters are now becoming better understood and it is increasingly clear that significant investment will be required in the short term for improved reliability and for accommodating ongoing growth in rail services across the City Region and beyond.

Rail Connectivity Vision

- 2.16 Working with TfN and advisors, and supported by Network Rail and DfT, the Combined Authority is developing an evidence-led 'Rail Connectivity Vision' to establish a shared vision for the region's national, regional and local rail connectivity needs. This will form a major part of the Combined Authority's forthcoming Rail Strategy and will play an important role in the development of the Connectivity Strategy. Consultation with Members on development of the wider Rail Strategy will take place over coming months, to engage in the strategic choices about the type of rail future they want for the region.
- 2.17 Part of the work is to determine whether or not the proposed touchpoint between the HS2 and classic rail networks south of Leeds at Stourton – not part of the current design scope for the HS2 Phase 2b Hybrid Bill – is required to deliver the Vision. Further feasibility work into alternative solutions to the Stourton touchpoint that could potentially deliver more benefits to the wider city region is being undertaken.

Williams Review

- 2.18 Government established the Williams Rail Review to look at the structure of the whole rail industry and the way passenger rail services are delivered. The review will make recommendations for reform that prioritise passengers' and taxpayers' interests. The review was launched in response to the evident need for substantial structural reform of the rail industry, not least as evidenced by the widespread chaos caused by the May 2018 timetable change.
- 2.19 The Combined Authority has engaged with the Williams review as set out at the Combined Authority meeting on 27 June 2019. The outcome of the Review will be published as a White Paper setting out reforms to be followed by legislation as necessary for implementation. The new Government is expected to publish the White Paper in the early part of 2020.
- 2.20 Northern leaders have made it clear that the current performance of rail services in the north is unacceptable and failing to meet passenger expectations, and have repeatedly called for decisive action to address this. By

the time of the Combined Authority meeting, it is expected that the Secretary of State for Transport will have made a decision on who will operate Northern rail services following the financial failure of the franchise, either Arriva or the Operator of Last Resort. The implication is that a new contractual baseline will apply from some point in 2020. Either outcome will not in its own right address the fundamental issues affecting the North's rail network and it is hoped that the Williams Review will commit to devolution of powers and money that create meaningful local accountability.

3. Clean Growth Implications

- 3.1. The report identifies the work currently ongoing to influence and develop major rail projects. Improving the rail offer to customers should increase rail patronage, encouraging modal shift to clean public transport and thereby reducing carbon emissions by reducing car use. The Combined Authority, through working with TfN and Government on these projects, is highlighting the need to properly assess the carbon impact and ensure that modal shift is prioritised.

4. Inclusive Growth Implications

- 4.1 Public transport is vitally important to ensure accessibility for employment and training opportunities.

5. Financial Implications

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

6. Legal Implications

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

7. Staffing Implications

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

8. External Consultees

- 8.1. No external consultations have been undertaken.

9. Recommendations

- 9.1. That the Combined Authority notes the agreed rail priorities and the progress towards their delivery.

10. Background Documents

- 10.1. None

11. Appendices

11.1.None.

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Report to: West Yorkshire Combined Authority

Date: 6 February 2020

Subject: **Future Bus Options**

Director: Dave Pearson, Director of Transport Services

Author(s): Helen Ellerton

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| 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 provide an update to the Combined Authority about the sale of First West Yorkshire Ltd including, but not limited to, potentially participating in the sale.
- 1.2 To recommend that the Combined Authority undertakes preparatory works to understand the implications of pursuing franchising should a devolution deal be secured.

2. Information

Background

- 2.1 The bus is the biggest public transport mover of people in West Yorkshire and has a critical role in the transport network: it is essential for providing access to jobs and training. However, in line with national trends, there is declining patronage: in 2017/18, 147.8 million journeys were made on local buses in West Yorkshire, which represents a decrease of 21 million journeys (12.6%) since 2009/10. This disconnect between the central role of the bus and the declining patronage means there is a real need to understand and deliver

interventions that could provide a different and more attractive offer to the customer.

- 2.2 On 29 May 2019 First Group PLC made an announcement to shareholders that it is “pursuing structural alternatives to separate our First Bus operations from the Group” as part of a process of re-structuring the company. At the time a sale process was expected in early 2020.
- 2.3 On 16 December 2019, First plc announced a change in its disposal strategy for its companies in North America and that, for First Bus, it had commenced a “comprehensive efficiency programme prior to any launch of a formal sale process”. Should a sale proceed, it will now much be later than expected.
- 2.4 Earlier in 2019, Deutsche Bahn (DB) indicated its intentions to dispose of its Arriva business in the UK by means of a private sale. However, on 6 December, DB announced its plans to float shares in the company over a three year period starting in May 2020.
- 2.5 A change of ownership of both First and Arriva could signal a change in the level of service provided in West Yorkshire. Protecting, developing and improving the bus network for West Yorkshire residents is an overriding key objective of the Combined Authority. The West Yorkshire Bus Strategy 2040 sets out the vision, objectives and bus policies for the Region¹. It sets out the target to grow bus patronage by 25% in the decade up to 2027. A reliable, affordable bus network is essential to enable people to access education and employment opportunities. It is central to the key objectives of driving inclusive growth and tackling the climate emergency.
- 2.6 At its meeting on 10 October 2019, the Combined Authority resolved to explore options arising from the sale of First West Yorkshire Ltd and to commission legal and technical advice in this regard. It also delegated to the Managing Director of the Combined Authority, in consultation with the Chair of the Combined Authority, to engage with the process of the sale referring any significant decisions arising from this to the Combined Authority.
- 2.7 The Combined Authority should only embark on any model if that furthers the overall bus strategy aims to support passenger numbers and through that secure the wider goals of inclusivity and carbon reduction.

Active Participation in the Sale of First West Yorkshire Ltd

- 2.8 Anticipating the Combined Authority’s need, technical and legal support has been commissioned, in order to:
 - Understand and consider the strategic objectives for any participation
 - Assess the options available and the likely scale of resource required to deliver an option.
 - Understand the legal implications of possible next steps and how these vary by option to ensure value for money.

¹ <https://www.westyorks-ca.gov.uk/improving-transport/bus-strategy/>

- Undertake market due diligence.

- 2.9 Whilst the legal and technical advice was commissioned in response to the particular circumstances of the sale of the bus companies, the brief was broader, to identify the options available to Combined Authority to influence the provision of the region's bus services. To date, a draft options report has been prepared and only a portion of the funding allocated has been spent.
- 2.10 Should the sale process proceed; further costs would be incurred in analysing the information that First would share with bidders and providing bidding advice to the Combined Authority.

Preparatory Work for Franchising

- 2.11 The route to bus franchising is easier for Mayoral Combined Authorities and this option will feature in the context of continued conversations regarding a devolution deal for this region. It is proposed that the Combined Authority undertakes some scoping works to understand the requirements for delivering bus services in West Yorkshire through a franchising model. This includes learning from the experiences of Greater Manchester in developing bus franchising and the emerging position in Merseyside. As the sale of First is delayed, it is proposed that this early scoping work will be delivered using both internal and external resources already agreed to respond to the sale of First.
- 2.12 In actively looking at options to acquire elements of local bus operations, consideration will also be given to how other publicly funded transport such as that provided in the health and social care sectors might be integrated.

West Yorkshire Bus Alliance

- 2.13 Whilst it is proposed to continue to explore structural options to support the local bus service, it is important to maintain the impetus of improvement through the Bus Alliance and the investment in bus infrastructure in capital programmes. It is recommended that the Combined Authority remains committed to the on-going partnership work with bus operators for the benefit of West Yorkshire communities. This partnership helps to ensure communities get the best from the net £70 million of public funding that goes into buses in West Yorkshire each year.

3. Clean Growth Implications

- 3.1. The report identifies the work currently ongoing to develop the bus network in West Yorkshire. Improving the bus offer to customers should increase bus patronage, encouraging modal shift to clean public transport and thereby reducing carbon emissions by reducing car use.
- 3.2. Delivering bus services through a different model of ownership or franchising could help tackle the climate emergency by providing the opportunity to influence the fleet and increase the proportion of low or zero emission buses.

4. Inclusive Growth Implications

- 4.1 The bus is vitally important to ensure accessibility for employment and training opportunities. DfT's Inclusive Transport Strategy highlights the importance of connectivity for those with disabilities, allowing access to social networks, employment and education.

5. Financial Implications

- 5.1. At its meeting on 10 October 2019, the Combined Authority approved expenditure of up to £200,000 on technical advice to inform the Authority's options in response to the current situation. Given the potential sale of First West Yorkshire Ltd has been delayed, it is proposed to use part of the funding approved in October 2019 to scope the process and implications of adopting bus franchising powers. Further funding would be required to progress franchising and / or acquisition.

6. Legal Implications

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

7. Staffing Implications

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

8. External Consultees

- 8.1. No external consultations have been undertaken.

9. Recommendations

- 9.1. That the Combined Authority notes the current position with regard to the potential sale of First West Yorkshire and endorses continuing work to identify the options available should the sale process proceed.
- 9.2. That a further report be presented to the Combined Authority setting out the process and implications of adopting bus franchising powers.

10. Background Documents

- 10.1. The West Yorkshire Bus Strategy 2040.

11. Appendices

- 11.1. None.



Report to: West Yorkshire Combined Authority

Date: 6 February 2020

Subject: **Leeds City Region Mass Transit**

Director: Alan Reiss, Director of Policy, Strategy and Communications

Author(s): Tom Gifford

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| 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 provide an update on mass transit, including the emerging conclusions from the advanced urban transit market testing.
- 1.2. In advance of further capital approval being sought for mass transit development from the Combined Authority in April 2020 (subject to consideration through the Assurance Framework), to recommend that the Combined Authority continues to undertake early preparatory works to plan for mass transit across the Leeds City Region.

2. Information

Latest Position

- 2.1. To support the development of the emerging Connectivity Plan and investment programme, the Combined Authority considered a report in December 2018¹ which opened a conversation about how mass/urban transit could play a role in meeting the future needs of the region. The paper outlined how mass transit can support the region's aims of raising productivity, delivering inclusive

¹ <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MIId=742&Ver=4>

growth, and addressing the climate emergency through clean growth, all of which are underpinned by a 21st Century transport system.

- 2.2. Mass transit also continues to be regularly reported in the press. Mass transit for this region was highlighted as a key Conservative manifesto pledge, as well as being supported by Labour and the Liberal Democrats in the recent general election. The Conservatives also announced in December a £4.2 billion fund for mass transit², which referenced the Leeds City Region as a potential beneficiary.
- 2.3. The Leeds City Region Transforming Cities Fund³ submission included a £20 million 'ask' for mass transit development funding as well as a commitment to see it delivered from Central Government. West Yorkshire Leaders have also recently written to the new Prime Minister highlighting mass transit as a key priority for the region⁴ and it was raised at the recent meeting with the Secretary of State for Transport.
- 2.4. With announcements likely around future funding of mass transit during the next few months, the project team is now looking to accelerate work, with capital funding approvals likely to be sought at the April 2020 Combined Authority for further mass transit development.

Context

- 2.5. The Leeds City Region is thriving and forecast to grow rapidly in the coming years, creating thousands of new jobs. As the economy grows, there are new employment opportunities across the region, but particularly within city centres. Whilst investment is already taking place through the Growth Deal and other funding sources to transform the transport network, it is clear that the historic underinvestment in the transport system is increasingly constraining the region's prosperity and productivity.
- 2.6. To achieve the region's ambitions around cutting carbon, improving air quality and enabling inclusive growth, it is essential to transform the transport system from one which is currently car dominated to one which offers real alternatives for people in all parts of the region – cities, towns and rural areas. This means investing to create an efficient and integrated transport system which includes walking, cycling, bus, light rail and heavy rail, coupled with meaningfully managing down car travel into dense urban areas in order to create people focused, vibrant neighbourhoods with well-connected district, town, and city centres.
- 2.7. To achieve this, the Combined Authority is taking an integrated approach to an overall vision for transport by:

² <https://www.bbc.co.uk/news/election-2019-50651235>

³ <https://www.westyorks-ca.gov.uk/media/3373/tcf-exec-summary-final.pdf>

⁴ <https://www.westyorks-ca.gov.uk/all-news-and-blogs/support-our-ambitions-leaders-urge-prime-minister-to-back-region-s-priorities/>

- 2.7.1. Developing a Connectivity Strategy which will set out a pipeline of interventions for the region's transport network up to the 2040s in order to meet our targets and priorities.
- 2.7.2. Taking an active role in the sale process of the largest bus operator in West Yorkshire, to guarantee passengers' interest are represented and taken into account whoever ends up owning the company and running services (as set out in Item 10). This is in addition to continuing to work with other City Regions who are different stages of bus franchising.
- 2.7.3. Through the Bus Alliance, continuing to deliver the Connecting Leeds and West Yorkshire-Plus Transport Fund investment programmes, to help transform the bus offer in the short term.
- 2.7.4. Developing ideas and possibilities for an advanced mass transit system. Through devolution and Transforming Cities Fund, calling on central Government to fund its development and delivery, so that construction can start from the mid 2020s on a first phase.
- 2.7.5. Working with Transport for the North and other partners to secure the investment needed to deliver transformational improvements to the rail network. This includes Northern Powerhouse Rail with a city centre Bradford stop, HS2, an upgraded Trans-Pennine line, more local stations and transforming Leeds Station into a world-class transport hub.
- 2.7.6. Development a vision for the future of the rail network.
- 2.7.7. Working with partners to develop Local Cycling and Walking Plans.
- 2.8. Cycling, walking, road, rail and bus all have a role in meeting future transport demands and even coupled with investment in the road network, congestion relating to an over reliance on car trips will continue. It is clear from economic and land use evidence that an integrated and affordable mass transit system capable of transporting large numbers of people is required. Mass transit proposals will not only move more people, they will be designed to accelerate and shape future clean growth in the region.
- 2.9. Whilst the cost of implementing mass transit can be high, the scale of benefit for the region is significant. Other cities in the UK and beyond are demonstrating mass transit offers high value for money. Evidence from around the country continues to illustrate that once mass transit opens, it delivers both substantial patronage growth and passenger satisfaction levels which are significantly higher than standard bus services.

- 2.10. The Combined Authority⁵ endorsed opening a conversation about a ‘tube-style’ map indicating the communities most likely to be served by mass transit. In a post-Brexit world, there is a need for a transport system worthy of a region that is seeking to compete on a global stage. There is a significant opportunity to truly transform the transport system over the next decade through blending best in class, innovative technologies to create a 21st Century mass transit system.

Advanced Urban Transit Technologies: Market Testing / Call for Evidence

- 2.11. The market testing has been a key tool to establish the views of industry about how mass transit technologies are anticipated to change by the late 2020s/early 2030s.
- 2.12. The feedback received will help the Combined Authority develop/design an advanced urban transit system which is best in class, to ensure the system meets the region’s priorities of raising productivity, delivering clean and inclusive growth and delivering a 21st century transport system.
- 2.13. The market testing is also a key milestone in ensuring the private sector is influencing from the earliest stages the design and scope of any transit scheme in the region. It is being undertaken in partnership with Universities of Leeds and Huddersfield (who are experts in this field) and is targeted towards all promoters, manufacturers, suppliers, constructors, engineers, system developers and operators of urban transit systems from across the world.
- 2.14. Following consideration by Transport Committee and LEP Board, a market testing prospectus⁶ was published in August 2019 and posed a range of discussion questions, for example including:
- Whether new Urban Transit systems should be designed for autonomous vehicle operation?
 - The skills programmes which are required to be in place to maximise the opportunity around development and delivery of an Urban Transit system?
 - The prospects of delivering a zero emission system (such as hydrogen or battery power operation) to help address climate change?
 - The opportunities for inward investment and the scale of Urban Transit system which would be required in Leeds City Region for a manufacturer to set up a new assembly/manufacturing base for Urban Transit vehicles in this region?
- 2.15. Around 120 organisations are taking part in the market testing, from sectors including monorail/pod/bus/tram/train manufacturers and operators and consultancies as well as interested stakeholder groups. With the market testing in its final stages of completing, the full feedback is anticipated to be

⁵ <https://westyorkshire.moderngov.co.uk/documents/s10082/Item%207%20-%20Planning%20for%20Growth%20-%20The%20Leeds%20City%20Region%20Connectivity%20Strategy.pdf>

⁶ The Prospectus and the Market Testing materials are available online: <https://www.westyorks-ca.gov.uk/urban-transit/>

reported to Transport Committee in March, but typical messages received from the market testing so far include:

- Segregation of public transport from general traffic is the most important factor for journey reliability and journey times regardless of the type of vehicle
- As part of an integrated transport strategy, bus, light rail and heavy rail all have an important role. The choice between modes is dependent on level of capacity required and the ambitions of the region
- Regardless of the public transport mode, meaningfully managing down car demand is essential to have any impact on public transport and reducing congestion, cutting carbon and improving air quality
- Transit technologies already exist for autonomous operations, but only in a fully segregated environment (for example, Docklands Light Railway)
- Transit systems which require some interface with car/pedestrians are very likely to continue to require a driver over the next decade due to standards, safety and certification challenges
- Autonomous cars are not a solution to mass transit, they are likely to make congestion worse
- In the short to medium term, battery technologies are likely to be the most viable option, but it is increasingly realistic to plan for end-to-end systems which do not need overhead wires
- Almost all major cities are investing in a combination of bus, bus rapid transit and light rail
- New systems have the opportunity to make use of 21st Century digital technologies which will help to revolutionise how mass transit systems are monitored, operated and maintained (for example, moving from a cyclical maintenance regime to the ondemand monitoring system to enable component replacement prior to it failing).

2.16. The full feedback is anticipated within the next few months. The evidence received through the market testing will be used to inform and shape the mass transit strategic outline business case as it develops during 2020. As the business case develops, the next steps would include engagement with local communities to consider the best routes and the blend of transit technologies (which could include bus rapid transit and light rail/tram) that are best required to meet their needs.

2.17. Further reports ahead of any engagement will be brought to the Combined Authority in the coming months.

3. Clean Growth Implications

- 3.1. A net zero carbon advanced mass transit system for West Yorkshire will need to help address the climate emergency and improve air quality, through:
- Utilising zero emission at source vehicles, powered by green electricity
 - Being designed to reduce road space for cars, coupled with disincentivising car trips into dense urban areas
 - Integrated with rail, and bus to encourage mode shift from car

4. Inclusive Growth Implications

- 4.1. An inclusive and advanced mass transit system would be:
- Integrated public transport: buses & 'uber type vehicles' feed mass transit, rather than compete against it
 - 100% accessible: can be used by disabled people, buggy users, cyclists etc
 - Open everyday, serving communities of greatest economic need across the region.
 - A high capacity transit system: so everyone who needs to get to work can do so in comfort
 - Inclusive and affordable: could have more innovative fare options – but beyond farebox, has to be paid for through other sources of revenue

5. Financial Implications

- 5.1. There are no direct financial implications from the report, but to note that mass transit is anticipated to be high cost but also deliver high value for the region.
- 5.2. In April 2018 the Combined Authority allocated £7 million into the Growth Deal Programme (WY+TF Transformational Programme) of which £2.395 million was approved for development of the Inclusive Growth Corridors and undertaking initial feasibility works for schemes including mass transit. Capital approval for the remaining amount is likely to be sought from the April 2020 Combined Authority meeting for development of mass transit, subject to satisfactory progression through the Assurance Framework. This funding will be used to undertake further scheme development including a funding strategy for mass transit.

6. Legal Implications

- 6.1. The market testing is being undertaken through a formal procurement process called a 'prior invitation notice' ('PIN'). This ensures a level playing field for all industry suppliers. However, the market testing should not be viewed as a procurement; it is an opportunity for the Combined Authority and its partners to talk with industry to develop and design an advanced urban transit system.

7. Staffing Implications

- 7.1. Mass transit is continuing to be developed by the Transport Policy team within the Combined Authority, with support from district partners.

8. External Consultees

- 8.1. Subject to endorsement from the Combined Authority, public engagement on mass transit is proposed to take place during 2020. A further report is proposed to be brought to the Combined Authority regarding engagement around Mass Transit.

9. Recommendations

- 9.1. The Combined Authority notes the emerging conclusions from the advanced urban transit market testing.
- 9.2. In advance of further capital approval being sought for mass transit development from the Combined Authority in April 2020 (subject to consideration through the Assurance Framework), to recommend that the Combined Authority continues to undertake early preparatory works to plan for mass transit across the Leeds City Region.

10. Background Documents

9 November 2018: West Yorkshire Transport Committee – “Planning For Growth: The Leeds City Region Connectivity Strategy”: Agenda Item 7 (plus appendices):<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=138&MId=730&Ver=4>

13 December 2018: West Yorkshire Combined Authority – “Planning For Growth: The Leeds City Region Connectivity Strategy”: Agenda Item 7 (plus appendices):
<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MId=742&Ver=4>

6 September 2019: Transport Committee: Advanced Urban Transit Technologies – Market Testing:
<https://westyorkshire.moderngov.co.uk/documents/s13175/Item%2010%20-%20Connectivity%20Strategy%20Update.pdf>

25 September 2019: LEP Board: Advanced Urban Transit Technologies – Market Testing:
<https://westyorkshire.moderngov.co.uk/documents/s13374/Item%206%20-%20Advanced%20Urban%20Transit%20Technologies%20Market%20Testing.pdf>

11. Appendices

None.

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Report to: West Yorkshire Combined Authority

Date: 6 February 2020

Subject: **Leeds City Region Sustainable Drainage Systems Guidance**

Director: Alan Reiss, Director of Policy, Strategy and Communications

Author(s): James Whiteley & Justin Wilson

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| 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 This report provides a summary of the updated West Yorkshire Combined Authority Sustainable Drainage Systems (SuDS) Guidance which now covers a Leeds City Region geography, and requests approval of the final document.

2. Information

Background

- 2.1 As a response to the December 2015 floods, the West Yorkshire Leaders requested that a Leeds City Region Flood Review be undertaken. The review was prepared with contributions from the Leeds City Region Enterprise Partnership, all 10 City Region council partners, North Yorkshire County Council, the Environment Agency, Yorkshire Water, Canal and River Trust and the West Yorkshire Local Nature Partnership.
- 2.2 The Review (December 2016) reported on:
1. The **economic impact** of the flooding on Leeds City Region;

2. The lessons learnt and best practice in relation to **emergency response and civil contingency** arrangements;
 3. How **recovery** from such a civil emergency can be improved in the future; and
 4. The potential steps that need to be undertaken to improve our **resilience and preparedness** over the longer term.
- 2.3 The Flood Review makes 19 recommendations to help reduce the impact and likelihood of flooding and help us respond effectively across the City Region. The recommendations are arranged in the following broad thematic groups:
- a) Economic impact of flooding
 - b) Emergency response and recovery
 - c) Planning, risk reduction and mitigation for future events
- 2.4 All the actions in the flood review are ambitious and challenging. They require all parties involved to make commitments at all levels, changing how we do things in partnership.
- 2.5 The Recommendation 12 of the Flood Review requires:
- Consistent planning policies and approaches across the City Region developed by the Combined Authority and local authorities to mitigate flooding and improve resilience, including preparing City Region supplementary planning guidance to provide a stronger steer for the adoption of SuDS.*
- 2.6 This recommendation was developed to provide greater alignment flood risk management and delivery of SuDS across council partner areas and water catchment areas. The existing West Yorkshire Combined Authority SuDS Guidance pre-dated the Flood Review (2016).
- 2.7 The potential to update this document to form a City Region scale Supplementary Planning Document (SPD) to be adopted by Leeds City Region Authorities has been explored with Heads of Planning and Flood Risk Managers. However, it has been recognised that the context when this recommendation was determined has changed and a joint SPD is not the preferred approach as all authorities have differing requirements relating to SuDS.
- 2.8 Consequently partners agreed to change the Flood Review recommendation to reflect delivery of updated SuDS guidance (on a City Region scale) rather than a City Region SPD.

Engagement

- 2.9 In accordance with the above recommendation a final draft Leeds City Region SuDS Guidance document has been prepared and is attached for approval (see Appendix 1). An earlier draft of the SuDS Guidance was taken to the North Yorkshire Flood Risk Partnership on 28 May 2019 and the West

Yorkshire Flood Risk Partnership on 30 May 2019¹. The Guidance has also been circulated to key stakeholders (Yorkshire Water, United Utilities and Environment Agency) for further comment.

- 2.10 As a result of the above engagement a final draft of the SuDS Guidance has been developed which has been endorsed by the City Region Heads of Planning and Senior Flood Officers/Chief Highways Officers on 30 August 2019. The SuDS Guidance was circulated to City Region Place Panel Members autumn 2019, who expressed support.
- 2.11 The published Guidance will be taken to Yorkshire and Humber Regional Flood and Coastal Committee in Spring 2020 for information.

Use and Publication of the Document

- 2.12 The purpose of the Guidance is to raise the profile of SuDS and promote their use in new developments. This is achieved by signposting developers to relevant local SuDS Guidance and policy, including the level of information required for planning applications, and setting out its role in mitigating the impacts of climate change. The Guidance sets out the aspirations of the City Region with regard to SuDS with a focus towards a developer/inward investment audience. The Guidance draws from standards and policy outlined at the local level in the City Region, it does not seek to set new SuDS standards.
- 2.13 The SuDS Guidance will be published on the Combined Authority and council partner websites with a view to embedding consideration of SuDS into the early stages of the development process with the overall aim of enhancing the standard of development and integration of SuDS in a range of schemes. It will be at the discretion of Partner Councils to determine the local approach to promoting the use of the document e.g. as part of the local planning application validation checklist.
- 2.14 The Combined Authority will also use the SuDS guidance when appraising schemes for investment as they progress through the Assurance Process. The guidance will be specifically useful when assessing alignment with Priority 3 of the City Region's Strategic Economic Plan and Green and Blue Infrastructure Strategy and Delivery Plan.
- 2.15 The publication of the City Region SuDS Guidance will complete delivery of recommendation 12 of the Leeds City Region Flood Review, as outlined in para 2.5 above.

3. Clean Growth Implications

- 3.1 The SuDS Guidance will contribute to delivering priorities in the Leeds City Region Strategic Economic Plan (SEP) linked to clean growth:

¹ Flood Risk Partnerships are attended by the following: Officers and elected members of each local authority of the respective sub-region; Environment Agency Officers; Yorkshire Regional Flood Coastal Committee Members and Chair; and, the Internal Drainage Board.

- *Strategic Priority 3: Clean Energy and Environmental Resilience* including mitigating flood risk and improving the resilience of the City Region economy.
- *Strategic Priority 4: Infrastructure for Growth* includes integrated flood risk reduction as a key action area, such as the development of an integrated whole catchment flood management and adaptation programme.

3.2 The SuDS Guidance would also contribute to the objectives of the Leeds City Region Green and Blue Infrastructure Strategy and Delivery Plan which primarily focuses on the mitigation of, and adaptation to, future flood events. The strategy includes as a priority the development of natural flood management programmes and drainage solutions encompassing the embedding of SuDS into new developments.

4. Inclusive Growth Implications

4.1 There are no inclusive growth implications directly arising from this report, however the health and wellbeing benefits of SuDS will contribute to supporting inclusive growth aspirations by delivering benefits in terms of enhanced quality of life for all, including vulnerable communities who may be less able to recover from the impact of flood events. The SuDS Guidance provides the basis for enhancing delivery of these assets.

5. Financial Implications

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

6. Legal Implications

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

7. Staffing Implications

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

8. External Consultees

8.1 The SuDS Guidance has been developed with extensive Partner Council engagement. Key external consultees such as Yorkshire Water, United Utilities and Environment Agency have also been engaged when developing the Guidance.

9. Recommendations

9.1 That the Combined Authority approve the final draft of the Leeds City Region SuDS Guidance.

10. Background Documents

10.1 There are no background documents referenced in this report.

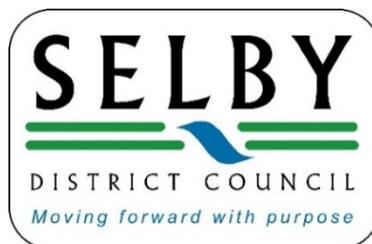
11. Appendices

Appendix 1 – Final Draft Leeds City Region Sustainable Drainage Systems
Guidance

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Leeds City Region Sustainable Drainage Systems Guidance

February 2020



Foreword

The 2015 Boxing Day floods had an unprecedented impact on the Leeds City Region in both the extent and severity of the flooding, and the damage and devastation that was caused. In a 24-hour period some parts of the City Region received more than a month's worth of rainfall. The surface water run-off into the river system was rapid and the subsequent rise in river levels allowed little time for communities to prepare.

Managing the flood risk and decreasing the rate of rainwater run-off is a key factor in reducing the likelihood and severity of future flood events. This can be achieved by the incorporation of Sustainable Drainage Systems (SuDS) when designing and building new developments.

The publication of this guidance delivers a commitment made in the Leeds City Region Flood Review to provide a stronger steer for the delivery of SuDS.

We all know the significant impact that flooding can have upon communities and the important role that flood prevention measures can have in reducing the numbers of homes and businesses affected when flood events occur.

We are committed to a proactive and innovative approach to ensuring the City Region, working in partnership with key partners, is resilient to flooding. This has recently been demonstrated with the successful delivery of complex flood prevention projects including the UK's first movable weir as part of the Leeds Flood Alleviation Scheme, the Wyke Beck Programme and the Skipton Flood Alleviation Scheme.

This guidance provides an important contribution to the City Region's work to address the Climate Emergency, supporting the commitment made by Leeds City Region and all its Partner Councils to become a net zero carbon City Region by 2038 at the latest with significant progress by 2030. In addition, the Guidance also contributes to achieving the objectives of the City Region's Green and Blue Infrastructure Strategy and support wider flood risk management activities undertaken across the City Region by our partners.

Councillor Susan Hinchcliffe
Chair, West Yorkshire Combined Authority
Leader of Bradford Council

and

Roger Marsh OBE
Chair, Leeds City Region Enterprise Partnership



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1.0 Introduction

- 1.1 As part of the government's continuing commitment to protect people and property from flood risk, the Ministry for Housing, Communities and Local Government (MHCLG) published a proposal¹ to strengthen existing planning policy to secure sustainable drainage systems (SuDS).
- 1.2 To this effect, they expect local planning policies and decisions on planning applications relating to major development - 10 dwellings or more, or equivalent non-residential or mixed development as set out in planning regulations² and paragraph 165 of the National Planning Policy Framework - to ensure that SuDS for the management of surface run-off are put in place, unless demonstrated to be inappropriate.
- 1.3 Under these arrangements, in considering planning applications, local planning authorities should consult the relevant lead local flood authority on the management of surface water; satisfy themselves that the proposed minimum standards of operation are appropriate and ensure through the use of planning conditions or planning obligations that there are clear arrangements in place for ongoing maintenance over the lifetime of the development, demonstrated through SuDS maintenance plans. Developers are encouraged to enter into early discussions with lead local flood authorities to ensure local SuDS requirements are fully understood at the time of submitting a planning application.³
- 1.4 To protect the public whilst avoiding excessive burdens on business, this policy will apply to all developments of 10 homes or more and to major commercial developments. The government will keep this under review and consider the need to make adjustments where necessary. However, the current requirement in national policy that all new developments should give priority to the use of SuDS will continue to apply.
- 1.5 The purpose of this document is to provide developers with a brief introduction to SuDS, provide guidance on the information that should be included with a planning application in order to promote the use of the SuDS in new developments and provide guidance on the hydraulic and other technical standards required to implement SuDS.
- 1.6 This guidance does not set new policy but strategically signposts developers to existing national and local policy and best practice. This demonstrates the coordinating role that the Combined Authority undertakes with regard to flood risk management in the Leeds City Region.

¹ MHCLG, A review of the application and effectiveness of planning policy for Sustainable Drainage Systems, (August 2018)

² Article 2(1) of the Town and Country Planning (Development Management Procedure (England) Order 2015)

³ For further information see section 8: *Information Requirements for your Application*

Leeds City Region Strategic Policy Context

- 1.7 In response to the 2015 Boxing Day floods the Leeds City Region Flood Review Report (Dec 2016) was prepared including the development of a number of recommendations. This included a commitment to update planning policies and approaches across the City Region to mitigate flooding and improve resilience, including updating City Region planning guidance to provide a stronger steer for the adoption of SuDS.
- 1.8 The Leeds City Region Strategic Economic Plan (SEP) (May 2016) sets out the vision, strategic priorities, headline initiatives and interconnected delivery plans for the City Region covering the period to 2036. Strategic Priority 4: *Infrastructure for Growth* includes *integrated flood risk reduction* as a key action area. Central to this is the development of an integrated whole catchment flood management and adaptation programme, including strategic green infrastructure. This is linked to Priority 3: *Clean Energy and Environmental Resilience*, which includes *green infrastructure* as a key action area. This includes planning and delivering whole catchment area investments that mitigate flood risk and improve the resilience of the City Region economy.
- 1.9 The Leeds City Region Green and Blue Infrastructure Strategy and Delivery Plan primarily focuses on the mitigation of, and adaptation to, future flood events and has recently been endorsed by the Combined Authority. The strategy includes as a priority the development of Natural Flood Management (NFM) programmes and drainage solutions encompassing the embedding of SuDS into new developments.
- 1.10 Through emerging policies and strategies, including housing and transport policy, the City Region will consider the potential impacts of flooding and how these can be mitigated through the implementation of SuDS schemes. This ensures that the Combined Authority is delivering integrated infrastructure across the City Region. The principles within this guidance will be utilised to direct such consideration.
- 1.11 Across the City Region, the Combined Authority is aligning its strategies and policies for the economy towards the overarching aim of delivering inclusive growth. The health and wellbeing benefits of SuDS support inclusive growth aspirations by delivering benefits in terms of enhanced quality of life for all, including vulnerable communities who may be less able to recover from the impact of flood events. This document provides the basis for enhancing delivery of these assets.
- 1.12 The Combined Authority takes into account inclusive growth through the assurance process when considering the merits of proposed flood risk management schemes and prioritises projects accordingly where appropriate. Inclusive growth is also a consideration when the Combined Authority is seeking funding from the Government. For instance, over one third of all schemes in the City Region submitted for funding requests as part of the Government's 2019 Spending Review are located in the top 20% most deprived areas in the country.

The Aim of the Guide

The Flood and Water Management Act 2010 states that “Sustainable drainage means managing rainwater (including snow and other precipitation) with the aim of (a) reducing damage from flooding, (b) improving water quality, (c) protecting and improving the environment, (d) protecting health and safety, and (e) ensuring the stability and durability of drainage systems”.

The vision for the West Yorkshire Combined Authority, working in partnership with the Leeds City Region Enterprise Partnership, is to develop **Sustainable Drainage Systems Guidance** to deliver the aspirations of partner organisations, across the City Region, to:

- Promote delivery of **high performance sustainable drainage proposals that remain effective for the lifetime of the development**, with such proposals considered from the outset by developers, consultees and approval bodies.
- **Encourage sustainable development** that is commensurate with the existing level of risk and that will be resilient to the predicted impacts of climate change.
- **Encourage the use of sustainable techniques** that have a benefit to the environment, including improvement to amenity and biodiversity, and the quality of surface runoff entering the drainage network and watercourses.
- Ensure that the **current and future level of flood risk is not increased**, and, where possible is decreased, to people, property and infrastructure through the implementation of the new development.
- Support an **efficient and effective planning application process** that enables developers to demonstrate that their proposals comply with flood risk policy, guidance and standards.

The developer will still need to consult with the Environment Agency, Yorkshire Water Services Ltd and other risk management authorities as per the development control processes set out by these organisations.

The guide promotes a process for developers where requirements for SuDS design parameters and approach will be consistent across regional Lead Local Flood Authorities (LLFAs) and Planning Authority boundaries. The guide is clear in explaining where local requirements may differ to reflect local priorities or conditions and developers are encouraged to engage with Planning Authorities directly to determine whether a SuDS scheme is appropriate for a specific proposed development.

2.0 Geographical Area

2.1 It has been jointly determined that this Sustainable Drainage Systems Guidance will cover the geographical area of the Leeds City Region, with the exception of Barnsley Metropolitan Borough Council. This would include the following partner councils:

- City of Bradford Metropolitan District Council
- The Borough Council of Calderdale
- Craven District Council
- Harrogate Borough Council
- The Council of the Borough of Kirklees
- Leeds City Council
- Selby District Council
- The Council of the City of Wakefield
- City of York Council
- North Yorkshire County Council

Figure 1: Leeds City Region Partner Councils

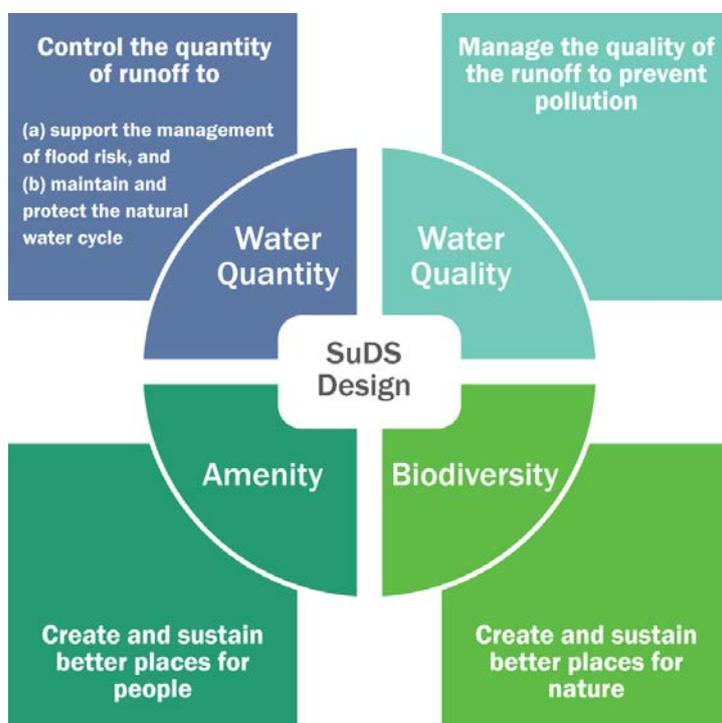


Contains OS data © Crown Copyright and database right 2018

3.0 Sustainable Drainage Systems

- 3.1 Surface water drainage systems developed to maintain a sustainable development are collectively known as sustainable drainage systems, often abbreviated to SuDS. These systems replicate as closely as possible the existing, natural drainage situation. They are designed both to reduce the environmental risks resulting from urban runoff and to contribute wherever possible to environmental enhancement.
- 3.2 SuDS objectives can be broadly put into four categories (see figure 2) where the ideal solution minimises the impacts from the development on the quantity and quality of the runoff, and maximises amenity and biodiversity opportunities. These are also referred to as the four pillars of SuDS design.

Figure 2: Sustainable drainage objectives (CIRIA C753)

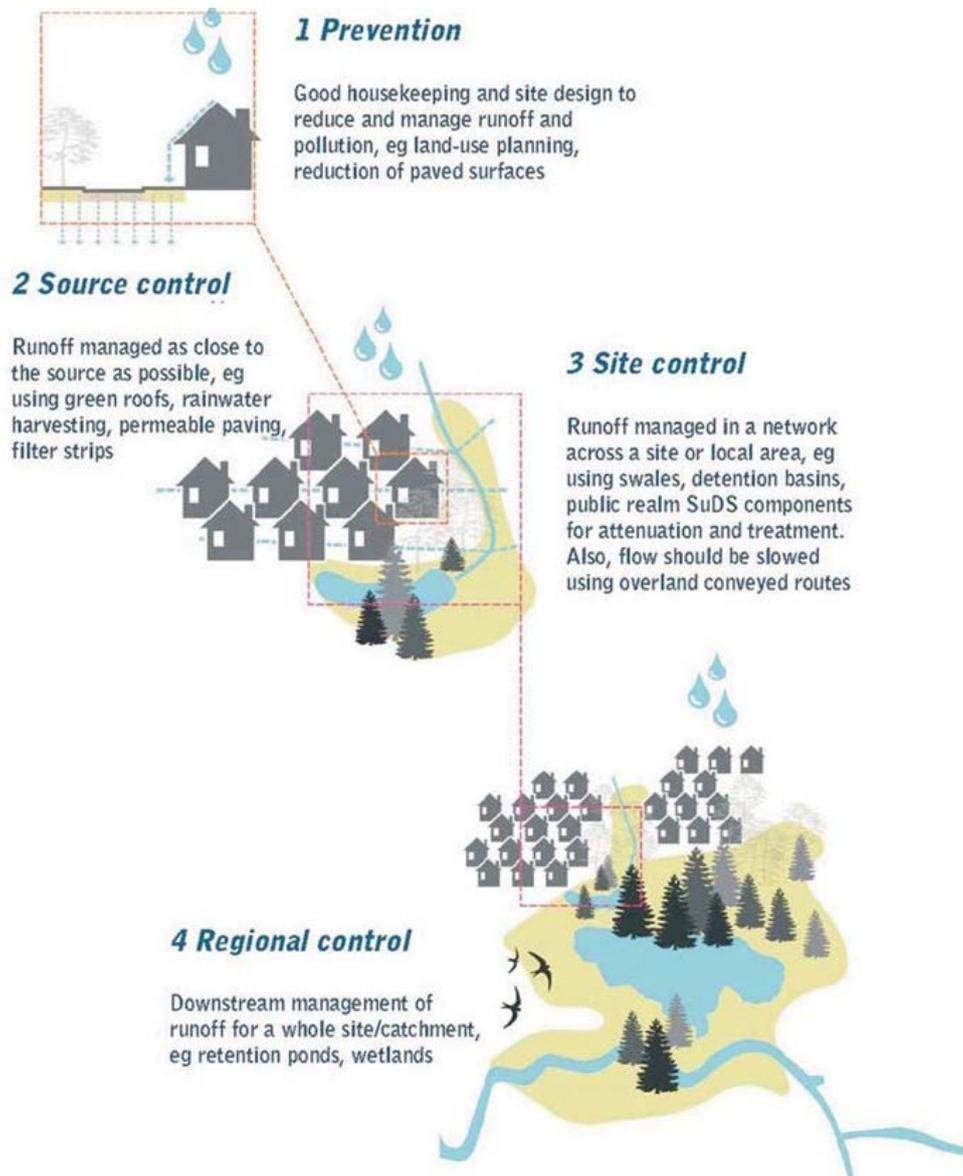


- 3.3 More information can be found in the Construction Industry Research and Information Association (CIRIA) SuDS Manual (C753) and the other references listed at the end of this document.

4.0 The SuDS Management Train

- 4.1 In order to mimic the natural situation of the site as successfully as possible, a “management train” is adopted. It uses a series of drainage techniques to reduce pollution, flow rates and volumes. The hierarchy of techniques within this management train should be considered as follows:

Figure 3: SuDS Management Train (CIRIA 2010)



5.0 Expected Levels of Treatment

- 5.1 In terms of water quality improvement, the number of techniques required in a SuDS management train is proportional to the level of risk to the environment of pollution reaching a receiving water body. Where there is less risk, fewer levels of treatment are required.

- 5.2 The level of environmental risk depends on the potential amount of pollution that could be conveyed by the surface runoff and the sensitivity of the receiving water bodies. In most circumstances the number of techniques required in a management train would be as follows:

Table 1: Levels of Treatment

| Risk | Levels of Treatment | Typical Locations |
|--------|---------------------|---|
| Low | 1 | Small residential developments |
| Medium | 2 | Most new residential and small retail developments |
| High | 3 | Major retail and industrial developments; motorways and major roads |

- 5.3 For particularly sensitive receiving waters, greater numbers of techniques could be required to provide the desired level of protection.
- 5.4 Part H of the Building Regulations requires the selection of receptor for the disposal of surface water drainage from a development site to be in accordance with the following hierarchy:
- 1) Disposal to ground via infiltration, and where this is not practicable;
 - 2) Disposal to a watercourse, and where this is not practicable;
 - 3) Disposal to a surface water sewer or highway drain, and where this is not practicable;
 - 4) Disposal to a combined sewer.

Note: No surface water will be allowed to connect to a foul sewer.

6.0 Sustainable Drainage Techniques

- 6.1 There are a number of SuDS techniques, all of which can be grouped under the following headings:

Source Control

Table 2: Source Control SuDS Techniques

| SuDS Technique | Description and Key Design Points | CIRIA SuDS Manual Reference |
|---|--|-----------------------------|
| <p>Green Roofs</p>  | <p>Green roofs comprise a multi-layered system that covers the roof of a building or podium structure with vegetation cover/landscaping/permeable car parking, over a drainage layer. They are designed to intercept and retain precipitation, reducing the volume of runoff and attenuating peak flows.</p> | <p>Chapter 13</p> |
| <p>Soakaway / Attenuation Storage Tanks</p>  | <p>Square or circular excavations, filled with aggregate or lined with brickwork, or pre-cast storage structures surrounded by granular backfill, designed to store runoff until it infiltrates into the surrounding soil.</p> | <p>Chapter 22</p> |
| <p>Filter Strips</p>  | <p>Filter strips are vegetated strips of land designed to accept runoff as overland sheet flow from upstream development, provide a degree of filtration and retention by the vegetation and soil, and convey excess runoff onwards to more suitable storage/infiltration techniques</p> | <p>Chapter 16</p> |
| <p>Water Butts / Rainwater Harvesting</p>  | <p>Rainwater harvesting is the process of collecting and using rainwater that would otherwise have gone into the drainage system or been lost through evaporation.</p> | <p>Chapter 12</p> |

| | | |
|--|--|---|
| <p style="text-align: center;">Permeable Paving</p>  | <p>Permeable or pervious pavements provide a pavement suitable for pedestrian and/or vehicular traffic, while allowing rainwater to infiltrate through the surface and into the underlying layers. The water is temporarily stored before infiltration to the ground, reuse, or discharge to a watercourse or other drainage system.</p> | <p style="text-align: center;">Chapter 21</p> |
|--|--|---|

Photographs: www.susdrain.org

Site Control

Table 3: Site Control SuDS Techniques

| SuDS Technique | Description and Key Design Points | CIRIA SuDS Manual Reference |
|--|--|---|
| <p style="text-align: center;">Underground Storage</p>  | <p>Geocellular crates, pre-cast concrete storage tanks or over-sized pipes with appropriate discharge control provide attenuation storage below ground. No water quality treatment.</p> | <p style="text-align: center;">Chapter 11</p> |
| <p style="text-align: center;">Swales</p>  | <p>Swales are linear vegetated drainage features in which surface water can be stored or conveyed. They can be designed to allow infiltration, where appropriate. They should promote low flow velocities to allow much of the suspended particulate load in the stormwater runoff to settle out, providing effective pollutant removal.</p> | <p style="text-align: center;">Chapter 18</p> |

| | | |
|---|---|-------------------|
| <p>Detention Basins</p>  | <p>Detention basins are surface storage basins or facilities that provide flow control through attenuation of stormwater runoff. They also facilitate some settling of particulate pollutants. Detention basins are normally dry and in certain situations the land may also function as a recreational facility.</p> | <p>Chapter 23</p> |
| <p>Infiltration Basins</p>  | <p>Infiltration basins are vegetated depressions designed to store runoff and infiltrate it gradually into the ground.</p> | <p>Chapter 14</p> |

Photographs: www.susdrain.org

Regional Control

Table 4: Regional Control SuDS Techniques

| SuDS Technique | Description and Key Design Points | CIRIA SuDS Manual Reference |
|---|--|-----------------------------|
| <p>Retention ponds</p>  | <p>Ponds can provide both stormwater attenuation and treatment. They are designed to support emergent and submerged aquatic vegetation along their shoreline. Runoff from each rain event is detained and treated in the pool.</p> | <p>Chapter 24</p> |

| | | |
|--|--|---|
| <p style="text-align: center;">Wetlands</p>  | <p>Wetlands provide both stormwater attenuation and treatment. They comprise shallow ponds and marshy areas, covered almost entirely in aquatic vegetation. Wetlands detain flows for an extended period to allow sediments to settle, and to remove contaminants by facilitating adhesion to vegetation and aerobic decomposition. They also provide significant ecological benefits.</p> | <p style="text-align: center;">Chapter 24</p> |
|--|--|---|

Photographs: www.susdrain.org

7.0 Case Studies

- 7.1 The selection of following case studies illustrates the range of SuDS schemes successfully implemented throughout the Leeds City Region. The case studies demonstrate that SuDS can be delivered in a range of development conditions within challenging locations.

| | |
|---|--|
| Local Authority | Kirklees Council |
| Location | A635 Leeds Road, Chidswell |
| SuDS Technique | Various |
| Development Type | Mixed residential and commercial development of 120ha. Indicative housing capacity of over 1,500 dwellings. Indicative employment capacity of over 120,000 sq.m. |
| Description of SuDS Scheme | Significant development site in the Local Plan. General drainage requirements to be identified early in the process and provided to developers. |
| Key Design Points | Mainly greenfield site with opportunities for a masterplanning approach to drainage. |
| Issues at Planning Stage | Investment from council to provide pre-planning drainage advice to help inform scheme layout and optimum SuDS solution. |
| Issues at Implementation Stage | Not yet implemented. |
| Lessons Learnt | Positive feedback from planning teams. Proactive approach to help deliver high quality strategic development site. |
| <p>Background</p> <p>The project presented is one of a number of studies carried out to provide information to prospective developers regarding flood risk in and around the larger development sites identified in the council's Local Plan. The report provides high level guidance on constraints, opportunities and preferences for surface water drainage solutions for the site.</p> <p>In summary, the objective of the report is to provide a guidance document for large Local Plan housing allocation sites that is useful to developers in understanding and satisfying the LLFA's requirements on flood risk and surface water drainage. The intention is to guide developers towards Sustainable Drainage Solutions for the site that meet national and local standards, influence site layout and, ultimately, to engage with the Lead Local Flood Authority at the earliest opportunity on the most appropriate drainage solution for the site.</p> | |

Information provided to the developer

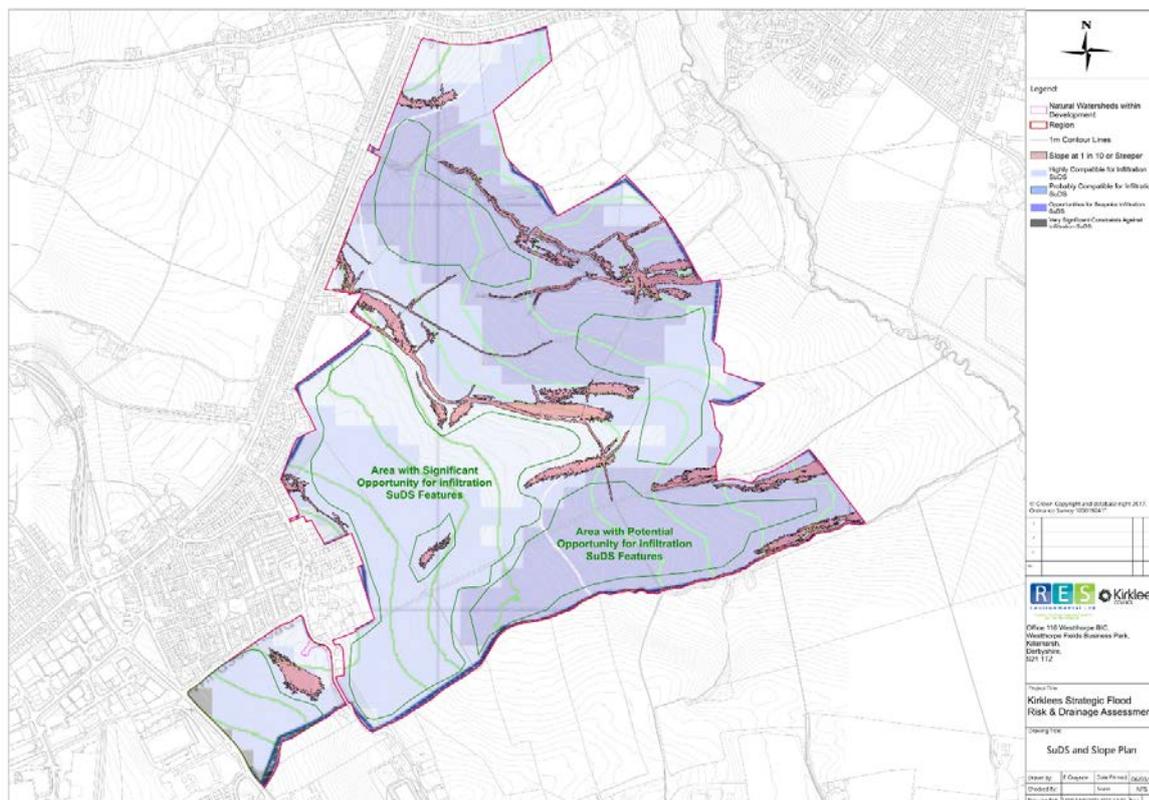
- General hydrology of the site – topography, existing South West drainage, existing site conditions and underlying geology
- Broad hydrological assessment – allowable discharge rates, high-level storage requirements and ground infiltration rates
- Site constraints – potential for infiltration and discharge locations
- A conceptual drainage strategy – location of storage and infiltration areas, SuDS management and maintenance, designing for exceedance through and out of the development, encouraging a planned approach to drainage implementation to accommodate development phasing and site layout

The conclusions and recommendations from the developer's work are summarised below:

- Suggests possible locations and scale of SuDS
- Emphasis of the need for a robust operations and maintenance plan for the site drainage
- Suggests the contents of the required drainage strategy
- Highlights the need to understand and accommodate exceedance flows safely through the development

The approach supports the Council's aim to work closely with site developers to deliver the right development at the right time. All available information is shared with the developer as early in the process as possible, setting design parameters and preferences that can steer the site drainage solution towards early agreement and approval.

SuDS concept plan with opportunities and constraints



| | |
|---------------------------------------|---|
| Local Authority | City of Bradford Metropolitan District Council |
| Location | Allerton Lane, Allerton, Bradford |
| SuDS Technique | Detention basins |
| Development Type | Residential development consisting of 292 dwellings, including open space, landscaping and associated highways works. |
| Description of SuDS Scheme | <p>Two surface storage basins in series that provide flow control through attenuation of stormwater runoff. The basins are normally dry and in certain situations the land may also function as a recreational facility as part of the public open space allocation on the development.</p> <p>The basins are vegetated to provide treatment to the water quality which will help absorb runoff for small rainfall events. The management of the basins will be undertaken by Bradford Council and this has been funded through a commuted sum payment by the developer to the Council.</p> |
| Key Design Points | The detention basins are designed to offer stormwater storage up to and including the 1% annual event probability return period plus allowance for climate change. Due to the steeply sloping nature of the site two ponds in series were designed with flow control on each of the basin structures. The final outfall from the basins is into Pitty Beck and the peak discharge rate is restricted to the existing greenfield runoff from the site. The design was carefully engineered to ensure links from the areas of new housing to the locally popular walking routes. |
| Issues at Planning Stage | The design of the basins was necessary at an early stage to ensure the form and visual impact of the development could be fully appreciated. Through pre-application consultation, the developer was able to understand the requirements of the key council consultees enabling SuDS to be integrated sympathetically into the full planning application. |
| Issues at Implementation Stage | The temporary management of the basins in controlling pollution pathways generated from sediment generation was an issue at implementation stage. The timescales necessary to discharge planning conditions, and pressures within local authorities, presented issues with the developer and the councils to be able to discuss design details, leading to some of the design features being 'standardised'. More flexible deadlines would have allowed for open dialogue to encourage more innovative design solutions. |
| Lessons Learnt | Early discussions between the developer and the local authority are essential to ensure local requirements are understood and implemented correctly. Planning conditions are one of the only ways to control design standards, and should be carefully worded, with |

advice from planning specialists, to enable a suitable time for a scheme to be designed. A SuDS working group including the developer and local authority is recommended to meet on a regular basis from the inception of the design through to construction stage.

Proposed design layout of the SuDS basins

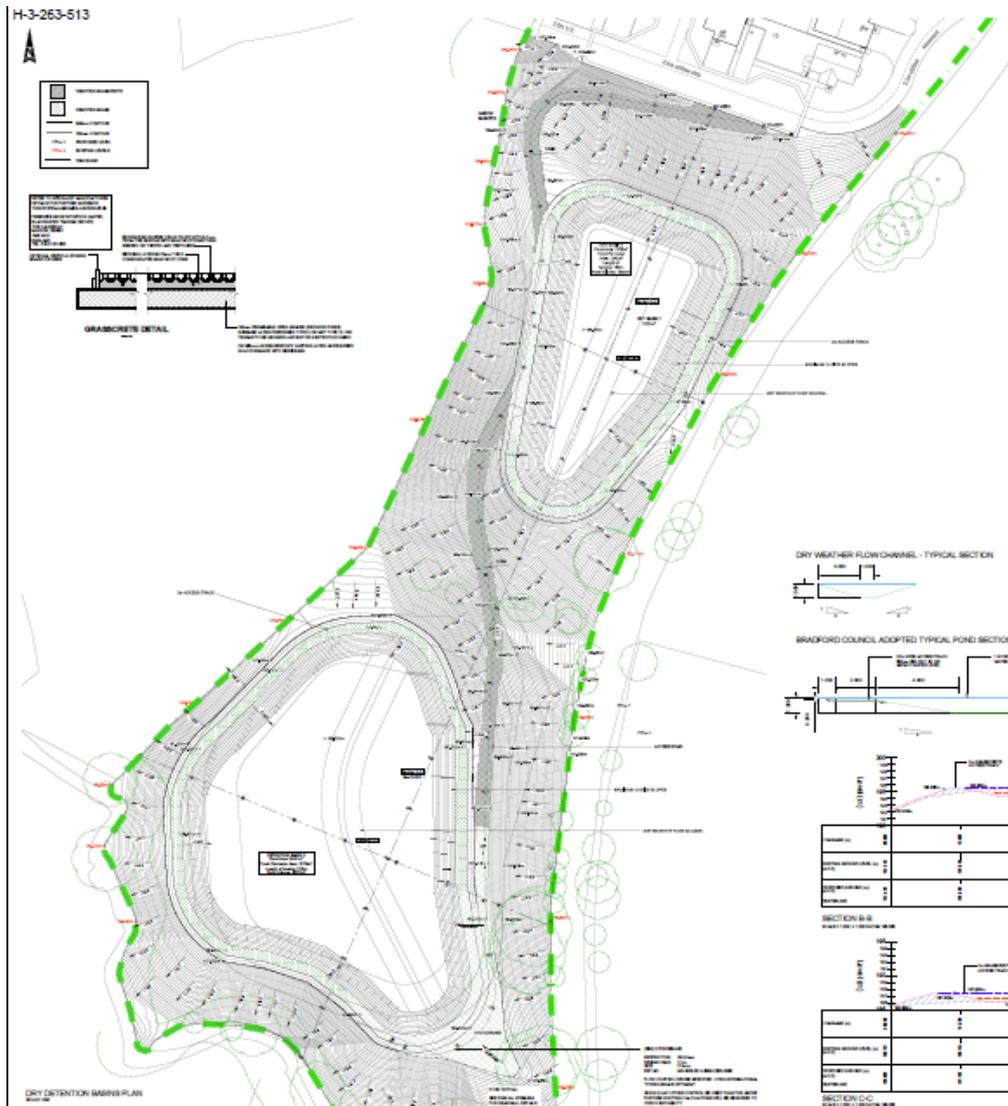


Image of the lower basin under construction in January 2019



Source: Bradford City Council

Image of the upper basin under construction in January 2019



Source: Bradford City Council

| | |
|---------------------------------------|--|
| Local Authority | Leeds City Council |
| Location | Pontefract Lane, Leeds |
| SuDS Technique | Retention ponds |
| Development Type | 40 ha manufacturing and distribution park, just off J45 of the M1. |
| Description of SuDS Scheme | Three linked retention ponds, balancing surface water from the 40ha site, prior to discharge to Wyke Beck at greenfield rates. |
| Key Design Points | Only one level of treatment is provided, therefore oil separators were also required on plot. |
| Issues at Planning Stage | Masterplan correctly allocated the bottom part of the site for the SuDS scheme. |
| Issues at Implementation Stage | Ponds installed prior to plot development, which enabled them to be used for flow balancing and sediment treatment during the construction phase. |
| Lessons Learnt | <p>The developer did not wish to pay a large commuted sum up front for Leeds City Council to maintain the ponds, so instead, agreed a more flexible approach to pay year-on-year in quarterly installments.</p> <p>A significant proportion of the funding is for the removal of cuttings to encourage the growth of native wildflowers. This was included in the landscape management plan, which was a planning condition.</p> |

The implemented SuDS scheme



Source: Leeds City Council

8.0 Information Requirements for your Application

8.1 Whilst there are several types of planning applications, the three main categories are discussed below.

Pre planning application/ enquiry

8.2 Pre planning applications are submitted very early in the design process, and seek information with regard to local requirements. Early consultation with the lead local flood authority is an essential step towards achieving a sustainable design that is appropriate for the development.

Table 5: Pre planning application/ enquiry – planning matrix

| Statutory consultee information requirements | | Information to be provided by developers for pre-planning application or discussions to be held with LLFA (requirements draw on readily available information) |
|---|--|--|
| Site location and LLFA(s) involved | Site location | Plan or description |
| | LLFA(s) involved | Identified through initial discussions with planning officers |
| | Location of nearest watercourse (open and culverted) | Ordnance Survey (OS) map or similar/contact LLFA to check drainage register |
| | Location of nearest public sewer (surface water and/or combined) | Water authority asset records |
| | Location of nearest highway drain | Contact LLFA to check drainage register |
| Proposed site characteristics | Proposed site layout | Marked up OS map or preliminary master plan |
| | How any particular requirements addressing flood risk have been considered | Discussion with LLFA about potential requirements for floor levels, flood storage compensation, flood resilient construction etc. |
| | How any particular requirements addressing amenity and biodiversity have been considered | Discussion with LLFA about the potential for combining open space with SuDS to improve amenity and biodiversity on the site. |
| Information about how the site will be drained after development. | How the site will be drained | Concept drainage layout plan with indicative sizes of drainage infrastructure |
| | How the proposed drainage scheme will mimic natural drainage patterns | Discussion with LLFA about the selection of suitable SuDS methods to be included in the drainage scheme. |
| | Agreed discharge rate and receptor (including location) | Discussion with LLFA to confirm the requirements. |

| | | |
|--|--|--|
| | Identify maintenance requirements and responsible organisation | Initial discussion with LLFA regarding adoptability of various components, maintenance requirements of the various options and who will be responsible for the various maintenance activities. |
|--|--|--|

Outline planning application

- 8.3 Outline planning applications seek to establish whether a development is acceptable in terms of scale and nature of development. Fewer details are required for the submission however once outline permission has been granted, you will need approval of the details (reserved matters or conditions) before work on site can start.

Table 6: Outline planning application – Planning Matrix

| Statutory consultee information requirements | | Information to be provided by developers for outline planning application or discussions to be held with LLFA (Requirements draw on readily available information) |
|--|---|--|
| Site location and LLFA(s) involved | Site location | Site location plan |
| | LLFA(s) involved | Identified through initial discussions with planning officers |
| Existing site characteristics | How the site currently drains | Marked up topographical survey plan showing existing impermeable areas and existing drainage infrastructure |
| | Location of nearest watercourse (open and culverted) | OS map or similar/contact LLFA to check drainage register |
| | Location of nearest public sewer (surface water and/or combined) | Water authority asset records |
| | Location of nearest highway drain | Contact LLFA to check drainage register |
| | Sources of flood risk already present on the site | Risk of flooding on site obtained from the EA's flood risk maps and LLFA's historical records. To be assessed in a Flood Risk Assessment. |
| | Sources of flood risk already present near the site | Risk of flooding near the site obtained from the EA's flood risk maps and LLFA's historical records. To be assessed in a Flood Risk Assessment. |
| | Existing topography | Topographical survey plan of existing site |
| Underlying geology and infiltration rate | Description of underlying geology from soils map. Measured as part of site investigation (where it has been undertaken) | |

| | | |
|---|---|--|
| | Groundwater level and aquifer protection | Information from British Geological Survey maps and Environment Agency Groundwater Source Protection Zone maps. Measured as part of site investigation (where it has been undertaken). |
| | Existing use of site (with regard to potential contaminants) | Description of current and previous site uses. Relevant soil and groundwater contamination testing as part of site investigation (where it has been undertaken) |
| | Existing predevelopment runoff rate | Existing impermeable areas quantified on OS map or topographical survey. Estimate of existing runoff rate. |
| Proposed Site Characteristics | Type of development | Master plan layout |
| | Area of development | Proposed impermeable area at master planning stage |
| | Proposed site layout and levels | Master plan layout with indicative finished levels |
| | How any particular requirements addressing flood risk have been considered | Discussion with LLFA about potential requirements for floor levels, flood storage compensation, flood resilient construction etc. |
| | How any particular requirements addressing amenity and biodiversity have been considered | Potential areas for combining open space with SuDS to improve amenity and biodiversity on the site shown on the master plan layout. |
| Information about how the site will be drained after development. | Options discounted as unfeasible SuDS options and why | Assessment of options based on available information, identifying further information to be obtained. |
| | How the site will be drained | Concept drainage layout plan with indicative sizes of drainage infrastructure |
| | How the proposed drainage scheme will mimic natural drainage patterns | Discussion with LLFA about the selection of suitable SuDS methods to be included in the drainage scheme. |
| | Requirements requested by the LLFA, Environment Agency, Water Authority and other risk management authorities | Evidence of initial consultations. Concept layout plans/sketches addressing the requirements. |
| | Agreed discharge rate and receptor (including location) | Preliminary calculations showing that the proposed design will achieve the agreed requirements. |
| | Identify maintenance requirements and responsible organisation | Initial discussion with LLFA regarding adoptability of various components, maintenance requirements of the various options and who will be responsible for the various maintenance activities. |
| Climate adaptation and resilience considerations. | How climate change has been considered | Evidence of inclusion in preliminary calculations |
| | How will exceedance events be controlled | Plan showing exceedance flow paths or relevant discussion in the concept drainage design report |
| | If future interventions are needed | Discussion with LLFA to confirm the requirements |

Note: An initial Flood Risk Assessment or Statement (proportionate to the scale of the development) should be produced to incorporate the above information/requirements. A Surface Water Drainage Strategy or Statement should be produced to incorporate the above information/requirements

Full planning Application/ Reserved Matters

- 8.4 Full planning is a detailed submission of all information required for a development to be accepted. Reserved matters is submitted within three years following a previous outline planning application and includes all the information that was excluded previously.

Table 7: Full planning application/ reserved matters – planning matrix

| Statutory consultee information requirements | | Information to be provided by developers for full planning and reserved matters applications (Requirements draw on information required to plan and design the development) |
|--|--|---|
| Site location and LLFA(s) involved | Site location | Site location plan |
| | LLFA(s) involved | Identified through initial discussions with planning officers |
| Existing Site Characteristics | How the site currently drains | Existing drainage layout plan, condition assessment of existing drainage assets to be retained |
| | Location of nearest watercourse (open and culverted) | Shown on proposed drainage layout plan if it will receive runoff from the site |
| | Location of nearest public sewer (surface water and/or combined) | Shown on proposed drainage layout plan if it will receive runoff from the site |
| | Location of nearest highway drain | Shown on proposed drainage layout plan if it will receive runoff from the site |
| | Sources of flood risk already present on the site | To be assessed in a Flood Risk Assessment |
| | Sources of flood risk already present near the site | To be assessed in a Flood Risk Assessment |
| | Existing topography | Topographical survey plan of existing site |
| | Underlying geology and infiltration rate | Results of a site geotechnical investigation. Infiltration rates to be tested in accordance with Building Research Establishment (BRE) 365 in areas of proposed soakaways or other infiltration SuDS methods. |
| | Groundwater level and aquifer protection | Information from Environment Agency Groundwater Source Protection Zone maps. At least three months of groundwater level monitoring as part of the site investigation. |

| | | |
|---|--|--|
| | Existing use of site (with regard to potential contaminants) | Relevant soil and groundwater contamination testing as part of site investigation |
| | Existing predevelopment runoff rate | Existing runoff rate calculations |
| Proposed Site Characteristics | Type of development | Proposed site layout plans |
| | Area of development | Proposed impermeable area and allowance for potential future increases |
| | Proposed site layout and levels | Proposed layout and proposed finished surface levels |
| | How any particular requirements addressing flood risk have been considered | Proposed plans and details addressing relevant requirements |
| | How any particular requirements addressing amenity and biodiversity have been considered | Proposed plans and details of relevant SuDS features. |
| | Options discounted as unfeasible SuDS options and why | Final assessment of options |
| | How the site will be drained | Design drainage layout plan with sizing and details of critical infrastructure |
| | How the proposed drainage scheme will mimic natural drainage patterns | Discussion about the selection of suitable SuDS methods included in the drainage scheme. |
| | Requirements imposed by the Environment Agency | Proposed layout plans, details and calculations addressing the particular requirements |
| | Requirements imposed by the Water Authority | Proposed layout plans and details addressing the particular requirements |
| | Agreed discharge rate and receptor (including location) | Detailed calculations showing that the proposed design will achieve the agreed requirements |
| | Identify maintenance requirements and responsible organisation | Detailed maintenance management plan including responsible parties for the various activities. |
| Climate adaptation and resilience considerations. | How climate change has been considered | Evidence of inclusion in detailed calculations |
| | How will exceedance events be controlled | Plan showing exceedance flow paths |
| | If future interventions are needed | Timing and nature if interventions to be detailed in maintenance management plan including responsible parties for the various activities. |

Note: An initial Flood Risk Assessment or Statement (proportionate to the scale of the development) should be produced to incorporate the above information/requirements. A Surface Water Drainage Strategy or Statement should be produced to incorporate the above information/requirements

8.5 If you are in any doubt of which planning application is required, you should contact your Local Planning Authority in the first instance

9.0 Design standards to be used to support your application

9.1 The following design standards/requirements are common to all Planning Authorities in the Leeds City Region:

A Surface Water Drainage Strategy or Statement

9.2 This is required for **all** sites (proportionate to the scale, nature and location of the development). The strategy or statement should demonstrate compliance with the Sustainable Drainage Technical Standards and the National Planning Policy Framework.

A Flood Risk Assessment or Statement

9.3 This is required for **all** sites (proportionate to the scale, nature and location of the development). See the Flood Risk Assessment (FRA) Checklist for advice.

Surface Water Drainage Design

9.4 This is required to be in accordance with the current edition of “Sewers for Adoption”.

Minimum Flow Control Diameter

9.5 Flow control diameters are not to be less than 75mm unless specifically designed not to block.

Brownfield Existing Peak Discharge

9.6 If the existing brownfield discharge cannot be calculated, it can be derived by using 140l/s/ha of connected impermeable area, provided the existing drainage is still functional.

Freeboard

9.7 The Freeboard above the Design Flood Level should be no lower than 600mm for residential, 400mm for offices and commercial, 300mm for industrial and warehousing and 300mm for underground car parks.

Disposal via Pumping

- 9.8 Surface water pumping stations should only be used where there is no practical alternative and a suitable exceedance flowpath exists in the event of failure or exceedance of the pumping system.

Flood Storage under Adoptable Highway

- 9.9 Refer to Local Authority Highways Structures Technical Approval processes. Note the potential need for accreditation for 900-1499mm structures and due to codes of practice requiring specific inspection regime undertakings from owners of structures 1500mm and greater, difficulties in the adoption process are envisaged and location under the highway is discouraged.

Soakaway Standards

- 9.10 Follow testing procedures and calculation methodology of Building Research Establishment (BRE) Digest 365. Additional seasonal testing or borehole analysis is required for major applications. BRE Digest 365 design parameters of 1 in 10 year return periods should be extended to reflect NPPF and Non-Statutory SUDS Standards and demonstrate no flooding in 1 in 30 year return periods and the 1 in 100+ climate change critical storm to be safely retained on site. Appropriate stand off from buildings of 5 metres. Refer to Highway design guides for local requirements.

Water Quality

- 9.11 Measures to improve water quality to achieve the objectives of the EU Water Framework Directive through pollutant management and improved chemical and ecological status of water bodies.

Council-specific Requirements or Local SuDS Standards Documents

- 9.12 The following table, which will be updated annually, outlines council-specific requirements or local SuDS standards documents. For detailed up-to-date local SuDS policy it is advised that applicants visit LLFA websites directly.

Table 8: Council-specific Requirements or Local SuDS Standards Documents – last updated 01/02/2020

| Issue | Planning Authority | | | | | | | | | |
|--|--|---|--|--|---|---|--|---|---|---|
| | Leeds | Bradford | Kirklees | Wakefield | Calderdale | North Yorkshire | York | Harrogate | Selby | Craven |
| Stand-off distance from open watercourses | 9m, but lesser distances will be considered. | No formal distance / set distance. Agreed on a site-by-site basis. | No formal distance / set distance. Agreed on a site-by-site basis. | No formal distance / set distance. Agreed on a site-by-site basis. | No formal distance / set distance. Agreed on a site-by-site basis. | 5m | No formal distance / set distance. Agreed on a site-by-site basis. | 8m | 8m | 5m |
| Stand-off distance from the side of culverted watercourses | As per Yorkshire Water requirements set out in Sewers for Adoption 6 | No formal distance / set distance. Agreed on a site-by-site basis. Don't permit build overs | Sewers for Adoption standards as a minimum requirement | No formal distance / set distance. Agreed on a site-by-site basis. | No formal distance / set distance. Agreed on a site-by-site basis. Don't permit build overs | 3m | No formal distance / set distance. Agreed on a site-by-site basis. | 3m | 3m | 3m |
| Consider connections to Highway Drains | Yes, subject to commuted sum | Yes | Yes | No – Unless upsized and adopted by YW | Yes, subject to commuted sums | No | Yes | N/A | N/A | N/A |
| Minimum Brownfield Discharge Rate reduction | Majors = 50% Minors = 30% | 30% | 30% | 30% - if building or infrastructure remain. If site has been cleared and is undrained greenfield runoff rate | 30% | 30% | 30% | 30% | 30% | 30% |
| Greenfield Discharge Rate to be used | See Minimum Development Control Standards for Flood Risk | See Minimum Development Control Standards for Flood Risk | 5l/s/ha | 2.5l/s/ha | 2.5l/s/ha | As calculated using IH124 or FEH methods. Alternatively 1.4l/s/ha | To be modelled using IOH124 or FEH, 1.4l/s/ha | As calculated using IH124 or FEH methods. Alternatively 1.4l/s/ha | As calculated using IH124 or FEH methods. | As calculated using IH124 or FEH methods. |

| | | | | | | | where not available. | | Alternative ly 1.4l/s/ha | Alternative ly 1.4l/s/ha |
|--|---|---|-----|--|---|---|----------------------|--|--|--|
| Climate Change Allowance | https://www.gov.uk/guidance/flood-risk-assessments-climate-change-allowances | https://www.gov.uk/guidance/flood-risk-assessments-climate-change-allowances | 30% | 40% unless an assessment has been undertaken to prove otherwise | https://www.gov.uk/guidance/flood-risk-assessments-climate-change-allowances | 30% | 30% | 30% | 30% | 30% |
| Urban Creep Allowance | 0 | 0 | 0 | Expect to see 10% but not enforced | 0 | 10% | 10% | 10% | 10% | 10% |
| Highways adoption of Permeable Paving | In some circumstances. Early discussion required | No | No | Yes – subject to HETS approval and with a 20yr commuted sum. Check dams are usually required within the construction | In some circumstances. Early discussion required | No | No | N/A | N/A | N/A |
| Consider adoption of development SuDS | Yes | No | No | Historically ponds but no new ones since SuDS through Planning as 100yr commuted sum required | Yes | Can adopt SuDS that serve only the highway drainage; adoption must be agreed with the Highway Authority | No | NYCC can adopt SuDS that serve only the highway drainage; adoption must be agreed with the Highway Authority | NYCC can adopt SuDS that serve only the highway drainage; adoption must be agreed with the Highway Authority | NYCC can adopt SuDS that serve only the highway drainage; adoption must be agreed with the Highway Authority |
| Identified Special Areas of Drainage | No | No | Yes | No | Yes | No | No | No | No | No |
| Local Plan SuDS Policies | Natural Resources and waste DPD (7: water) | Yes | Yes | No – Policies and conditions currently being updated. | Yes | No | Yes | No/Yes- Draft Local Plan 2018 | Yes | Yes- Draft Local Plan 2018 |

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| | | | | | | | | Publication Draft | | Submission Draft |
|---------------------|---|--|----|-------------------------------|--|---------------------------|---------------------|---------------------------|---------------------------|---------------------------|
| Local SuDS Guidance | <p>Minimum Development Control Standards for Flood Risk (2017)</p> <p>https://www.lee.gov.uk/docs/Minimum%20Development%20Control%20Standards%20for%20flood%20risk.pdf</p> | Minimum Development Control Standards for Flood Risk | No | New guidance will be drafted. | Emerging Flood Risk and Drainage Supplementary Planning Guidance | NYCC SuDS Design Guidance | Drainage/SuDS Guide | NYCC SuDS Design Guidance | NYCC SuDS Design Guidance | NYCC SuDS Design Guidance |
| | <p>LCC currently reviewing SuDS policy regarding potential adoption of SuDS</p> | | | | | | | | | |

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Useful References

Lead Local Flood Authority Websites:

www.Leeds.gov.uk/FloodRisk - Link to the Flood Risk Management section of the Leeds City Council website.

<https://www.bradford.gov.uk/emergencies/flooding/flooding-information-and-support/> - Link to the Flooding Information and Support section of the Bradford Council website.

<http://www.kirklees.gov.uk/business/regeneration/majordevelopments.aspx> - Link to relevant documents on the Kirklees Council website.

<http://www.wakefield.gov.uk/residents/roads-and-transport/land-drainage-and-flooding> - Link to the Land Drainage and Flooding section of the Wakefield Council website.

<https://www.calderdale.gov.uk/v2/residents/environment-planning-and-building/flooding/flood-risk-drainage> - Link to the Flood Risk and Drainage section of the Calderdale Council website.

<https://www.northyorks.gov.uk/flood-and-water-management> - Link to the Flood and Water Management section of the North Yorkshire County Council website.

http://www.york.gov.uk/info/200378/flood_risk_management/169/flood_risk_management - Link to the Flood Risk Management section of the City of York Council website.

https://www.york.gov.uk/downloads/file/17210/sustainable_drainage_systems_guidance_for_developers - Link to the City of York Council SuDS Guidance for Developers (August 2018)

Planning Policy and Sustainable Drainage:

<https://www.gov.uk/government/speeches/sustainable-drainage-systems> - This statement has similar weight to the National Planning Policy Framework and makes Sustainable Drainage Systems a material planning consideration and also places a presumption in favour of SuDS.

<https://www.gov.uk/government/publications/national-planning-policy-framework--2> - Link to the National Planning Policy Framework. See Section 10 (Meeting the challenge of climate change, flooding and coastal change) and Section 11 (Conserving and enhancing the natural environment), especially para 109, which encourages the use of 'green SuDS'.

<https://www.gov.uk/government/publications/sustainable-drainage-systems-non-statutory-technical-standards> - Non statutory Technical Standards for SuDS.

<http://planningguidance.planningportal.gov.uk/> - See Flood Risk and Coastal Change.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/296964/LIT_8496_5306da.pdf - Guidance to support the National Planning Policy Framework, September 2013, Environment Agency Standing Advice

SuDS Guidance and Design:

http://www.ciria.org/Resources/Free_publications/the_suds_manual.aspX - The CIRIA SuDS Manual (C753) provides a wealth of information about the benefits of SuDS, SuDS methodologies and general design guidance.

<http://www.susdrain.org/delivering-suds/using-suds/design-guidance/guidance-overview.html> - The SusDrain website provides a list of useful design references, as well a lot of other useful information about the design, implementation and maintenance of SuDS.

Useful references for obtaining information about your site:

<https://www.gov.uk/prepare-for-a-flood/find-out-if-youre-at-risk> - Environment Agency flood risk maps to identify whether a site is likely to be at risk from flooding from rivers and the sea, surface water or reservoirs.

<http://www.bgs.ac.uk/products/hydrogeology/groundwaterFlooding.html> - British Geological Survey mapping showing wider area within which groundwater levels are likely to be at or rise to levels close to the ground surface.

<http://apps.environment-agency.gov.uk/wiyby/37833.aspx> - Environment Agency mapping showing areas where groundwater sources are used for public water supply and are therefore risk of contamination from any activities that might cause pollution in the area.

<http://www.bgs.ac.uk/products/digitalmaps/digmapgb.html> - British Geological Survey mapping showing the underlying and superficial rock types.

<http://www.landis.org.uk/soilscapes/> - Mapping from Cranfield Soil and AgriFood Institute showing soil types



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All information correct at time of print (February 20)

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Report to: West Yorkshire Combined Authority

Date: 6 February 2020

Subject: **Corporate planning and performance**

Director: Angela Taylor, Director, Corporate Services

Author(s): Louise Porter and Jon Sheard

| | |
|---|---|
| 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: | N/A |

1. Purpose of this report

- 1.1 To note the current position on corporate performance including progress against corporate plan priorities, risk management and budget position and seek comment on these matters.

2. Information

Corporate Plan 2019/20

- 2.1 The 2019/20 Corporate Plan sets out the vision and objectives for the organisation and the practical steps for how these will be progressed during the year. The plan is structured around the four overarching strategic objectives of boosting productivity, enabling inclusive growth, delivering 21st Century transport and supporting clean growth.
- 2.2 A comprehensive suite of performance indicators has been developed to measure the organisation's specific contribution towards achieving the overarching Corporate Plan priorities. An assessment of progress against these indicators for the 2019/20 year to date is provided in **Appendix 1** as part of the wider corporate performance snapshot.

- 2.3 The analysis of performance against KPI's to date reflects a positive position. The majority of the KPIs are green, indicating objectives supporting the strategic aims and themes for the region are on track to being achieved.

Corporate risk update

- 2.4 In line with the provisions of the corporate risk management strategy, regular review of the key strategic risks affecting the organisation continues to be undertaken and the corporate risk register updated accordingly.
- 2.5 A refresh of the Corporate Risk Management Strategy has recently been undertaken and was approved by the Governance and Audit Committee at their meeting of 23 January 2020. The strategy builds on existing provisions to ensure risk management arrangements continue to meet the developing needs of the Combined Authority and the LEP and a copy of the final document can be found [here](#).
- 2.6 The key changes that have been made in the updated Corporate Risk Management Strategy are summarised below:
- The organisation's risk appetite has been reviewed in consultation with the officer Regulatory and Compliance Board and incorporates feedback from an informal workshop held with Combined Authority members. A revised list of categories has been included with ratings set to more clearly reflect the organisation's appetite for risk across varying themes which reflect the four corporate priorities.
 - The organisation's risk assessment matrix has been updated, to address several existing problems with the previous iteration. The revised matrix ensures equal distribution of risk categories, and descriptors have been updated with the most recent guidance from ISO 31000. The matrix ensures the number of risk ratings are equal to those in the organisation's risk appetite to ensure comparison between the two is clear and easy to understand.
 - The corporate risk register template has been simplified and enhanced, incorporating standardised wording to help ensure risks are captured in a uniform, easy-to-understand format. The register provides automated information on the direction of travel of a given risk and uses standardised terminology consistent with that used across supporting documentation.
 - Roles and responsibilities for risk management, including reporting and escalation routes, have been improved and clarified in the new strategy documentation.
- 2.7 The Corporate Risk Register has also been updated to reflect the provisions of the Corporate Risk Management Strategy and a summary of the headline strategic risks currently contained within it is provided at **Appendix 1**.

Revenue budget position

2019/20

- 2.8 A summary of the 2019/20 current revenue spend to budget as at November 2019 is attached at **Appendix 2**. A RAG rating has been included to identify budgets that need further review with budget holders. There are no 'red' areas of concern to report at this early stage of the financial year.
- 2.9 The approved annual revenue budget included a £1.2 million deficit to be funded from general reserves. Following a forecast exercise undertaken in October 2019 the year end position is a £0.3 million surplus and is an improved position resulting in money going into the general reserve rather than being taken out.
- 2.10 The general reserves are therefore forecast to be approximately £7 million as at the end of the financial year. The proposal in the budget paper on this agenda is to retain general reserves at this level to help manage emerging pressures including Brexit, work on bus options following the announcement of the proposed sale of First Group's bus operations and 'cliff edge' funding for a range of projects.

Business planning and budget 2020/21

- 2.11 Work has taken place to develop detailed business plans and an accompanying budget for the 2020/21 financial year. These are presented for Combined Authority approval at Agenda item 5.

3. Clean Growth Implications

- 3.1 The proposed business plan and budget for 2020/21 will include actions and costs related to delivering against the corporate priority of clean growth, now renamed as tackling the climate emergency.

4. Inclusive Growth Implications

- 4.1 The 2019/20 corporate plan sets out further details regarding the organisation's approach to enabling inclusive growth.

5. Financial Implications

- 5.1 The financial implications are covered in the body of the report and at the supporting appendices.

6. Legal Implications

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

7. Staffing Implications

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

8. External Consultees

8.1 No external consultations have been undertaken.

9. Recommendations

9.1 That the Combined Authority notes and provides comment on the information on corporate performance.

10. Background Documents

10.1 None.

11. Appendices

Appendix 1 – Corporate Performance Snapshot Report
Appendix 2 – Budget monitoring 2019/20

Combined Authority risk appetite levels

| | Low ↔ High Appetite | | | | | |
|---|----------------------------|----------|----------|----------|----------|---|
| | 1 | 2 | 3 | 4 | 5 | |
| Legal Compliance and Regulation | 1 | | | | | This is something for which the Combined Authority has no appetite for and expects minimal exposure to risk. Where it relates to a service which must be provided, significant controls must be in place. |
| Safety and Security | 1 | | | | | |
| Finance and Resources | | 2 | | | | There is a preference for what are deemed to be 'safe' options where there is a reduced degree of risk. Good controls are expected to be in place where risk remains. |
| Reputational | | 2 | | | | |
| Environmental | | 2 | | | | |
| Service Delivery and Operational | | | 3 | | | The Combined Authority accepts a level of risk may remain in the delivery of services in pursuit of our corporate priorities. The chosen option must present a healthy level of reward in relation to the risk faced. |
| Transformational Change | | | | 4 | | This is an area in which the Combined Authority has an increased appetite for risk. More uncertainty can be tolerated in seeking opportunities for improvement, commercialisation or innovation. |
| Development and Regeneration | | | | 4 | | |

Corporate risk summary

| | | Probability | Impact | Mitigation summary | |
|---------------------------------|-----------|--|---------------|--------------------|--|
| Very high 2016 | CRR - SD1 | <p>There is a risk that we fail to fully deliver projects and programmes (i.e. Growth Deal) within timescales or budget, or with the anticipated level of benefits, due to over-optimistic profiles, capacity within District partners and recruitment and retention challenges.</p> | Possible 3 | Critical 5 | <ul style="list-style-type: none"> • Significant monitoring and controls in place through PMO • Continuing support through 'District Pool' project resource • Call for projects to ensure healthy pipeline of projects/ programmes (2017) • Reviewing WY+TF portfolio with Chief Highways Officers • Review of housing outputs underway with district partners |
| | CRR - SD2 | <p>There is a risk that there are challenges and disruption to the way in which the Combined Authority provides services and the resources available to deliver those, due to uncertainty surrounding the UK's future relationship with the EU.</p> | Possible 3 | Critical 5 | <ul style="list-style-type: none"> • Brexit working group in place with Director representation and links to West Yorkshire Resilience Forum • Ongoing liaison with Bus Operators for reassurance on preparation for fuel or labour shortages • Communications and media campaign has increased to focus on effective signposting and support • Monitoring of legislative developments • Additional grant funding available to support local businesses • Secured additional resources, and refocussed existing ones, to support more businesses to prepare for Brexit and to gain a better understanding of impacts/opportunities on the economy. • Identifying any projects which may be vulnerable to shortages in skilled labour or supply chain disruption |
| | CRR -FR3 | <p>There is a risk that the Combined Authority does not secure an enhanced devolution deal or secure extensions to current funding agreements, due to government policy and failure to secure local agreement.</p> | Possible 3 | Critical 5 | <ul style="list-style-type: none"> • Devolution discussions continuing as a key priority • Development of pipelines to be 'bid' ready • Development of devolution 'Asks'. |
| | CRR - SD5 | <p>There is a risk that there will be a major impact on achievement of organisational objectives and/or a need to reconsider objectives and divert resources, due to a major unanticipated change in national policy (Brexit; major change in govt policy).</p> | Possible 3 | Critical 5 | <ul style="list-style-type: none"> • Continued dialogue with Government • Policy and Strategy directorate continuing to monitor emerging national trends • Continued work with local LEPs and Combined Authorities |

| | | Probability | Impact | Mitigation summary | |
|--------------------|---------|--|---------------|--------------------|--|
| 2025 High x6 | CRR-FR1 | There is a risk that key services will cease and the knowledge and expertise we have developed to deliver them will be lost, due to uncertainty surrounding the availability and timing of future funding streams. | Possible 3 | Serious 4 | <ul style="list-style-type: none"> • Ongoing budget discussions with District partners • Ongoing devolution discussions with key stakeholders and Government, including the UK Shared Prosperity Fund • Regularly reviewing additional funding opportunities • Preparation of a submission to the 2020 Spending Review • Ongoing liaison with BEIS/DIT regarding continued funding |
| | CRR-DR1 | There is a risk that a major contractor/supplier/recipient of Combined Authority funding encounters significant financial difficulties, or enters administration or liquidation, and are therefore unable to deliver agreed projects, due to current uncertainties within the construction industry. | Possible 3 | Serious 4 | <ul style="list-style-type: none"> • Contractual KPIs & penalty clauses • Agreed escalation routes in contracts • Ability to de-scope via change requests with partner buy-in • Embed security measures into as many contracts as possible e.g. bond, legal charge, priority in lending hierarchy • Regular financial checks in place through Procurement & contract/loan monitoring • External consultants procured to advise on future investment strategy/due diligence processes for more commercial deals |
| | CRR-FR2 | There is a risk that there is insufficient floorspace to generate projected business rates income, due to challenges in bringing forward Enterprise Zone sites within Growth Deal funding and occupier incentive timescales. | Possible 3 | Serious 4 | <ul style="list-style-type: none"> • Progress policy gap workstreams in parallel with Delivery • Progress detailed due diligence & potential funding/overage agreement negotiations • Identify other potential land/property income streams for GD monies |
| | CRR-SS1 | There is a risk that a major accident or injury occurs at a Combined Authority facility, due to the high volume of people and inherent operational risks present in a bus station, transport interchange or Combined Authority facility. | Unlikely 2 | Critical 5 | <ul style="list-style-type: none"> • Health and safety policies, procedures and processes in place • Staff training • Ongoing review of Health and Safety risks • Working with district emergency planning units to share knowledge and develop joint plans • Continued working with police on preventative measures • Business Continuity and Disaster Management workshops taking place at corporate level |
| | CRR-DR2 | There is a risk that significant travel disruption arises from the implementation of major transport investment programmes, due to their intrusive nature, and a lack of effective communication or co-ordination. | Possible 3 | Serious 4 | <ul style="list-style-type: none"> • Close working with programme sponsors on phasing out of construction • Mitigating travel arrangements • Creation of a 'travel demand management plan' to inform and influence travel behaviours • Economic analysis taking place to further assess current situations and potential future risks |
| | CRR-SD3 | There is a risk that there is a substantial reduction or alternation of services to customers, due to the business failure, sale, or substantial change in bus/rail providers. | Possible 3 | Serious 4 | <ul style="list-style-type: none"> • Close relationships with operators to obtain early warnings • Dialogue with DFT, TFN • Work commissioned and in progress to consider future bus options |

| | | RED | significantly off track and at risk of not being achieved |
|--|--|---|--|
| | | AMBER | at risk of not being fully achieved, intervention measures in place |
| | | GREEN | considered to be completed/on track to be complete/achievable |
| West Yorkshire Combined Authority Corporate Plan 2019/20: Results for Apr - Nov 2019 | | | |
| Corporate Plan Commitment (We will) | Target | Apr - Nov/Dec 2019 results and RAG status | Notes |
| Corporate Plan Key Performance Indicators | | | |
| Invest in services and projects worth £398 million to benefit local people and the economy | £398,000,000 | £138.8m | Combination of revenue and capital spend. |
| Support 3,000+ businesses | 3000+ | 2236 | |
| Invest £105 million of Growth Deal funding in major infrastructure schemes | £105,000,000 | £17.4m (Q1&2 Only) | This figure is reported quarterly only and represents Quarter 1&2. The current forecast for spend is below target and as such mitigating actions are currently being developed and put in place. |
| Enable 20 million passenger journeys per year | 20,000,000 | | On track to deliver 15% of all social necessary journeys, which last year equated to 20 million passenger journeys |
| Support 18,000 disadvantaged students | 18,000 | 11,937 | On track |
| Complete projects to warm 750 homes and make them more energy efficient | 750 | 526 | Projects are progressing well, with the majority of properties improved funded through Warm Homes or Energy Company Obligation. |
| Boosting productivity | | | |
| Support businesses in the City Region through the Brexit process and help them to manage the opportunities and challenges it may present | Ongoing throughout 2019/20 | | Action plan in place and some new/adapted products and services have been developed, including the recruitment of additional Growth Managers to engage with SME business base and development of a scheme to help SMEs access professional and technical advice on Brexit impacts. |
| Support 3,025 businesses in our region to grow and become more productive (with 1,035 receiving intensive support) | 3025 (1,035) | 2236 (887) | On track: 2236 businesses and 887 of these are receiving intensive support. |
| Develop 5 new business support programmes to respond to the changing economy and business needs, including a scheme to support 60 firms to secure new investment | 5 | 2 | Three programmes in delivery focussed on business resilience, investment readiness and the creative & digital sector with three others in development focussed on resource efficiency, innovation and strategic business planning. |
| Help 350 businesses to increase their overseas export activity | 350 | 132 | Increased priority in response to Brexit opportunities. Additional opportunities to increase activity currently being explored |
| Maximise the opportunities created by Channel 4's HQ relocation by securing additional investment in the creative and digital sectors | Ongoing throughout 2019/20 | | #Grow, created to support digital businesses with an existing presence in the Leeds City Region who are growing and creating new jobs, was launched at Halifax Digital Festival in September. This compliments the existing #Welcome, which supports digital businesses moving into the City Region. |
| Attract global investors to the region creating 1,700 jobs | 1,700 | 680 | On track |
| Continue to deliver development projects for our Enterprise Zones | Ongoing throughout 2019/20 | Ongoing | Progress on key development sites. Funding Agreement has been completed with the developer who is mobilising to start on site October 2019 for Gain Lane. An Outline Business Cases for Parry Lane was submitted on 4th Nov 2019 and an FBC+ was submitted for South Kirby by 4th Nov 2019. South Kirby to start on site in March 2020. |
| Enabling inclusive growth | | | |
| Embed inclusive growth principles in our business support programmes, including ensuring 75 per cent of jobs created in businesses receiving grants through our capital grants programme pay the Real Living Wage or above | 75% | 76% | |
| Develop an Inclusive Growth Strategic Framework for the City Region | By the end of 2019/20 | On track | Draft Framework is being consulted upon with stakeholders. The Framework will provide an economic rationale for delivering more Inclusive Growth in Leeds City Region, in particular against the following four proposed outcomes of: Good Work, Transferable Skills, Connectivity and Wellbeing. The intention is to present the Framework to the LEP and Combined Authority in April |
| Deliver an enhanced model of employability, enterprise and careers education to disadvantaged young people | 18,000 | 11,937 | On track to achieve annual target |
| Enable 1,000 businesses to engage with education and skills initiatives, with 800 supported to offer apprenticeships | 1,000 | 638 (339) | Businesses engaged in skills products are slightly below target. This is mainly due to the low level of demand for the AGE grant and significant flux in the apprenticeship landscape at a national level. A new Levy Transfer Service has been launched to support SME apprenticeships with outputs likely to be reported in the next financial year. |
| Connect 5,277 homes and businesses in our City Region to super-fast broadband | 5,277 | 4678 | Targeting those areas where broadband infrastructure would not normally be provided on a commercial basis. |
| Provide accessible transport services for 5,000 people with personalised transport needs | 5000 active passengers | 4855 active passengers | Following completion of dedicated vehicle refurbishment, there will be a campaign to raise awareness of the services provided and encourage more users with mobility issues or personalised transport needs, to access support transport services. |
| Enable 40,000 young people to travel from home to school by coordinating services on behalf of our partner councils, with an investment of £3 million a year | 40,000 | On track | Early indications show we are on track to achieve the targeted number of pupils and young people |
| Delivering 21st Century transport | | | |
| Invest £60 million from our Growth Deal in improvements to bus, road and rail travel | £60,000,000 | £13.4m (Q1&2 Only) | This figure is reported quarterly only and represents Quarter 1&2. |
| Continue developing the bus alliance with operators to deliver better and affordable services for passengers | 100% | 100% | Bus Alliance signed off by Transport Committee on 5th July. Next step before next quarter is for legal agreement to be signed. |
| Develop plans to build new railway stations at Elland, Leeds Bradford Airport, White Rose and Thorpe Park, working closely with our partners and local communities | 100% | Ongoing | Outline Business Case (OBC) for Elland has been approved. OBC for White Rose approved. OBC in development for LBA for Investment Committee and Combined Authority in February 2020. OBC for Thorpe Park delayed due to Trans-Pennine Route Upgrades. This has been flagged as Amber at a programme level. |
| Complete major new road schemes to reduce congestion on key commuter routes, including the Glasshoughton Southern Link Road and York Outer Ring Road | 100% | Ongoing | Work on these schemes currently in progress. Glasshoughton Southern Link Road is in delivery, Phase 1 of the York Outer Ring Road has completed. The East Leeds Orbital Road is expected to start on site this year. East Leeds Orbital Road has completed Phase 1, phase 2 (design works) are at handover stage and the main contract for the phase 3 development is to be let imminently. |
| Continue to influence regional and national transport investment programmes, attracting more investment to our region | Ongoing throughout 2019/20 | | Ambitious bids submitted to the Transforming Cities Fund and on Future Mobility |
| Continue to develop our transport services by increasing digital payment options and information displays, to make services easier and more convenient for people to use | Ongoing throughout 2019/20 | Ongoing | Delivery of Digital Strategy commenced with development of the MCard QR code ticketing app. User testing is scheduled for February 2020, with the launch of Phase 1 shortly after. When delivered, customers will be able to purchase MCard tickets via their smartphone and no longer require a plastic smartcard. 490 Real time screens are now installed in the Leeds district as part of the Leeds Public Transport Investment Programme (LPTIP). The Bus Information Strategy was approved by Transport Committee in November and a programme of improvements and changes is now in development. |
| Increase sales of MCard by 5 per cent, resulting in over £34 million worth of MCards being purchased over the year | £34,000,000 | £22.5m | YTD MCard sales (off bus) are £18.2m. Whilst still slightly behind last year, sales are improving and have been higher than 2018/19 for the last few months, however, a marketing campaign was delivered in December to promote the use of MCard over the festive period and a price change was introduced in January |
| Supporting clean growth | | | |
| Enable 750 households to be warmer, save money and become more energy efficient through our Better Homes Yorkshire programme | 750 | 526 | Projects are progressing well, with the majority of properties improved funded through Warm Homes or Energy Company Obligation. |
| Continue the delivery of seven flood prevention schemes to reduce the risk of flooding and protect communities and businesses supported by our Growth Deal | 7 | 6 | 6 schemes are either in delivery or have completed. 3 further schemes are in development and will move into delivery in 20/21, subject to business cases approval. |
| Provide sustainable travel advice to businesses, recruiting an additional 96 employer members to our Travel Plan Network | 96 | 61 | The team are currently involved in a proactive business engagement campaign to attract new members and are hopeful that the target will be met as a result |
| Support a further 88 businesses to save money on their energy bills and use less water and waste through resource efficiency funding and advice | 88 | 65 | On track. |
| Contribute to cleaner air by installing 88 ultra-low emission vehicle (ULEV) charging points for taxis with a goal of making 5.1 per cent of our region's taxis ULEV by 2020 | 88 ULEV charging points for taxis and making 5.1 per cent of our region's taxis ULEV by 2020 | 17 installations | 17 charging points have been installed to date. 27 installations have commenced, 17 being open to the public. A number of issues with weather and concluding agreements has resulted in delays to delivery. An extension has been approved from Office for Low Emissions Vehicles (OLEV) to extend the programme to 31st July 2020. |
| Set out how we will work with our partners to achieve ambitious carbon reduction targets for the Leeds City Region, to become a net zero carbon city region by 2038 at the latest, with significant progress by 2030 | Ongoing throughout 2019/20 | | To achieve the target of reaching net zero carbon by 2038, with significant progress by 2030, it is estimated that 209 MtCO2 will need to have been saved. This is equivalent to halving carbon emissions every five years. Projects identified in the Leeds City Region Energy Strategy and Delivery Plan (ESDP) would, if implemented today and in full, save approximately 59 MtCO2, meaning that working with partners across the region to deliver ambitious projects in key sectors is critical. Steps in the current year are crucial to providing the evidence base and direction for this ambition. In particular, science-based targets were established in Q1, followed by extensive stakeholder engagement culminating in a series of industry workshops, the creation of the Climate Coalition and the setting of the target in early-July. Development of a corporate policy and action plan were progressed during Q2, and was endorsed by the CA in October. |
| Begin detailed feasibility work on 10 projects within the new Energy Strategy and Delivery Plan that will enable us to meet our region's energy needs and generate clean, low carbon energy | 10 | - | REF2 application submitted & Clean Growth audit is now complete. Corporate Clean Growth Policy and Action Plan approved by the Combined Authority and LEP. The Energy Accelerator is working with 16 low carbon projects that will result in approx. 25000 tCO2 saved annually. An Emissions Reduction Pathways Study has commenced. 4 regional sector specific workshops were held in July. Launched the strengthened Net Zero Carbon City Region Target. Completed a carbon budget study for the City Region. Secured £100k from the Business Rates Pool for Tackling the Climate Emergency. Developing 4 collaborative projects with local authority partners. Developing a domestic energy efficiency scaling up study. Better Homes Yorkshire is on track to deliver energy efficiency improvements in over 1000 homes in 19/20 |

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West Yorkshire Combined Authority - Summary

| | (A) | (C) | (66%) | | | Forecast 2019/20 £ |
|---|------------------------|-----------------------------|--|---|-----|--------------------------|
| Title | 2019/20 Budget £ | November YTD Actual £ | % spent/received v. Full Year Budget | Commentary | RAG | |
| Expenditure | | | | | | |
| Salary & Pay Related Costs | 23,574,623 | 13,995,640 | 59% | Higher vacancies than originally budgeted | | 20,743,106 |
| Indirect Employee Related Costs | 385,450 | 359,172 | 93% | To be reviewed | | 376,255 |
| Premises Related Costs | 6,240,146 | 4,586,134 | 73% | | | 6,776,016 |
| Travel, Transport & Subsistence Related Costs | 121,662 | 103,821 | 85% | Spend is higher than budget.....potential small overspend | | 149,679 |
| Member Related Costs | 152,000 | 90,099 | 59% | | | 152,000 |
| Office Supplies & Services | 513,750 | 470,303 | 92% | Typically spend profile not even during year- but potentially overspending | | 646,303 |
| ICT & Telephony Costs | 2,614,132 | 2,648,785 | 101% | Some ICT / telephony costs paid in advance (eg line rentals) | | 2,659,937 |
| Professional & Consultancy Fees | 2,733,570 | 2,589,007 | 95% | Spend is higher than budget.....potential overspend | | 3,481,442 |
| Corporate Subscriptions | 0 | 0 | - | | | 0 |
| Marketing & PR Costs | 2,079,896 | 1,227,680 | 59% | | | 2,528,402 |
| Insurance | 304,900 | 300,220 | 98% | Annual invoice paid - above approved budget | | 382,900 |
| | 0 | 0 | - | | | 0 |
| Operator Payments (Transport) | 25,601,325 | 17,834,962 | 70% | Savings target from Qtr4 - revised budget profile needed | | 25,556,000 |
| Pre Paid Ticket Cost | 34,125,000 | 21,661,432 | 63% | Matched by income | | 34,125,000 |
| Concessions | 56,446,802 | 36,721,090 | 65% | Broadly in line with expected spend profile | | 55,657,492 |
| Additional Pension Costs | 2,301,600 | 1,911,960 | 83% | Variance is because £1.3m paid annually then monthly costs thereafter | | 2,213,100 |
| Financing Charges | 5,465,000 | 598,254 | 11% | Main costs calculated / accrued at year end (eg MRP) | | 4,754,000 |
| | 0 | 0 | - | | | 0 |
| Grants | 2,648,708 | 1,189,084 | 45% | Low spend as held in 'projects' until year end when moved to revenue - will balance to income | | 2,427,542 |
| Other Miscellaneous Costs | 4,305,783 | 589,863 | 14% | Project budgets (not yet categorised) - Spend profile to be reviewed with budget holders | | 2,414,358 |
| | 0 | 0 | - | | | 0 |
| Contribution to External / Related Parties | 325,912 | 133,821 | 41% | | | 383,199 |
| | 0 | 0 | - | | | 0 |
| Additional Savings Target | (1,046,619) | 0 | 0% | Vacancy target to offset against savings in pay budget. | | 0 |
| Contingency | 0 | 0 | - | | | 250,000 |
| Total Expenditure | 168,893,640 | 107,011,329 | 63% | | | 165,676,730 |
| Income | | | | | | |
| Rail Admin Grant | (878,000) | (878,000) | 100% | Received in arrears - forecast is £878k due to agreed reduction | | (878,000) |
| LEP General Funding Income | (1,234,000) | (500,000) | 41% | LEP contribs from BRP received in March - new budget profile needed | | (1,234,000) |
| LEP Grant Income | (10,695,903) | (5,588,013) | 52% | | | (8,011,365) |
| Growing Places Fund Interest | (300,000) | (457,985) | 153% | More interest received than originally budgeted | | (500,000) |
| Enterprise Zone Receipts | (1,958,320) | (998,828) | 51% | Phasing of receipts | | (2,307,000) |
| Transport Levy | (93,198,000) | (74,558,400) | 80% | | | (93,198,000) |
| Bus Service Operator Grant (BSOG) | (2,063,592) | (2,063,592) | 100% | All received in May (£2.1m) | | (2,060,000) |
| Education Contribution to Transport | (6,768,000) | (2,623,355) | 39% | In arrears - need review with budget holders (Transport) | | (6,708,000) |
| Bus Station Tenant Income | (1,583,085) | (772,708) | 49% | Higher than expected - need to review profile with budget holder. | | (1,592,705) |
| Bus Station / Services - Other Income | (2,881,917) | (1,031,044) | 36% | Lower than expected - need to review profile with budget holder. | | (3,209,657) |
| Admin Recharges | (2,304,536) | (1,223,501) | 53% | Includes accruals in the actual | | (2,453,914) |
| Capitalisation of Revenue Costs | (7,794,742) | (5,894,734) | 76% | Includes accruals in the actual | | (7,150,107) |
| Pre Paid Ticket Income | (34,125,000) | (21,661,432) | 63% | Matches expenditure | | (34,125,000) |
| Other Income | (1,909,896) | (816,710) | 43% | Some income in 'projects' until year end - will match expenditure. | | (2,579,420) |
| Total Income | (167,694,991) | (119,068,303) | 71% | | | (166,007,168) |
| Net Expenditure | 1,198,649 | (12,056,974) | | | | (330,437) |

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Report to: West Yorkshire Combined Authority

Date: 6 February 2020

Subject: **Minutes for Information**

Director: Angela Taylor, Director, Corporate Services

Author(s): Ruth Chaplin

| | |
|---|---|
| Is this a key decision? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Is the decision eligible for call-in by Scrutiny? | <input type="checkbox"/> Yes <input checked="" 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 provide Members with details of the minutes of committees and panels that have been published on the West Yorkshire Combined Authority's website since the last meeting.

2. Information

- 2.1 The following minutes have been published on the West Yorkshire Combined Authority's website and can be accessed [here](#):

- Transport Committee held on 6 September 2019
- Business Innovation & Growth Panel held on 10 September 2019
- Employment & Skills Panel held on 12 September 2019
- LEP Board held on 25 September 2019
- Investment Committee held on 1 October 2019
- Green Economy Panel held on 22 October 2019 (Draft)
- Governance & Audit Committee held on 31 October 2019
- Investment Committee held on 7 November 2019
- Transport Committee held on 8 November 2019 (Draft)
- Overview & Scrutiny Committee held on 15 November 2019

- LEP Board held on 21 November 2019
- Business Innovation & Growth Panel held on 26 November 2019 (Draft)
- Employment & Skills Panel held on 27 November 2019 (Draft)
- Investment Committee held on 4 December 2019
- LEP Board held on 16 January 2020 (Draft)

3. Clean Growth Implications

3.1 There are no clean growth implications directly arising from this report.

4. Inclusive Growth Implications

4.1 There are no inclusive growth implications directly arising from this report.

5. Financial Implications

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

6. Legal Implications

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

7. Staffing Implications

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

8. External Consultees

8.1 No external consultations have been undertaken.

9. Recommendations

9.1 That the minutes of the Combined Authority's committees and panels be noted.

10. Background Documents

There are no background documents referenced in this report.

11. Appendices

None.