

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

Scheme Summary

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

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

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

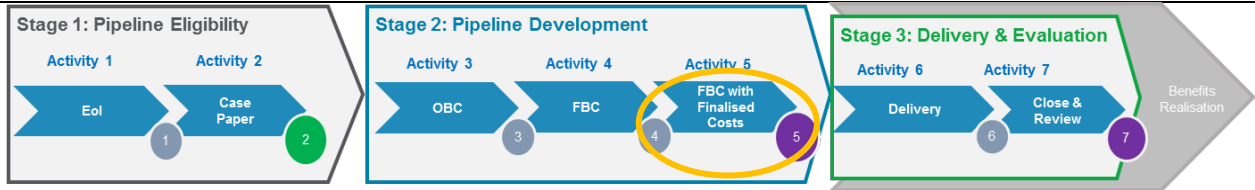
Total Scheme Cost (£):	£3.585 million (Total Programme - £38.926 million)
Combined Authority Funding (£):	£3.585 million (Total Programme - £38.276 million)
Total other public sector investment (£):	£650,000 historic development costs (City of York Council) at programme level.
Total other private sector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

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

Is this Project part of an agreed Programme?

Yes – York Outer Ring Road

Current Assurance Process Activity:



Scheme Description:

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

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

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

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

Business Case Summary:

Strategic Case

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

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

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

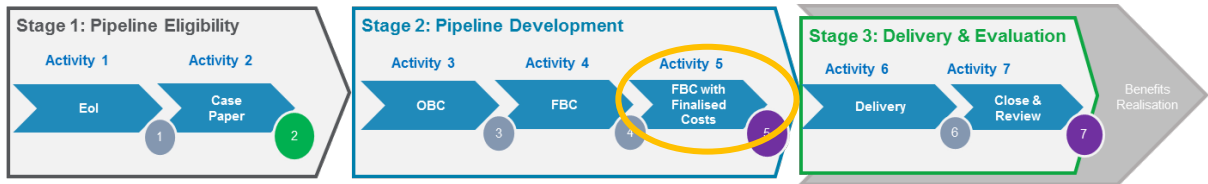
<p>Commercial Case</p>	<p>The YORR scheme has been identified as being required to address the existing and forecast problems which are required to support local, regional and national policies.</p> <p>The need to deliver the YORR scheme is supported by previous research including that undertaken to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

Scheme Summary

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

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

Current Assurance Process Activity:



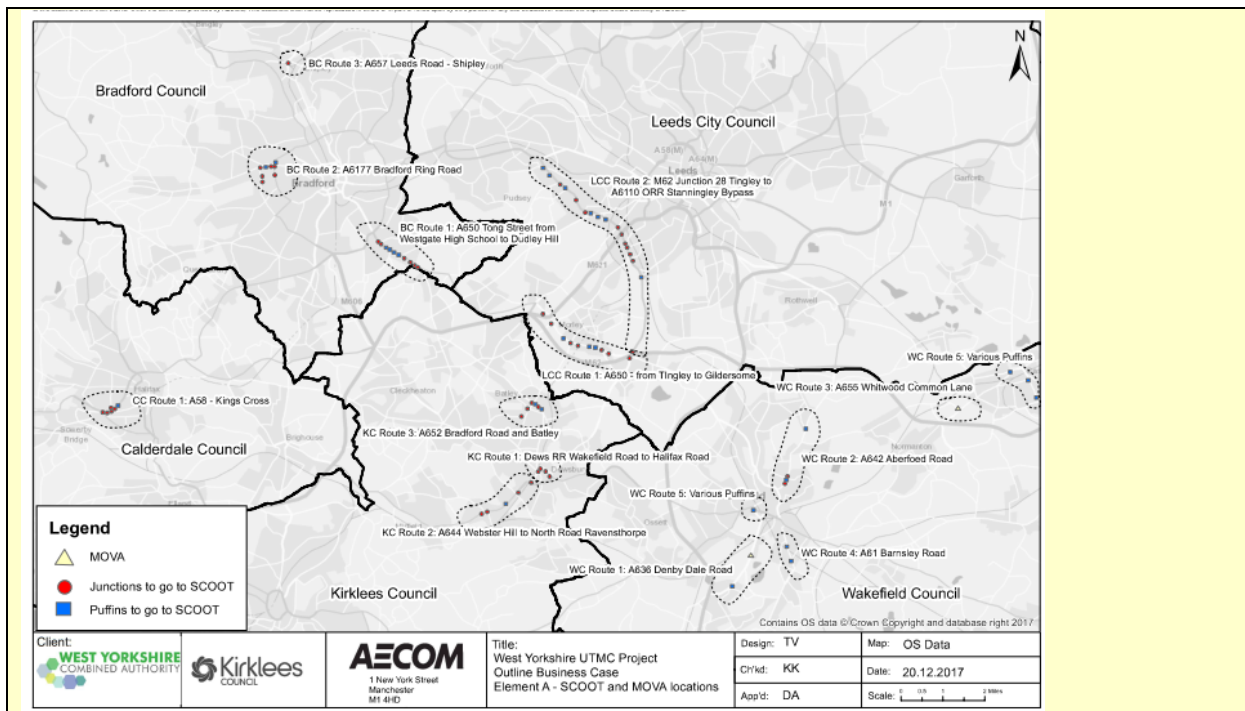
Scheme Description:

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

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

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

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



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

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

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

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

Strategic Case

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

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

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

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

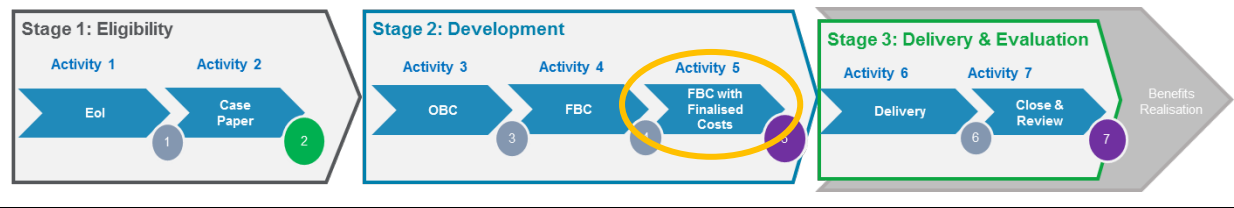
<p>Economic Case</p>	<p>Elements A and B – A single option has been identified within the short list of options for each element. The appraisal approach is set out within the ASR.</p> <p>Journey time savings were calculated for the AM, IP and PM peak based on Trafficmaster data for defined routes. Delay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

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

Scheme Summary

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

Current Assurance Process Activity:



Scheme Description:

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

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

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

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

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

Business Case Summary:

Strategic Case

The project is to deliver a new fit-for-purpose multi-modal transport model, which reflects WebTAG best practice guidance. The model will be used to develop and appraise schemes included in Calderdale’s Transport Fund Programme and additionally for assessing development options associated with the Local Plan.

The project supports the delivery of LCR SEP strategic priority 4 although all the outputs are indirect, these being delivered through the schemes which benefit from using the model.

Commercial Case

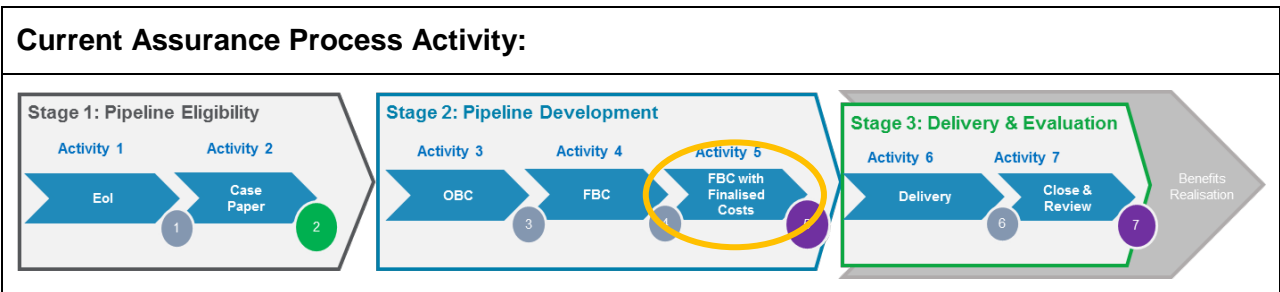
The project is needed to address issues arising with the existing Calderdale Strategic Transport Model, to support development and appraisal of several projects included within the West Yorkshire-plus Transport Fund. Calderdale Council has already completed the procurement of a preferred supplier through a competitive procurement exercise.

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

Section A: Scheme Summary

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

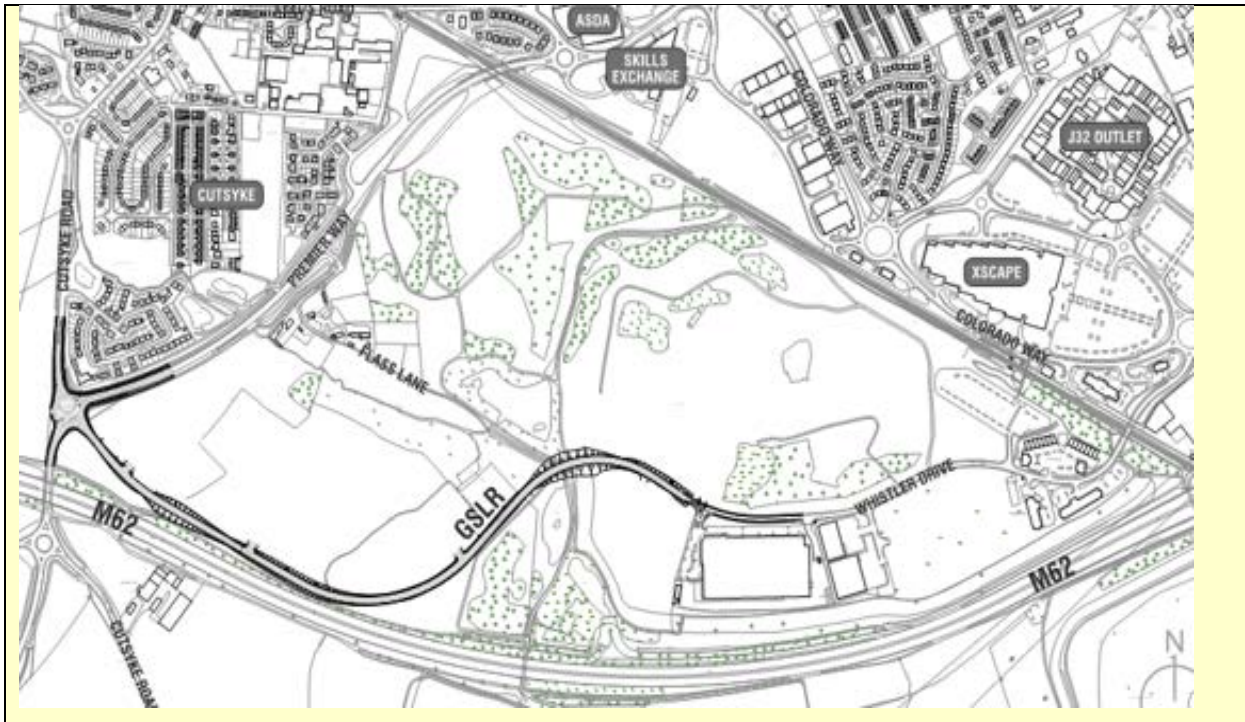
Combined Authority Funding (£):	£5.967 million from West Yorkshire-plus Transport Fund
Total other public sector investment (£):	-
Total other private sector investment (£):	Land – dedicated as highway and areas for landscaping, drainage, noise attenuation
Is this a standalone Project?	Yes
Is this a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



Scheme Description:

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

Figure 1: Scheme Location



Business Case Summary:

Strategic Case

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

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

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

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

The key objectives of the scheme are to:

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

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

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

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

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

Scheme Summary

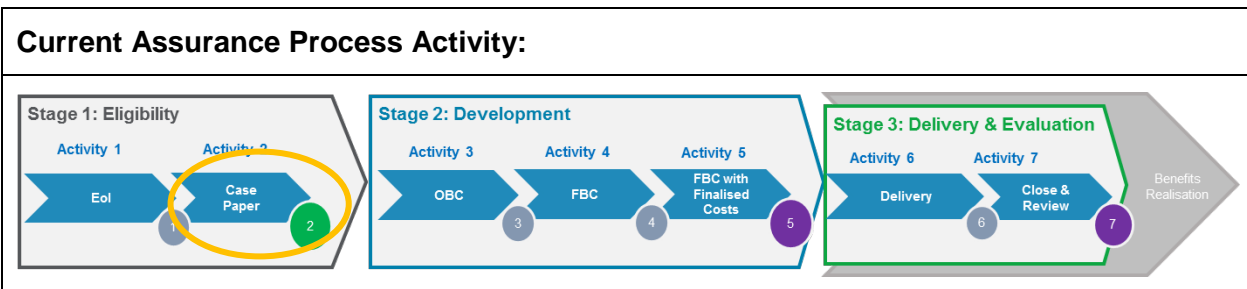
Name of Scheme:	Leeds City Region Employment Hub
PMO Scheme Code:	WYCA-E&S-002
Lead Organisation:	West Yorkshire Combined Authority
Senior Responsible Officer:	Sue Cooke, Executive Head of Economic Services
Lead Promoter Contact:	Catherine Lunn, Skills Funding Manager
Case Officer:	Cath Pinn

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

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

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

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



Scheme Description:

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

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

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

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

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

Diagram 1 – Hub and Spoke Model



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

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

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

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

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

The project will deliver the following elements

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

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

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

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

Business Case Summary:

Strategic Case

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

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

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

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