
Report to: West Yorkshire Combined Authority

Date: 27 July 2020

Subject: **Capital Spending and Project Approvals**

Director: Melanie Corcoran, Director of Delivery

Author(s): Craig Taylor

1 Purpose of this report

- 1.1 To put forward proposals for the progression of, and funding for, a number of West Yorkshire Combined Authority supported projects, including West Yorkshire plus Transport Fund (Transport Fund) and Growth Fund, for consideration by the Investment Committee at stages 1, 2 and 3 of the Combined Authority's assurance process.
- 1.2 The schemes being considered today were recommended by the West Yorkshire and York Investment Committee (the Investment Committee) on 8 July 2020.

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 existing Combined Authority schemes and additional resource to support the development and implementation of the new assessments.
- 2.3 The development of the specification for the work (which has benefitted from active engagement and input from Leeds City Region local authorities) will allow the Combined Authority to map and detail the emissions footprint of the 180+ projects in the West Yorkshire Plus Transport Fund and Leeds City

Region Local Growth Fund pipeline and provide technical advice and training support to project sponsors in the design and development of future investments. This will ensure that the business cases for these reflect the Leeds City Region Climate Emergency and that we can evidence that they will reduce carbon emissions (both directly and indirectly).

- 2.4 A tender has been issued to the market and following a detailed evaluation process (which included local authority partners) a preferred contractor has now been identified, with contract award negotiations currently taking place. The project inception meeting is scheduled for the first week of July and subject to confirmation it is anticipated that the phase 1 project report (context, scoping and recommendation of approach to phase 2 detailed technical works) will be presented to the project steering group in August 2020 with phase detailed work commencing quickly thereafter.
- 2.5 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 five 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 £18.897 million when fully approved, of which £16.677 million will be funded by the Combined Authority. A total expenditure recommendation to the value of £3.276 million is sought as part of this report for the development and delivery of these schemes. Further details on the schemes summarised below can be found as part of this report.

Scheme	<u>Scheme description</u>
<p>West Yorkshire Mass Transit</p> <p>West Yorkshire</p> <p>(8 July Investment Committee)</p>	<p>The West Yorkshire Combined Authority in collaboration with partner councils are developing a mass transit system which will offer a new public transport option and an attractive alternative to car travel. Mass transit will support and facilitate:</p> <ul style="list-style-type: none"> • a low emission, low carbon future • sustainable development and regeneration of neighbourhoods, district centres, towns and cities • a bigger, stronger and rebalanced economy • delivery of new housing • enhanced quality of life for West Yorkshire’s residents and visitors <p>Whilst the cost of implementing mass transit can be high, the scale of benefits which it delivers are also high (for the reasons set out above). Other cities in the UK and beyond are demonstrating mass transit does offer high value for money and can also open up new funding opportunities.</p> <p>At its meeting in February 2020, the Combined Authority agreed to continue to undertake early preparatory works to plan for</p>

mass transit across the region and noted that an approval for development funding would be sought from the Combined Authority during the spring/summer 2020.

Published in March 2020, the Devolution Deal included a commitment from government to “explore the case for funding a modern, low carbon West Yorkshire Mass Transit System”. The Deal proposed a £4.2 billion fund for Mayoral Combined Authorities (MCAs) to bid into, to fund schemes (such as mass transit) between 2022 and 2027.

It is essential that the business case for mass transit considers the emerging longer-term implications of COVID-19. As the timescales to deliver any mass transit proposals are longer than the time it will take for COVID-19 implications to become clearer, it will be possible to continue to test the mass transit / COVID-19 implications at each stage of the business case and Assurance Framework process.

At present development work for mass transit is being funded from the West Yorkshire plus Transport Fund (WY+TF) Transformational Fund. To continue the mass transit development work, a further £4.6 million is allocated within the WY+TF Transformational Fund. Of the £4.6 million, an initial approval to £2.041 million is being sought to enable early feasibility design development to continue up to the end of the 2020/21 financial year. This would be used to:

- support development of the mass transit programme level Strategic Outline Case (SOC) – this will identify evidence based ‘route options’ and ‘mode options’ for each transit corridor
- test implications / scenarios around COVID-19 on the proposals
- undertake concept design development for routes identified
- bring posts into the Combined Authority to oversee the feasibility work including additional technical design, engineering and planning and programme management posts
- provide the evidence and inputs necessary to support the submission for the £4.2 billion fund.

Impact

West Yorkshire Mass Transit is needed as part of an integrated transport network to:

- help to combat climate change through providing a real and sustainable alternative to the car, cutting emissions, and improving air quality
- connect the important places across our region – helping people travel to jobs and education in a reliable, efficient, and affordable way
- support productivity and growth – creating new transport capacity, rebalancing the economy and encouraging investment in our region

	<ul style="list-style-type: none"> • support health and wellbeing through creating healthy towns, cities, and local communities across our region <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 1 (Strategic Assessment) and work commences on activity 2 (Strategic Outline Case)</p> <p>Total value of the scheme – To be determined ahead of decision point 2</p> <p>Total value of Combined Authority funding - To be determined ahead of decision point 2</p> <p>Funding recommendation sought - £2.041 million</p>
<p>Scheme</p> <p>A64 Bus Priority and Park & Ride</p> <p>Leeds</p> <p>(8 July Investment Committee)</p>	<p><u>Scheme description</u></p> <p>The A64 is a key radial route through east Leeds, carrying long distance traffic from the wider Leeds City Region alongside local traffic. It is a key bus corridor with high frequency services carrying large numbers of passengers. Many local residents rely on public transport on this route to access employment and services.</p> <p>This package consists of two complementary schemes proposed for delivery along the A64 between Marsh Lane and the proposed park and ride site at Whinmoor.</p> <p>The package of schemes will be funded from the Transforming Cities Fund.</p> <p><u>Impact</u></p> <p>The package seeks to provide bus prioritisation at junctions and reduce car use amongst those living in East and North East Leeds, that currently do not have access to high frequency bus services, through provision of a new park and ride.</p> <p>The package aims to improve current bus journey times, encourage modal shift from private car to bus, reduce carbon emissions and improve air quality in line with Leeds’ commitment to the Climate Emergency.</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 of the scheme - £8.878 million</p> <p>Total value of Combined Authority funding - £7 million</p> <p>Funding recommendation sought - £0 million</p>
<p>Scheme</p> <p>Integrated Corporate Systems - Finance and Human Resources</p> <p>Leeds City Region</p> <p>(8 July Investment Committee)</p>	<p><u>Scheme description</u></p> <p>The key objective of the scheme is to improve the capacity and efficiency of legacy West Yorkshire Combined Authority finance and human resources (HR) systems.</p> <p>This scheme will replace existing outdated legacy software systems providing HR, payroll, finance and budgeting systems and processes. The current HR system is over 10 years old and the main finance systems were originally installed over 15 years ago. These have not been significantly invested in since</p>

	<p>implementation and have come to the end of their life. Training is also included in the scope of the scheme.</p> <p>The scheme is to be funded from West Yorkshire Combined Authority's own capital programme and reserves.</p> <p><u>Impact</u></p> <p>The scheme will have a transformational contribution towards the development of a Mayoral Combined Authority.</p> <p>The scheme is expected to:</p> <ul style="list-style-type: none"> • Deliver efficiencies in business processes for the Combined Authority • Deliver future proofed and flexible / adaptable systems which will have the capacity and flexibility for future organisational changes in the Combined Authority • Provide much improved management information to improve decision making • Deliver new / improved / self-service processes that will reduce the use of paper and printing and will contribute to the clean growth aspirations of the Combined Authority <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 (Strategic Outline Case) and work commences on activity 4 (full business case).</p> <p>Total value of the scheme - £1.5 million</p> <p>Total value of Combined Authority funding - £1.5 million</p> <p>Funding recommendation sought - £150,000</p>
<p>Scheme</p> <p>Bradford Strategic Transport Model</p> <p>Bradford</p> <p>(8 July Investment Committee)</p>	<p><u>Scheme description</u></p> <p>The scheme is to deliver a new multi-modal transport model for Bradford 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>The scheme is to be funded through the West Yorkshire plus Transport Fund.</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 (Strategic Outline Case) and work commences on activity 5 (Full Business Case with finalised costs).</p> <p>Total value of the scheme - £709,000</p> <p>Total value of Combined Authority funding - £367,000</p> <p>Funding recommendation sought - £0</p>

<p>Scheme</p> <p>Leeds City Centre Cycle Connectivity</p> <p>Leeds</p> <p>(8 July Investment Committee)</p>	<p><u>Scheme description</u></p> <p>The Leeds City Centre Cycle Connectivity (LCCCC) scheme brings together six cycling infrastructure schemes to be delivered as part of the Leeds Station Cycle Access Improvement package put forward for the Transforming Cities Fund (TCF) by the West Yorkshire Combined Authority. The six schemes are:</p> <ul style="list-style-type: none"> • Western Gateway: Kirkstall Road to Wellington Street and St Pauls Street • Southern Gateway: Neville Street and Bishopsgate Street, with Dark Neville Street and Sovereign Street connectors • Eastern Gateway: Lady Lane, Templar Street and Bridge Street • Crown Point Bridge Gateway: Black Bull Street and Crown Point Road • Holbeck Connector: Whitehall Road to Holbeck • Dewsbury Road Connector: Kidacre Street and Leathley Road <p><u>Impact</u></p> <p>The LCCCC will add 7 kilometres to the existing cycling network with focus on linking up and filling gaps in the existing and planned cycle network. This will support an uplift in cycling and encourage longer cycle trips, further promoting modal shift from private car.</p> <p>The value for money assessment reflects the LCCCC scheme benefit cost ratio (BCR) of 3.89:1 corresponding to High value for money when assessed against the Department for Transport's value for money criteria.</p> <p>The LCCCC scheme supports the inclusive growth principle of a better quality of life for all in society by enhancing connectivity to the city centre and rail station for direct or onward travel to employment, education, housing and retail via a sustainable and affordable form of travel, which also encourages better health and supports the reduction in carbon emissions, improving air quality.</p> <p>In response to the COVID-19 emergency Leeds City Council have considered implementing a "trial" version of the scheme in July, using segregation 'wands' - a method used to separate cycle lanes from the highway. This will be a temporary measure but will provide robust evidence for the longer-term scheme. Development cost savings, incorporation of 'wands' in parts of the final designs and reuse of the 'wands' for future schemes will ensure the overall scheme budget is not exceeded.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 3 (Outline Business Case) and work commences on activity 5 (Full Business Case with finalised costs).</p> <p>Total value of the scheme - £7.81 million</p>
---	---

	<p>Total value of Combined Authority funding - £7.81 million</p> <p>Funding recommendation sought - £1.085 million (£600,000 for trial implementation and £485,000 for development funding)</p>
--	---

3.2 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.

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

3.4 Since the Combined Authority’s meeting on 25 June 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. 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 8 July 2020. 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.

<p>Rail Accessibility Programme (RAP) – Horsforth and Crossgates</p> <p>Leeds</p> <p>(8 July 2020 Investment Committee)</p>	<p><u>Scheme description</u></p> <p>The Rail Accessibility Programme (RAP) aims to deliver step free access from the rail station point of entry through to the platform edge, at Cross Gates and Horsforth rail stations. The scheme will build a new footbridge, located mid-platform, including steps and lifts, at each station. The scheme has been developed up to decision point 3 (Outline Business Case) as part of the Leeds Public Transport Investment Programme (LPTIP) and fits strategically with Strategic Economic Plan – Priority 4 – Infrastructure for Growth.</p> <p>Please note that the funding made available has been to develop the Outline Business Case. A funding strategy for delivery will be set out in the Full Business Case.</p>
--	--

	<p><u>Decision sought</u></p> <p>Approval to proceed through decision point 3 (Outline Business Case) in preparedness for work to commence on activity 4 (Full Business Case) once further scheme funding has been secured.</p> <p>Total value of the scheme - £8.371 million</p> <p>Total value of Combined Authority funding – £950,000 (further funding to be determined)</p> <p>Funding recommendation sought - £0</p>
<p>A629 Phase1b</p> <p>Calderdale</p> <p>(8 July 2020 Investment Committee)</p>	<p><u>Scheme description</u></p> <p>The A629 phase 1b scheme is being delivered as part of the West Yorkshire plus Transport Fund (WY+TF) A629 corridor programme.</p> <p>The programme has been split into five packages with phase 1b primarily delivering highway capacity enhancements and a new highway link to complement works delivered in phase 1a. The scheme will enable future delivery of phase 4.</p> <p>The scheme will deliver improvements to the current pinch point at the Calder & Hebble junction through highway capacity enhancements, including carriageway widening, increasing the number of lanes and revising the current road network with closure of the existing A6026 Wakefield Road link and the introduction of a new highway link between B6112 Stainland Road and the A629.</p> <p>The scheme is to be wholly funded through the WY+TF.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 4 (Full Business Case) and work commences on activity 5 (Full Business Case with finalised costs).</p> <p>Total value of the scheme - £27.83 million</p> <p>Total value of Combined Authority funding - £27.83 million</p> <p>Funding recommendation sought - £0</p>
<p>Leeds Bus Station Gateway</p> <p>Leeds</p> <p>(8 July 2020 Investment Committee)</p>	<p><u>Scheme description</u></p> <p>This scheme will deliver a series of customer facing improvements, to enhance the customer experience at Leeds Bus Station and ensure that it offers an inclusive experience for all passengers. The proposed enhancements aim to ensure that the bus station offers passengers a positive gateway experience, befitting arrival to the city centre. This aligns with the wider Leeds Public Transport Investment Programme (LPTIP) objectives, of improving the quality of the bus passenger experience and to increase overall bus patronage.</p> <p>The scope of improvements includes upgrades to the quality of passenger facilities to ensure that they are befitting of the surroundings (Victoria Gate retail development to the north of the bus station and Quarry Hill mixed use development to the east of the bus station). The scheme will include enhancements to signage and wayfinding, an improved retail offer, a new travel centre, improved integration with the surrounding area. Solar</p>

	<p>panels will also be incorporated into the building to reduce the carbon impact. There could also be the possibility of including improvements to real time information in terms of a bus delivery programme.</p> <p>The design will also look to incorporate electric vehicle charging points from a separate project which has interdependencies with the Leeds Bus Station scheme.</p> <p>This change request is seeking:</p> <ul style="list-style-type: none"> • indicative approval for an additional £224,000 to be funded from the ULEB programme, bringing the total scheme costs to £5.208 million. • approval for additional development costs of £454,000 bringing the total development costs to £1.204 million • extending the delivery timeframe from March 2021 to March 2022. <p><u>Decision sought</u></p> <p>Approval to this change request for indicative approval for an additional £224,000 from the ULEB programme, bringing the total value of the scheme to £5.208 million, additional development costs of £454,000 taking the total from £750,000 to £1.204 million and to extend the delivery timeframe from March 2021 to March 2022</p> <p>Total value of the scheme - £5.208 million (includes £224,000 – ULEB funding)</p> <p>Total value of Combined Authority funding - £5.208 million</p> <p>Funding recommendation sought - £454,000</p>
<p>A660 Signals</p> <p>Leeds</p> <p>(8 July 2020 Investment Committee)</p>	<p><u>Scheme description</u></p> <p>The scheme runs from the junction of the A660 Otley Road and Spen Approach to the pedestrian crossing south of North Hill Road.</p> <p>This scheme will see existing signalling systems deployed along the A660, upgraded to utilise Microprocessor Optimised Vehicle Actuation (MOVA), to help reduce congestion along the A660, by adapting traffic signal timings to variations in traffic flow. MOVA will also improve coordination between traffic signal-controlled junctions for general traffic, reducing the number of stops vehicles must make. The scheme includes three junctions and seven pedestrian crossings, in the following locations:</p> <p>Junctions</p> <ul style="list-style-type: none"> • Thornbury Avenue / A660 Otley Road • St Anne’s Road / A660 Otley Road / Shaw Lane (B6157) • North Lane / A660 Otley Road / Wood Lane <p>Pedestrian crossings</p> <ul style="list-style-type: none"> • South of Spen Approach (entrance to Lawnswood School) • The approach to Kepstorn Road / A660 Otley Road • South of Church Wood Avenue • Adjacent to the Three Horseshoes (Weetwood Lane)

	<ul style="list-style-type: none"> • East of Alma Cottages • The Original Oak, adjacent to St Michaels Road; and • South of North Hill Road. <p>The scheme is part of a wider programme of bus priority corridor works under the Leeds Public Transport Investment Programme (LPTIP).</p> <p>The scheme is funded from the Leeds Public Transport Investment Programme (LPTIP) and Leeds City Council Section 106 contributions.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 5 (Full Business Case with finalised costs) and work commences on activity 6 (Delivery)</p> <p>Total value of the scheme - £1.056 million</p> <p>Total value of Combined Authority funding - £733,000</p> <p>Funding recommendation sought - £733,000</p>
<p>West Yorkshire Local Cycling and Walking Infrastructure Plans</p> <p>West Yorkshire</p> <p>(8 July 2020 Investment Committee)</p>	<p><u>Scheme description</u></p> <p>The scheme proposes to undertake strategy development work to further develop Local Cycling and Walking Infrastructure Plans (LCWIPs), building on a first phase of work which is now complete. LCWIPs developed through this scheme will identify and develop prioritised schemes to feasibility stages, allowing business cases to be developed through to construction once further funding has been secured. Leeds City Region's Transforming Cities Fund (TCF) programme will deliver some of the schemes identified in phase one of LCWIPs in West Yorkshire.</p> <p>The scheme aims to develop phase one's LCWIPs into plans which cover each partner council's area, including consideration of cross-boundary cycling and walking movement between West Yorkshire and neighbouring districts. The scheme will develop the plans in preparedness for specific business cases to be developed through to delivery once further funding has been secured.</p> <p>The scheme's outputs will align with and provide input into the wider Connectivity Plan and Pipeline development work being led by the West Yorkshire Combined Authority to guide future transport investment.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 5 (full business case) and work commences on activity 6 (delivery).</p> <p>Total value of the scheme - £600,000</p> <p>Total value of Combined Authority funding - £600,000</p> <p>Funding recommendation sought - £600,000</p>
<p>Transport ICT - Combined Services</p>	<p><u>Scheme description</u></p> <p>Combined Services and Assets Database (CoSA) is a purpose-</p>

<p>and Assets Database (CoSA)</p> <p>Leeds City Region</p> <p>(8 July 2020 Investment Committee)</p>	<p>built database with Geographical Information System (GIS) functionality which enables the West Yorkshire Combined Authority to manage public transport information, bus stop and shelter assets, bus and taxi service procurement and home to school transport.</p> <p>Having completed a project to upgrade and modernise CoSA, further funding is required to support future business needs. These include changes to support the Leeds Core Network (LCN) programme. The LCN programme, will transform the Combined Authority's roadside displays (RSDs), bus stop flags and shelters and requires changes to the way the Combined Authority manages bus stops and real time screens, displaying travel information.</p> <p>The upgrade will allow CoSA to facilitate delivery of the LCN bus stop information assets for over 2,000 bus stops and associated electronic information displays. It will also enable the Combined Authority to continue to effectively manage and audit its total estate of 14,000 bus stops.</p> <p>The scheme will also improve efficiency of reporting and will ensure the Combined Authority is able to provide mandatory data, required by the Department for Transport's Bus Open Data programme (BODs).</p> <p>The scheme will be funded from the Local Transport Plan – Integrated Transport Block Programme 2019-2022.</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 - £200,000</p> <p>Total value of Combined Authority funding – £200,000</p>
---	---

Transforming Cities Fund (TCF) Funding

- 3.5 The TCF Programme Strategic Outline Business Case (SOBC), as submitted to Department for Transport (DfT) in November 2019, was framed around three funding scenarios, Low, Core and High. These scenarios included a mix of schemes that were deliverable at different scales in the three scenarios as well as some schemes that were only funded in core and high scenarios.
- 3.6 The March 2020 Budget announcement detailed that the West Yorkshire Combined Authority would receive £317 million from the DfT TCF fund to progress all schemes against its 'low' scenario, including those in North Yorkshire (York, Selby, Harrogate and Carven), plus an additional £25 million to be allocated across the programme reflecting the Partners priorities. Through West Yorkshire's Devolution deal, also announced on 11 March 2020, in line with flexibility provided to other Mayoral Authorities, West Yorkshire Combined Authority will have scope to prioritise investments above this level.
- 3.7 Work is well underway on bringing forward the Outline Business Cases through the assurance process with a focus on delivery by the programme end

date of 31 March 2023. As only the 'low' scenario funding is currently available, the indicative approvals in the report reflect the 'low' scenarios.

- 3.8 As reported to Investment Committee on 15 May 2020 (Transforming Cities Fund – Progress Update) an over programming strategy is being progressed, with all schemes across the high funding scenario in West Yorkshire continuing to be developed up to the point of OBC. For information, the values of all three funding scenarios have been included in the report.
- 3.9 Whilst the £317 million funding was pro rata the largest in the country the local aspirations remain to deliver the higher scenario that had also been put forward and which would require an additional £164.5 million of funding.
- 3.10 As part of agenda item 11 the Combined Authority will be asked to consider whether it wishes to support an extension to the TCF programme to enable the full higher scenario to be delivered over a longer timescale. This could be funded from gainshare, using an appropriate mix of capital and revenue funding to support borrowing.

Transforming Cities Fund (TCF) BCRs

- 3.11 The Government approved the LCR TCF programme on the basis that it would deliver a Benefit Cost Ratio (BCR) of between 1.5 (representing Low Value for Money) and 2 (representing Medium Value for Money) when assessed using the DfT's Transport Appraisal Guidance (TAG).
- 3.12 It is recognised that individual scheme BCRs may fall outside these values for money categories as business cases are further refined and progress through the assurance process.
- 3.13 These will not be reported at Strategic Outline Case (SOC), but at Outline Business Case (OBC) as the SOC in the main deals with the strategic case and the OBC the economic case.
- 3.14 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, cycling and walking and as a consequence the monetised benefits arising from improvements to bus, cycling and walking journeys may be outweighed by the monetised dis-benefits to car users. However, a key strategic objective of investment is to encourage modal switch to more sustainable modes and 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.

4 Pothole funding allocation 2020/21

- 4.1 In May 2020, government announced £1.7 billion funding to be allocated to Combined Authorities and Local Highway Authorities for 2020/21, through the newly created Transport Infrastructure Investment Fund. This consists of a

number of Department for Transport (DfT) spending programmes including Integrated Transport Block, highways maintenance needs-based and incentive funding, pothole funding and the Highways Maintenance Challenge Fund.

- 4.2 This funding for England includes the £500 million Pothole Fund for 2020/21, the £100 million Challenge Fund for 2020/21 and the £50 million Pothole Action Fund allocation for 2020/21, totalling £650 million.
- 4.3 West Yorkshire has been allocated £21.994 million. Although there are no specific proportions set by government for this funding, it is proposed to maintain the same proportions used nationally to inform local allocations, leading to a 2020/21 Pothole Fund allocation of £18.610 million. The remaining £3.384 million, would be used to fund projects identified through the Highways Maintenance Challenge Fund
- 4.4 Pothole funding has been granted to local authorities for the prevention and repair of potholes for the last five years. This year is the final year of this grant period and DfT have confirmed that no further pothole funding will be available to councils. This funding is important in supplementing the needs-based funding and additional council funding, particularly towards unclassified roads where road condition and deterioration is a major problem.
- 4.5 Local authorities have been under significant pressures for some time to ensure that highways assets are maintained to a suitable standard, with significant funding shortfalls experienced over a period of decades. This means that there is a significant backlog of repairs and a growing gap between the costs of the repairs and the funding that is available.
- 4.6 To date, the Highways Maintenance Challenge Fund has been allocated through a competitive funding bid, with £98 million available in 2019/20 for small maintenance schemes and £100 million for 2020/21 for large renewals scheme, nationally.
- 4.7 In line with government guidance, the Combined Authority prioritised and ranked Challenge Fund proposals developed by the partner councils and submitted applications on their behalf, with input from Transport Committee and portfolio holders. Smaller scheme bids for Calderdale and Kirklees were successful in securing funding for 2019/21. Bids for large Challenge Fund schemes in Leeds, Bradford, and Wakefield were also submitted by the Combined Authority. DfT deferred a decision on the outcome and the funding is now being allocated by formula as part of a joint Pothole and Challenge Fund pot.
- 4.8 In February 2020, indicative pothole funding allocations were reported to the Combined Authority based on levels from previous years and the expected level of funding at the time. The Combined Authority approved expenditure of Pothole Action funding based on these indicative allocations (totalling £1.594 million) and for the Director of Corporate Services to vary these amounts should DfT revise the payments from those provisionally indicated.

4.9 As the proposed allocations for pothole funding in 2020/21 to partner councils is larger than those indicative allocations identified in February 2020, approval for expenditure is now sought for revised pothole funding allocations, identified using DfT's formulaic allocation and for the allocations to be paid quarterly to the West Yorkshire local authorities. These allocations are as follows:

Bradford	£3,936,461
Calderdale	£2,510,563
Kirklees	£3,896,083
Leeds	£5,542,873
Wakefield	£2,724,328
Total	£18,610,308

4.10 Approval for expenditure and allocations to partner councils for the Challenge Fund element of the maintenance funding received, totalling £3.384 million, will be sought from a future meeting of the Combined Authority

4.11 It should be noted that the agreed priority scheme was Regent Street in Leeds, which is in need of significant repair. The costs exceed this remaining amount and it is proposed to continue to make the case to government about this scheme and about the backlog of structural maintenance generally.

4.12 It is recommended that the Combined Authority:

- (i) approves the expenditure of the DfT pothole funding totalling £18.610 million
- (ii) approves the allocation of the DfT pothole funding to the five West Yorkshire partner councils in accordance with the DfT formula and that allocations are paid quarterly to partner councils

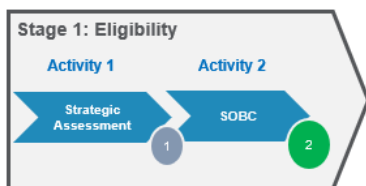
5 Information

5.1 The background information on the Combined Authority's assurance framework through which each of the schemes outlined in this report are being approved is provided in **Appendix 1**.

5.2 Location maps for each of the schemes presented in this report (where applicable) are provided in **Appendix 2**.

5.3 All the schemes set out in this report have been considered by the Investment Committee on 8 July 2020.

Projects in stage 1: Eligibility



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

Project Title	West Yorkshire Mass Transit
Stage	1 (eligibility)
Decision Point	1 (strategic assessment)

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

- 5.5 In February 2020, the Combined Authority endorsed continuing to undertake early preparatory works to plan for an advanced, 21st Century mass transit system for West Yorkshire. The decision point 1 development funding of £2.041 million requested here, is being sought to test the impact of Covid-19 within the strategic outline case (SOC) and undertake initial design and development for this major programme of works. During 2020, further approvals are likely to be sought to complete the development work required to achieve decision point 2. Decision point 2 (Strategic Outline Case); anticipated to be in December 2021.
- 5.6 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.

- 5.7 To achieve this, the Combined Authority is taking an integrated approach to an overall vision for transport by developing a Connectivity Plan 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 which integrates all modes of transport
- 5.8 Cycling, walking, road, rail and bus all have an important 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. Mass transit, as part of an integrated Connectivity Plan for the region will not only move more people, they will be designed to accelerate and shape future clean growth in the region.
- 5.9 The development of mass transit proposals is a key component of the West Yorkshire Connectivity Plan, which is being developed by the Combined Authority in order to:
- help **combat climate change** by being low emission and providing an attractive and sustainable alternative to car travel
 - connect **the important places across our region** – helping people travel to jobs and education in a reliable, efficient, and affordable way
 - support **productivity and inclusive growth** – improving transport links, creating new transport capacity, and encouraging investment and supporting the post Covid-19 recovery
 - support **health and wellbeing** through being part of healthy towns, cities and local communities and contributing to improve air quality.
- 5.10 By offering a new public transport option, which increases capacity and provides an attractive alternative to car travel, mass transit will support and facilitate:
- a low emission, low carbon, inclusive future
 - sustainable development and regeneration of neighbourhoods, district centres, towns and cities
 - a bigger, stronger and rebalanced economy
 - delivery of new housing
 - enhanced quality of life for West Yorkshire's residents and visitors
- 5.11 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 passenger growth and passenger satisfaction levels which are significantly higher than standard bus services.

- 5.12 At its meeting in February 2020, the Combined Authority agreed to continue to undertake early preparatory works to plan for mass transit across the region and noted that a Capital Approval for development funding would be sought from the Combined Authority during the spring/summer 2020.
- 5.13 Published in March, the Devolution Deal included commitment from government to “explore the case for funding a modern, low carbon West Yorkshire Mass Transit System” and the Deal proposed a £4.2 billion fund for Mayoral Combined Authorities (MCAs) to be able to bid to fund schemes (such as mass transit) between 2022-2027.

Case post Covid-19

- 5.14 Covid-19 has brought immediate and substantial changes to the demand for travel. These are potentially long lasting. Covid-19 will make planners and decision makers reconsider the role which transport projects can play in supporting our cities and opportunities for growth. Different transport modes may be affected differentially. There could be changes to the patterns of economic activity that ultimately affect land use. A wide range of scenarios will need to be tested for all schemes as they develop. What is clear is that:
- There is increasingly strong ambition for delivering schemes which; enable a step change in air quality; help address climate change; support the use of active travel/sustainable modes; and help address inequalities in our region.
 - The underlying factors that have led to the connectivity plan and potentially the need for transit (e.g. connecting communities of greatest economic need to urban centres, sustainable new housing, revitalising town and city centres) remain and in terms of the economy, be even more pressing.
- 5.15 It is essential that the business case for mass transit considers the emerging longer-term implications of Covid-19. As the timescales to deliver any mass transit proposals are longer than the time it will take for Covid-19 implications to become clearer, it will be possible to continue to test the mass transit/Covid-19 implications at each stage of the business case and Assurance Framework process.

Mass Transit Strategic Outline Case (SOC) and MCA funding

- 5.16 Leaders have previously endorsed developing a Mass Transit SOC and this work to develop the SOC has now commenced. It is essential that the SOC reflects and assesses various scenarios which consider the longer-term implications of Covid-19 and that the SOC brings forwards flexible,

technologically advanced solutions which are at the forefront of industry innovation.

- 5.17 The SOC will help to: inform upcoming local plans; shape the West Yorkshire Connectivity Plan, identify the 'pipeline' for future funding bids and give choices to Leaders to enable future decisions to be taken.
- 5.18 The £4.2 billion Transport Infrastructure Fund referenced within the Devolution Deal is a key target for funding phase 1 of West Yorkshire Mass Transit. While no details on this fund are yet available, it is likely that the bidding requirement for this fund will entail submission of a SOC, similar to that developed for the Transforming Cities Fund (TCF). The West Yorkshire Mass Transit SOC is therefore a key input for West Yorkshire to benefit from this fund.

Next Steps

- 5.19 The funding proposed will be used to develop outline proposals for mass / urban transit on corridors identified for transit. These corridors are being shortlisted as part of the development of the West Yorkshire Connectivity Plan, through the following process:
- **Stage 1:** Prioritising those communities of greatest economic need (and identified as Inclusive Growth Corridors through the Leeds City Region HS2 Connectivity Strategy).
 - **Stage 2:** Creating a 'Single Evidence Base', which brings together the challenges and opportunities across: socio-economic demographics; major housing and employment opportunities; anticipated land use changes and new employment growth zones; the environmental and clean energy opportunities; the known transport constraints as well as the forecast changes to travel demand patterns and capacity.
 - **Stage 3:** Based on conclusions above, identifying those key 'Communities to Connect' through transformed connectivity.
 - **Stage 4:** Taking account of points above, identifying the future demand potential and identify the mode which is best to meet demand and also address the local challenges / needs.
- 5.20 The funding to be released in July 2020 would enable potential mass transit routes to be considered across all the agreed corridors. The SOC will then assess the routes to establish leading route options, potential modes and phasing. It is likely some corridors will have a stronger business case than others and the transit solution on some corridors is more likely to be a 'high quality bus solution', similar to the Sprint network in West Midlands. Other corridors are more likely to propose an innovative, 21st century light rail solution (building on the feedback from the recent worldwide market testing). The feedback from the Transit SOC will be brought back to members as it becomes available and will also inform the connectivity plan.

5.21 Continuing to undertake the early development work for Mass Transit as described above will position the Combined Authority to be able to bid for the £4.2 billion fund and to support the priorities outlined in the Devolution Deal. Any submission to the £4.2 billion fund would likely need to focus on smaller, phased subset of corridors, and the Mass Transit SOC will provide Leaders with an evidence base around options around prioritisation for the bid.

Funding

5.22 At present development work for Mass Transit is being funded from the WY+TF Transformational Fund. To continue the Mass Transit development work, a further £4.6 million is allocated within the WY+TF Transformational Fund. Of the £4.6 million, an initial £2.041 million is being sought for capital approval to enable early feasibility design development to continue up to the end of the 2020/21 financial year, which would be used to complete the areas set out in table below:

Budget Area to DP2	Cost	Key Outputs/Products:
Continued support development of the Mass Transit Programme Level Strategic Outline Case – this will identify evidence based ‘route options’ and ‘mode options’ for each of identified transit corridors, as well as phasing strategy options	£200,000	Decision Point 2 (SOC), which includes: <ul style="list-style-type: none"> • Scenarios around implications of Covid-19 • Multi Criteria Assessment of route options • Economic analysis appropriate to stage in development for route and option assessment • Indicative corridor phasing options • Technology Options Review and assessment for individual corridors • Completed consultations and engagement materials and reports • Commercial and financial advice to inform the business case • The evidence and inputs necessary to support the transit contents for the £4.2 billion fund submission.
Identification of technically feasible transit routes for all agreed corridors, followed by concept level design development (to RIBA 2 stage), plus hot spot for small number of locations	£975,000	<ul style="list-style-type: none"> • ‘Technically Feasible’ Transit Scorecards for routes across all agreed corridors. RIBA 2 level outputs including: <ul style="list-style-type: none"> • Route concept design alignment designs for all agreed corridors • Capital Cost estimates • Design Framework Principles/Scope • Environmental Impact Scoping Assessment • RIBA 3 level hot spot design for number of key locations

Client side team, Project/Programme and CA overheads, including posts for programme management, planning and design	£866,000 (includes provision to resource the initial / key short-term project team requirements, for three years)	<ul style="list-style-type: none"> • Detailed Development Cost Programme • Programme Development and Management • Cost Management • Risk Management • Implementation of PRINCE 2 processes (e.g. PID) • Project Assurance
Total	£2.041 million	From the WY+TF Transformational Fund (Corridors Allocation)

5.23 During 2021, further approvals may be sought to complete development work required to achieve Decision Point 2. It should be noted that the cost plan set out above does not include:

- Any additional development costs post Decision Point 2
- Any costs associated with any future planning inquiry
- Undertaking any 'outline design' for any first phase
- Staffing costs for a full internal team necessary for delivery of mass transit
- Costs associated with advanced land acquisition
- Building any new transport modelling tool
- Costs for producing any bid necessary as part of the £4.2 billion fund.

Clean Growth / Climate Change Implications

5.24 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

Outputs, Benefits and Inclusive Growth Implications

5.25 The scheme outputs and benefits include:

- Help combat climate change by being low emission and providing an attractive and sustainable alternative to car travel

- Connect the important places across our region – helping people travel to jobs and education in a reliable, efficient, and affordable way
- Support productivity and inclusive growth – improving transport links, creating new transport capacity, and encouraging investment and supporting the post Covid-19 recovery
- Support health and wellbeing through being part of healthy towns, cities and local communities and contributing to improve air quality.

5.26 By offering a new public transport option, which increases capacity and provides an attractive alternative to car travel, mass transit will support and facilitate:

- a low emission, low carbon, inclusive future
- sustainable development and regeneration of neighbourhoods, district centres, towns and cities
- a bigger, stronger and rebalanced economy
- delivery of new housing
- enhanced quality of life for West Yorkshire’s residents and visitors

5.27 A benefit cost ratio (BCR) will be developed during the next stage in development and ahead of decision point 2, to reflect the whole-life costs compared to the monetised benefits. Mass transit is anticipated to be high cost but also deliver high value for the region.

Risks

5.28 The scheme risks include:

- The scheme is at the very early concept 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.
- The business case for mass transit is likely to be stronger on some corridors than others, which could create risks around the ability to continue to progress beyond decision point 2 for some corridors.
- The work commissioned here will help support development of the strategic outline case for decision point 2 submission, which will include development of a funding strategy. However, although there is the potential funding through devolution and the £4.2 billion fund, at present there is no committed funding for delivery of mass transit.

- Other key risks include ensuring alignment with local plans; timescales for production of economic appraisal required for the business case takes longer than anticipated. Also as set out above the impact of Covid-19 will continue to be tested.

Costs

5.29 At present development work for Mass Transit is being funded from the WY+TF Transformational Fund. To continue the Mass Transit development work, a further £4.6 million is allocated within the WY+TF Transformational Fund. Of the £4.6 million, an initial £2.041 million is being sought for capital approval to enable early feasibility design development to continue in advance of DP2, which would be used to:

- support development of the Mass Transit strategic outline case – this will identify evidence based ‘route options’ and ‘mode options’ for each transit corridor.
- test implications/scenarios around Covid-19 on the proposals.
- undertake concept design development for routes identified.
- bring in additional technical design, engineering, planning and programme management posts into the Combined Authority to oversee the feasibility work.
- provide the evidence and inputs necessary to support the submission for the £4.2 billion fund.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
1 (strategic assessment)	Recommendation: Investment Committee Decision: Combined Authority	27/07/2020
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director	01/04/2022

Other Key Timescales

5.30 The SOC will set out the expected programme, subject to funding from central government, the intention would be that a mass transit scheme could start to be delivered during the mid-2020s.

Assurance Tolerances

Assurance tolerances
The Combined Authority contribution should remain within the costs set out in this report. That the timescales should remain within 3 months of the timescales set out in this report for the preferred way forward.

Project Responsibilities

Senior Responsible Officer	Liz Hunter (Head of Transport Policy)
Project Manager	Tom Gifford (Head of Mass Transit)
Combined Authority case officer	Ian Pegg (Portfolio Lead)

Appraisal Summary

- 5.31 This scheme is driven by the need to develop a mass transit system for West Yorkshire. Funding to undertake early development work has been identified and this will lead to an options paper that will determine the full feasibility of the mass transit option. This initial development phase is vital to allow full development of the options to be undertaken.

Recommendations

- 5.32 The Investment Committee recommends to the Combined Authority that:
- (i) The West Yorkshire Mass Transit programme proceeds through decision point 1 (Strategic assessment) and work commences on activity 2 (Strategic outline case)
 - (ii) An approval for development funding is agreed for £2.041 million from WY+TF Transformational Fund to develop the feasibility of the scheme.
 - (iii) 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	A64 Bus Priority and Park & Ride
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

- 5.33 This package will be funded through the Department for Transport's Transforming Cities Fund (TCF). As part of the Government's Industrial Strategy and the National Productivity Investment Fund, the TCF aims to drive up productivity through improved connections between urban centres and suburbs. To do this, the TCF provides a significant opportunity to invest in infrastructure to improve public and sustainable transport connectivity in some of England's largest cities. This scheme will be funded through Tranche 2 of the fund, which received Department for Transport's approval in March 2020.
- 5.34 The TCF programme is organised into three themes which focus on improving public transport and cycling corridors, improving accessibility to key locations, and improving transport hubs and Interchange facilities. Local partners are developing packages of schemes for approval at Strategic Outline Business Case (SOC) before bringing individual schemes through the assurance process at Outline Business Case.
- 5.35 The A64 is a key radial route through east Leeds carrying long distance traffic from the wider Leeds City Region alongside local traffic. It is an important bus corridor with high frequency services carrying large numbers of passengers. Low car ownership levels within the surrounding communities mean that many local residents rely on public transport on this route to access employment and services.
- 5.36 This package consists of two complementary schemes. The first (Bus Priority) involves a series of bus infrastructure improvements along the A64 from the Seacroft roundabout through to Marsh Lane and the Quarry Hill area in Leeds City Centre. It includes new bus lanes (linking existing bus lanes and guided busways), bus priority at junctions and signalised roundabouts at Seacroft and Ivy Street together with improvements to cycling infrastructure on Crossgates Road.

- 5.37 The second scheme (Park and Ride) involves the provision of a new bus park and ride site on the A64 at Whinmoor. It will provide a public transport option for commuters from outside the city who do not have access to rail services or easy access to other park and ride sites. Bus services from this site would benefit from the Bus Priority improvements along the A64.

Clean Growth / Climate Change Implications

- 5.38 This package will reduce the number of car journeys along this corridor, thereby reducing emissions and improving air quality. It will also improve access to key services along the corridor by bus and bicycle. Further details on the potential climate change implications of each scheme will be undertaken as they progress through the assurance process.

Outputs, Benefits and Inclusive Growth Implications

- 5.39 Overall package outputs and benefits include:

- Increased bus patronage and improved service reliability
- Reduced greenhouse gas emissions and improved air quality – through modal shift from car to bus
- Increased levels of employment and education for residents of east Leeds – through supporting planned growth from the East Leeds extension, which aims to deliver around 5,000 new homes.
- Increased, sustainable economic growth for Leeds– through greater confidence in investing for developers and investors
- Reduced overall levels of deprivation in east Leeds – by supporting access to employment and services

Risks

- 5.40 Individual schemes will come with their own risks at Outline Business Case. Risks at the package level include:

- scheme delays due to the impact of Covid-19 – mitigated by monitoring the impact of Covid-19 of schemes currently in delivery and using lessons learned to minimise risks on this scheme
- schemes not delivered by the TCF spending deadline of March 2023 – mitigated by overlapping design stages to expedite the delivery programme
- package costs increase from early estimates – mitigated by learning lessons from the Leeds Public Transport Investment Programme and similar schemes, including appropriate risk and contingency levels and obtaining detailed survey information early in the design process

- public/stakeholder objections to proposals given likely impact on car users and disruption to road network during construction period and its impact on business/property owners – mitigated by public consultation from an early stage and throughout the design and delivery process
- environmental impacts and considerations including Tree Preservation Orders (TPO) – mitigated by early investigation/identification of TPOs and exploration with planning team
- scheme requires third party land – mitigated by delivery within highway boundary / Leeds City Council owned land and early engagement with key third party landowners.

Costs

- 5.41 The total package value under the 'low' scenario is £7 million. The package value under the 'core' scenario is £8.878 million for the Bus Priority scheme and the 'high' scenario is £23.329 million with the addition of the Park and Ride scheme. The detail of the interventions will be determined at the next stage of assurance process once more detailed design has been undertaken and over programming strategy is refined.
- 5.42 Given the extent of the potential funding gap and the complementary nature of the two schemes, they will be developed through a single Outline Business Case (OBC). Development costs of £510,000 were approved by the Combined Authority on 13 May 2020.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case)	Recommendation: Investment Committee Decision: Combined Authority	27/07/2020
3 (outline business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Investment Committee	07/01/2020

Other Key Timescales

- 5.43 Construction for both schemes (subject to funding) is forecast to commence in January 2022
- 5.44 Completion is forecast by March 2023

Assurance Tolerances

Assurance tolerances

That Combined Authority costs remain within 10% of those outlined in this report.
That the timeframes remain within 6 months of those outlined in this report.

Project Responsibilities

Senior Responsible Officer	Andrew Hall
Project Manager	Elizabeth Walker
Combined Authority Case Officer	Ian McNichol

Appraisal Summary

- 5.45 The package has a strong strategic fit in terms of its alignment with the priorities of the SEP and the objectives of the TCF. The rationale for a range of interventions to improve public transport infrastructure is clearly presented. A range of potential benefits have been identified and further work will be required at the next stage of the assurance process to quantify these and establish the extent to which this represents value for money.
- 5.46 The overall funding strategy for the package will need to be further developed to address the gap between the TCF funds and the costs for delivering both schemes and this included match funding from Leeds City Council and other potential sources. The management case is clearly presented and builds on the work to develop and deliver similar bus priority and park and ride schemes elsewhere in the city through LPTIP.

Recommendations

- 5.47 The Investment Committee recommends to the Combined Authority that:
- (i) The A64 Bus Priority & Park & Ride package proceeds through decision point 2 (Strategic Outline Case) and work commences on Activity 3 (Outline Business Case).
 - (ii) An indicative approval of £7 million is given from the Transforming Cities Fund with full approval to spend being granted once the scheme package has progressed through the Assurance Process to Decision Point 5 (Full Business Case with finalised costs).
 - (iii) Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report including at Decision Point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Portfolio Appraisal Team. This will be subject to the package remaining within the tolerances outlined in this report.

Project Title	Integrated Corporate Systems - Finance and HR Systems
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:	N/A	

Background

- 5.48 The West Yorkshire Combined Authority is in a period of growth and transformation This coincides with a review of existing legacy corporate systems which are reaching end of life and which were implemented in some cases 15 years ago when the organisation was very different.
- 5.49 The key objective of the scheme is to improve the efficiency of the finance and HR systems, by the replacement of the existing outdated legacy software systems providing HR, payroll, finance and budgeting systems and processes. The current HR system is over 10 years old and the main finance systems were originally installed over 15 years ago and these have not been significantly invested in since implementation and have come to the end of their life.
- 5.50 Current systems also do not allow effective budget modelling, and information is often required to be held in more than one system. The training for staff and other end users is also included in the scope of the scheme.
- 5.51 Current systems also do not allow effective budget modelling, and information is often required to be held in more than one system. The training for staff and other end users is also included in the scope of the project.
- 5.52 IT software systems and processes used by the HR, payroll and finance teams and the other end users (e.g. budget holders, administrators etc.) Current systems also do not allow effective budget modelling, and information is often required to be held in more than one system. The training for staff and other end users is also included in the scope of the project.
- 5.53 The current legacy solutions were implemented when the organisation was very different. Since then, the overall employee count has increased, and more significantly, the breadth and complexity of activities. This will continue

with the development of a Mayoral Combined Authority, and the need to offer significant value and support to its partners.

- 5.54 The finance and HR departments use a range of systems from numerous providers and these systems are now used by many more staff in other directorates. Using a range of different systems is complex, time consuming and presents the following challenges:
- maintaining numerous systems requires significant effort from finance, HR and on Information and Communications Technology (ICT) services to keep them updated, available and ensuring all interfaces between the systems work.
 - numerous systems lead to unnecessary duplication of data, and potentially conflicting data and unnecessary record discrepancies for the Combined Authority.
 - Separate systems holding data means more complex reporting is very difficult, hindering the provision of good management information for business planning
 - staff time is tied up across directorates as liaison is needed to agree / reconcile information manually, including using paper forms (adding further potential of human errors in data entry) to facilitate processes which systems should automate.

Clean Growth / Climate Change Implications

- 5.55 The scheme will reduce carbon emissions by reducing energy and waste consumption, as a modern, consolidated system will eliminate the current need for manual paper-based processes and workflows.

Outputs, Benefits and Inclusive Growth Implications

- 5.56 The scheme outputs and benefits include:
- the implementation of a new system(s) that is modern, fit for purpose and flexible for future growth.
 - financial and time savings – through more efficient processes, enabling self-service for all staff.
 - better decision making – improved management information that provides for real time information that is accurate, reliable and timely.

Risks

- 5.57 A risk register will be developed by the recruited Project Manager. Further details on risks and their mitigation will therefore be detailed in the full business case. The scheme risks considered so far include:

- delays due to notice periods of the legacy systems – mitigated by giving timely notice
- Capacity of in-house staff to engage with the project alongside other priorities - mitigated by additional resources through backfilling of staff where needed

Costs

5.58 The scheme costs are:

- The total scheme estimate is £1.5 million, to be funded through the West Yorkshire Combined Authority's own capital programme and reserves. Costs may be met through borrowing.
- Approval of development costs of £150,000 from the West Yorkshire Combined Authority's resources is now sought, taking the total approval to £150,000.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director	28/08/2020
5 (full business case with finalised costs)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director	25/09/2020

Other Key Timescales

5.59 Further timescales will need a full review / refinement by the Project Manager, once recruited, and the successful supplier.

Assurance Tolerances

Assurance tolerances
That the total project costs should remain within plus 10% of the total project costs That the project delivery timescale remains within six months of the timescales identified within this report.

Project Responsibilities

Senior Responsible Officer	David Gill, Head of ICT Services
Project Manager	To be recruited – role currently being advertised
Combined Authority case officer	Lynn Cooper

Appraisal Summary

- 5.60 The scheme aligns with the ethos and aspirations of the Combined Authority and there is a clear demand for the replacement of the HR, payroll and finance systems to meet future needs. Further work is required, as part of the business analysis, project specification and procurement, to establish the most appropriate option to address the specific needs of the various stakeholders. Further work also needs to be undertaken as part of the procurement exercise to determine the cost of this project.
- 5.61 More detail will also need to be included in the full business case around the governance arrangements, which are subject to the appointment of a project manager.

Recommendations

- 5.62 The Investment Committee recommends to the Combined Authority that:
- (i) The Integrated Corporate Systems project proceeds through Decision Point 2 (Strategic Outline Case) and work commences on Activity 4 (full business case).
 - (ii) An indicative approval to the total project value of £1.5 million is given from the Combined Authority's own capital programme and reserves. with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 4.
 - (iii) Development costs of £150,000 are approved in order to progress the scheme to Decision Point 4 (Full Business Case).
 - (iv) Future approvals are made in accordance with the Approval 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 Portfolio Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Project Title	Bradford Strategic Transport Model
Stage	1 (eligibility)
Decision Point	2 (strategic outline 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

- 5.63 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.
- 5.64 The purpose of this scheme is to deliver a new multi-modal transport model for Bradford which reflects Department for Transport (DfT) best practice guidance, indirectly supporting the delivery of the Leeds City Region Strategic Economic Plan (SEP) priorities, by developing and appraising transport schemes and assessing development options, associated with the Local Plan and wider Leeds City Region schemes.
- 5.65 The scheme is needed to update the Bradford Strategic Transport Model to support development and appraisal of projects included within the West Yorkshire plus Transport Fund and bids for government funding. In July 2018, City of Bradford Metropolitan District Council (CBMDC), appointed a preferred supplier, WSP, through a competitive tendering exercise. The data for the model was collected in Autumn 2018. The model has already been started and majority of the work has been done.

Clean Growth / Climate Change Implications

- 5.66 The Bradford 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

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

- Up to date origin and destination data 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 Bradford.
- Can be applied in the development and appraisal of schemes that support inclusive growth

Risks

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

- Covid-19 - the crisis impacts on the project team, forecast accuracy and social value component of the bid. To mitigate these impacts regular online meeting and reporting take place.
- Risk of software issues during model development and testing – to mitigate, separate versions of models will be kept, rather than making changes to the existing WY+TF version of the model.

Costs

5.69 The scheme costs are:

- The total forecast scheme cost is £709,000.
- The Combined Authority contribution sought is £367,000 from the West Yorkshire Plus Transport Fund (including £25,000 to finalise the model).
- CBMDC will fund £342,000.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case)	Recommendation: Investment Committee Decision: Combined Authority	27/07/2020
5 (full business case with finalised costs)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director	28/08/2020

Other Key Timescales

- 5.70 Model validation and calibration to be completed in June 2020.
- 5.71 Model completion and sign off is forecast for June 2020.

Assurance Tolerances

Assurance tolerances
That the delivery programme remains within 3 months of the timescales outline in this report. 0% tolerance on costs outlined in this report.

Project Responsibilities

Senior Responsible Officer	Richard Gelder, Bradford Council
Project Manager	Ben McCormac, Bradford Council
Combined Authority case officer	Kamila Nowicka

Appraisal Summary

- 5.72 The strategic and socio-economic drivers for the Bradford Strategic Transport Model are well established. The model is necessary to help develop and evaluate major future transport interventions in the city and wider district. The transport interventions to be considered include highway improvement schemes, public transport improvements (including bus priority measures and “new” transport modes such as mass transit).
- 5.73 The scheme also contributes to delivering the Leeds City Region SEP priorities, along with wider national, regional, and local transport strategies and policies through appraisal of schemes and the development of more robust business cases.
- 5.74 There is a clear need for an up to date transport model that meets DfT guidance. A clear procurement strategy is in place. Outcomes and benefits have been clearly defined in the Strategic Outline Case (SOC) and are achievable and realistic.

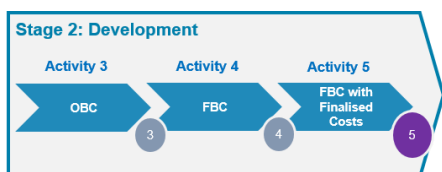
Recommendations

- 5.75 The Investment Committee recommends to the Combined Authority that:
- (i) The Bradford Strategic Transport Model project proceeds through Decision Point 2 (Strategic Outline Case) and work commences on Activity 5 (full business case with finalised costs).
 - (ii) An indicative approval to the Combined Authority’s contribution of £367,000 (which will be funded through the West Yorkshire Transport

Fund) is given. The remainder of the funding is from City of Bradford Metropolitan District Council (£342,000). The total project value is £709,000.

- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including Decision Point 5 delegated to the Managing Director. This will be subject to the scheme remaining within the tolerances outlined in this report.

Projects in Stage 2: Development



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
 Projects in Stage 3: Delivery and Evaluation

Project Title	Leeds City Centre Cycle Connectivity
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

- 5.76 On 11 March 2020, Government approved £317 million towards the Combined Authority's Transforming Cities Fund (TCF) bid. The TCF brings together collective schemes from across West Yorkshire to improve access to cycling, walking, and public transport.
- 5.77 The Leeds City Centre Cycle Connectivity (LCCCC) scheme forms part of the Leeds Station Cycle Access package. The package includes measures to improve access to Leeds rail station, the relocation to bus and taxi facilities, and a new 700 space cycle parking hub.
- 5.78 The LCCCC scheme focuses on improving the cycling connectivity to the station and Leeds city centre, identifying six locations to deliver a combined seven kilometres of cycling infrastructure which links up and bridges gaps in the existing cycle network. This comprises of:
- Western Gateway: Kirkstall Road to Wellington Street and St Pauls Street

- Southern Gateway: Neville Street and Bishopsgate Street, with Dark Neville Street and Sovereign Street connectors
- Eastern Gateway: Lady Lane, Templar Street and Bridge Street
- Crown Point Bridge Gateway: Black Bull Street and Crown Point Road
- Holbeck Connector: Whitehall Road to Holbeck
- Dewsbury Road Connector: Kidacre Street and Leathley Road

5.79 Scheme delivery is anticipated to deliver high quality, coherent cycle links to growth areas across Leeds city centre, improving access to employment, skills, and education especially in areas of economic and social deprivation.

5.80 The scheme will also support mode shift from car to cycle, reducing net carbon emissions from transport in Leeds, and through this also increase the cycle mode share for commuter trips into the city centre.

5.81 The scheme comes forward at Outline Business Case (activity 3) with a total scheme cost estimate of £7.81 million, to be wholly funded through the TCF programme.

5.82 Several other schemes are in the pipeline for delivery, within the periphery of Leeds City Centre and the rail station. The scheme promoter has confirmed that the six LCCCC cycle infrastructure schemes, can be brought forward independently. Where there are geographical interfaces, Leeds City Council's projects teams are working closely together with all schemes co-ordinated at the City Centre Programme Board.

5.83 In response to the Covid-19 emergency, the scheme promoter is implementing a "trial" version of the scheme using light segregation 'wands' (a method to separate cycle lanes from the highway). This will be a temporary measure but is anticipated to provide robust evidence for the longer-term scheme. The promoter has provided a guarantee that this will not incur an additional cost to the scheme through development cost savings, incorporation of 'wands' in parts of the final designs and the reuse of the 'wands' for future schemes.

Clean Growth / Climate Change Implications

5.84 The scheme will contribute to the delivery of a low emission transport system by reducing car use and encouraging modal shift to cycling into the city centre and accessing the rail station, supporting active travel into the city centre and access to rail for onward journeys.

Outputs, Benefits and Inclusive Growth Implications

5.85 The scheme outputs and benefits include:

- to deliver 3.2 kilometres of segregated cycle infrastructure in Leeds City Centre by 2023

- to deliver seven kilometres of high-quality cycling provision in total to enhance and complement other planned transport projects and programmes, building a comprehensive network of cycling and walking infrastructure across the city
- create high quality, coherent cycle links to growth areas across Leeds City Centre, providing improved access to the city centre from planned housing and employment sites
- improve access to employment, skills, and education, especially in areas of economic and social deprivation
- support mode shift from car to cycle to reduce net carbon emissions from transport in Leeds, with an increased cycle mode share of at least one per cent in the city centre
- increase the number of trips made by bike on these routes by 70 per cent by 2030.
- The value for money assessment reflects the LCCCC scheme benefit cost ratio (BCR) of 3.89:1 corresponding to High value for money when assessed against the Department for Transport's value for money criteria.
- The LCCCC scheme supports the inclusive growth principle of a better quality of life for all in society by enhancing connectivity to the city centre and rail station for direct or onward travel to employment, education, housing and retail via a sustainable and affordable form of travel, which also encourages better health and supports the reduction in carbon emissions, improving air quality.

Risks

5.86 The scheme risks include:

- environmental risks primarily concerning unchartered statutory undertakers, utilities, and contaminated land which could result in additional site survey costs. Early engagement is happening to capture as much intelligence on ground conditions prior to construction
- partnership and commercial risks including cost escalation and contractual delays, which could increase costs and delay to the scheme programme. Procurement to be undertaken as early as possible to enable early contractor engagement to inform contractual arrangements
- regulatory and legal risks including time needed to process Traffic Regulation Orders (TRO's), traffic management and statutory undertakers works permits, and temporary bus stops, which could add delay to the scheme programme. Early engagement has been had with applicable stakeholders (planning, highways) with discussions ongoing.

Costs

5.87 The scheme costs are:

- The scheme sits within the Transforming Cities Fund (TCF) Leeds Station Cycle Access Improvement package which under the 'low', 'core', and 'high' scenario has a cost of £39.5 million.
- The total scheme cost estimate at outline business case (activity 3) is £7.81 million, to be wholly funded through the TCF programme.
- Approval of £1.085 million of which £485,000 is development costs and £600,000 for the segregation 'wands', from the TCF fund, is sought to progress to Full Business Case with finalised costs (activity 5), taking the total approval to £1.235 million.
- The Combined Authority to enter into a funding agreement with Leeds city council for expenditure up to £1.235 million from the TCF fund.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
3 (outline business case)	Recommendation: Investment Committee Decision: Combined Authority	27/07/2020
5 (full business case with finalised costs)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director	20/11/2020

Other Key Timescales

5.88 The construction contract award is anticipated for October 2020.

5.89 Commencement to construction works across all six schemes is forecast for November 2020, with completion to be achieved between December 2022 and March 2023.

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 the timescales set out.

Project Responsibilities

Senior Responsible Officer	Gary Bartlett, Leeds city council
Project Manager	Paul Foster, Leeds city council
Combined Authority case officer	Asif Abed

Appraisal Summary

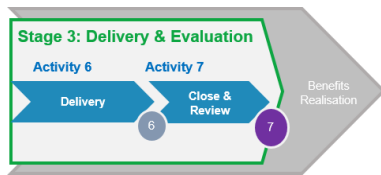
- 5.90 The proposed interventions and the desired outcomes align to the ambitions of the Transforming Cities Fund (TCF) as well as local and regional transport policies and strategies, with focus on improving cycling connectivity by bridging gaps in the current cycle network into Leeds city centre and the rail station to encouraging modal shift from the car to a more accessible, affordable, and sustainable form of travel. Scheme delivery therefore also demonstrates support to the Leeds City Region clean growth targets, inclusive growth principles, and highlights how it will compliment other activity being delivered in the city centre through other transport funding programmes such as the Leeds Public Transport Investment Programme (LPTIP).
- 5.91 The financial case reflects a total scheme cost of £7.81 million, considered affordable for delivery through the TCF Leeds Station Cycle Access Improvement package.
- 5.92 The commercial case suitably sets out the preferred procurement route, whilst the value for money assessment reflects a high value for money scheme informed by a satisfactory evidence base of the modelling tools and inputs.
- 5.93 Further work to refine the scheme programme is however required, with expectancy this is presented at the next stage following appointment of the contractor and the development of a construction programme. It is imperative the scheme considers delivery of works on this scheme in combination to the other activity being delivered in and around the periphery of the city centre.

Recommendations

- 5.94 The Investment Committee recommends to the Combined Authority that:
- (i) The TCF: Leeds City Centre Cycle Connectivity project proceeds through decision point 3 (Outline Business Case) and work commences on activity 5 (Full Business Case with finalised costs).
 - (ii) An indicative approval to the total project value of £7.81 million is given from the TCF fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (Full Business Case with finalised costs).

- (iii) Additional development costs of £1.085 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 £1.235 million.
- (iv) The Combined Authority enters into a Funding Agreement with Leeds City Council for expenditure of up to £1.235 million from the TCF fund.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Portfolio Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Projects in Stage 3: Delivery and Evaluation



- 5.95 Once in Delivery and Evaluation the scheme is delivered and Combined Authority funding is drawn down. When delivery is completed a review is carried out to ensure that the scheme has met all its requirements and outputs in accordance with its Funding Agreement. Finally, information about a scheme's performance following its completion is collected, in order to evaluate the success of the scheme.
- 5.96 There are no schemes requiring consideration at this assurance stage.

6 Clean Growth Implications

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

7 Inclusive growth implications

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

8 Financial implications

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

9 Legal implications

9.1 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.

10 Staffing implications

10.1 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.

11 External consultees

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

12 Recommendations

Pothole funding allocation 2020/21

12.1 It is recommended that the Combined Authority:

- (i) approves the expenditure of the DfT pothole funding totalling £18.610 million
- (ii) approves the allocation of the DfT pothole funding to the five West Yorkshire partner councils in accordance with the DfT formula and that allocations are paid quarterly to partner councils

West Yorkshire Mass Transit

12.2 That the Investment Committee recommends to the Combined Authority that:

- (i) The West Yorkshire Mass Transit programme proceeds through decision point 1 (Strategic assessment) and work commences on activity 2 (Strategic outline case)

- (ii) An approval for development funding is agreed for £2.041 million from WY+TF Transformational Fund to develop the feasibility of the scheme.
- (iii) 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.

A64 Bus Priority and Park & Ride

12.3 That the Investment Committee recommends to the Combined Authority that:

- (i) The A64 Bus Priority & Park & Ride package proceeds through decision point 2 (Strategic outline case) and work commences on activity 3 (Outline business case).
- (ii) An indicative approval of £7 million is given from the Transforming Cities Fund with full approval to spend being granted once the scheme package has progressed through the assurance process to decision point 5 (Full business case with finalised costs).
- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Portfolio Appraisal Team. This will be subject to the package remaining within the tolerances outlined in this report.

Integrated Corporate Systems – Finance and HR Systems

12.4 That the Investment Committee recommends to the Combined Authority that:

- (i) The Integrated Corporate Systems project proceeds through decision point 2 (Strategic outline case) and work commences on activity 4 (Full business case).
- (ii) An indicative approval to the total project value of £1.5 million is given from the Combined Authority's own capital programme and reserves. with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 4.
- (iii) Development costs of £150,000 are approved in order to progress the scheme to decision point 4 (Full business case).
- (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 Portfolio Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Bradford Strategic Transport Model

12.5 That the Investment Committee recommends to the Combined Authority that:

- (i) The Bradford Strategic Transport Model project proceeds through Decision Point 2 (Strategic outline case) and work commences on Activity 5 (full business case with finalised costs).
- (ii) An indicative approval to the Combined Authority's contribution of £367,000 (which will be funded through the West Yorkshire Transport Fund) is given. The remainder of the funding is from City of Bradford Metropolitan District Council (£342,000). The total project value is £709,000.
- (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 Portfolio Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Leeds City Centre Cycle Connectivity

12.6 That the Investment Committee recommends to the Combined Authority that:

- (i) The TCF: Leeds City Centre Cycle Connectivity project proceeds through decision point 3 (Outline business case) and work commences on activity 5 (Full business case with finalised costs).
- (ii) An indicative approval to the total project value of £7.81 million is given from the TCF fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (Full business case with finalised costs).
- (iii) Additional development costs of £1.085 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 £1.235 million.
- (iv) The Combined Authority enters into a funding agreement with Leeds City Council for expenditure of up to £1.235 million from the TCF fund.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Portfolio Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

13 Background documents

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

[8 July Investment Committee](#)

14 Appendices

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

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