
Report to: West Yorkshire Combined Authority

Date: 22 July 2022

Subject: **Project Approvals**

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1 Purpose of this report

- 1.1 To report on proposals for the progression of, and funding for, a number of West Yorkshire Combined Authority supported projects that have been considered at stages 1, 2 and 3 of the Combined Authority's assurance process.
- 1.2 The schemes outlined in this report have come directly to the Combined Authority as they are seeking decision point 2 (strategic outline case) approval and delegation of authority to the relevant thematic committee to approve future change requests. The schemes will be reported to the relevant thematic committee as appropriate.
- 1.3 The recommendations can be found in Section 13 of this report.

2 Impact of COVID-19

- 2.1 With the impact of COVID-19 on the region and its economy, it is more important than ever to assess the changes to the landscapes of our towns and cities and the impact on current and future planned schemes, particularly, but not exclusively, those relating to transport.
- 2.2 We will continue to stress test the schemes as part of scheme appraisal, given external factors such as the effects of COVID-19, supply chain issues, material costs and supply, which can impact on our schemes, costs, benefits and demand.

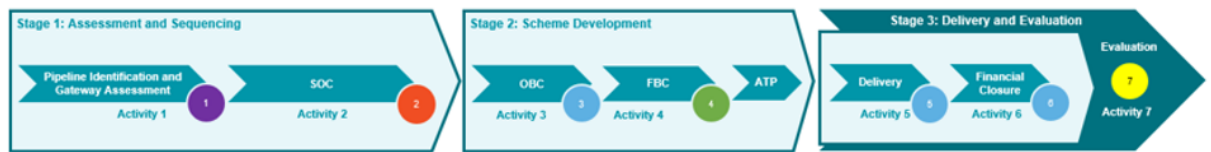
3 Tackling the Climate Emergency Implications

- 3.1 The Combined Authority has taken action to ensure all decisions we make include Climate Emergency considerations. The Combined Authority:
 - Has strengthened how clean growth and climate change impacts are considered as part of all schemes that come through the Combined Authority's Assurance Framework.

- Requires LEP and the Combined Authority reports to include clean growth / tackling the Climate Emergency implications, including qualitative impact assessments.
- 3.2 To fully strengthen decision making across the whole of the Combined Authority's Assurance Framework a robust, quantifiable methodology and tool for assessing all new schemes predicted carbon emissions/wider clean growth impacts is being developed.
- 3.3 Work to complete the toolkit methodology is now complete and the toolkit and its guidance are being implemented into the Assurance Framework. The draft assessments of a selection of existing capital schemes progressing through the assurance process have been discussed with relevant scheme sponsors and the results are subject to a separate report at this committee meeting. This phased approach to the publication of the key components of the Carbon Impact Assessment project recognises the delays due to difficulties encountered carrying out carbon impact assessments on an initial subset of schemes. This has allowed the consultants to take these challenges into account in making improvements to the methodology. The work also involves the development of training and support material to ensure carbon assessment is properly embedded in the assurance process.
- 3.4 Clean growth, including climate change, impact assessment / considerations are all now included in all Capital Spending and Project Approvals reports. This ensures that the business cases now reflect the Leeds City Region Climate Emergency priority and evidence that they will reduce carbon emissions (both directly and indirectly).

4 Report

- 4.1 This report presents proposals for the progression of schemes through the Combined Authority's assurance process in line with the Combined Authority's Assurance Framework. These schemes have a funding value of £78,768,000 when fully approved, of which £49,885,000 will be funded by the Combined Authority. A total expenditure recommendation to the value of £4,498,912 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.
- 4.2 The assurance process is a three-stage approach with the requirement that all projects subject to minor exceptions as detailed in the Assurance Framework, will as a minimum, need to formally pass decision point 2 (strategic outline case) and 4 (full business case), with the requirement to meet the intervening activities deemed on a project-by-project basis.
- 4.3 For more detail 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**.



Stage 1: Assessment and Sequencing

- 4.4 Programmes / schemes will start to be developed through an ongoing dialogue with the Region's businesses, third sector and public organisations, in line with the West Yorkshire Investment Strategy (WYIS). Schemes will access funding through either a commissioning process or through open calls. Programmes / schemes will be assessed through a Strategic Assessment (an early-stage gateway check and challenge review) to determine if they are eligible to proceed (Decision Point 1).
- 4.5 If approved the scheme will progress to strategic outline case (SOC), where schemes will be expected to demonstrate a strategic fit in terms of project outcomes and set out their proposed approach to establishing value for money (VfM). At this stage, a long list of options will be considered with a shortlist being presented in the SOC. Consultation at this stage will be limited, but will be a key to the next activity, outline business case (OBC) in Stage 2. At this stage, funding may be sought to enable work to progress on the OBC. Schemes will also be required to submit an Appraisal Specification Report (ASR). It is at the end of this stage where the Combined Authority approve the indicative funding, approval pathway and route and tolerance levels (Decision Point 2).

Stage 2: Scheme Development

- 4.6 If approved the scheme will progress to OBC unless the approval pathway set at decision point 2 does not require this. The OBC should revisit the options identified within the SOC to identify the option which optimises public value, confirm the affordability of the scheme, and put in place the arrangements to ensure successful delivery. The OBC should be prepared in accordance with the Green Book five-case model and should include a draft Monitoring and Evaluation Plan and a Benefit Realisation Plan. The economic case must be developed in consistency with the agreed ASR. Guidance will be provided to scheme promoters around the level of detail to be submitted at this stage with regards to proportionality of the business case. The scheme will be presented for approval by the decision-maker (decision point 3) as set out in the approval pathway and route approved at decision point 2.
- 4.7 If approved the scheme will progress to full business case (FBC) which will confirm the contractual arrangements for the preferred option. Affordability of the scheme is reiterated, and the scheme puts in place the final arrangements for delivery and monitoring and evaluation of the scheme. A Monitoring and Evaluation Plan and a Benefit Realisation Plan are mandatory products at this stage. The FBC should also be prepared in accordance with the five-case model and any conditions set at OBC should be resolved. The economic case must be developed in consistency with the agreed ASR. The scheme will be

presented for approval by the decision-maker (decision point 4) as set out in the approval pathway and route approved at decision point 2.

- 4.8 The FBC approval will be granted with a condition that the scheme remains within set conditions. Where this condition has been met Approval to Proceed into Delivery (Activity 5) will be granted by the Managing Director (or by an officer under sub-delegated authority from the Managing Director). If the condition(s) is not met, the project will be required to re-submit the FBC.

Stage 3: Delivery and Evaluation

- 4.9 Once a scheme gains FBC approval and the conditions set have been met, the scheme can progress into Activity 5 (Delivery).
- 4.10 Upon scheme completion, a Delivery Closure Report is required that details how the scheme has performed. This includes whether delivery has remained within the timeframes specified within the business case, has achieved the objectives of the scheme and associated outputs, documents what has been delivered and highlights the overall costs. The Delivery Closure Report will be presented for approval by the decision-maker (decision point 5) as set out in the approval pathway and route approved at decision point 2.
- 4.11 Following completion of Activity 6, the scheme will be required to submit a Financial Closure Report (Activity 6). The Financial Closure Report confirms the final costs for the scheme, ensuring all payments have been completed. The Financial Closure Report will be presented for approval by the decision-maker (decision point 6) as set out in the approval pathway and route approved at decision point 2.
- 4.12 The purpose of the Delivery and Financial Closure Reports is to assess the success of the scheme, identify best practice for future schemes, resolve all open issues and to capture feedback and lessons learnt to inform the development and delivery of future schemes.
- 4.13 Activity 7 (Evaluation) will be managed by the Combined Authority's Research & Intelligence team. This is a reporting point as opposed to the previous decision points in the process and will be undertaken when the scheme is completed for an evaluation of the benefits, outcomes and economic impact compared to the overall objectives set out in the SOC. Insights and learning intelligence from evaluation will also be fed back into policy and strategy in order to inform the design and development of future schemes. Interim evaluations may also be undertaken as required as set out in the Monitoring and Evaluation Plan.

Value for Money - Benefit Cost Ratios

- 4.14 The Benefit to Cost Ratio (BCR) for some of the schemes in this report potentially represent low value for money, when assessed using the Department for Transport's Transport Appraisal Guidance TAG on the appraisal of transport schemes.

- 4.15 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.
- 4.16 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. This is in line with HM Treasury guidance where appraisal should take account of all five cases (strategic, commercial, economic, financial and management) and the economic case be balanced with these.
- 4.17 Her Majesty's Treasury (HMT) have now completed the review of the Green Book. The Green Book is guidance issued by HM Treasury on how to appraise policies, programmes, and projects. This review has endorsed the Combined Authority's approach by clarifying that overall Value for Money judgement should not depend solely on the BCR but be informed by a balanced consideration of all relevant evidence, that is, appraisal should take account of all five cases (strategic, commercial, economic, financial and management) and the economic case be balanced with these.
- 4.18 In particular, HMT have clarified further that in assessing value for money, a stronger emphasis can now be placed on the strategic case and how the strategic objectives and priorities of the Combined Authority will be met through the delivery of a project. This might for example include, but not limited to, a greater focus on regional impacts to help deliver Levelling Up, ensuring transformational projects are given due consideration, supporting the climate change and good growth agenda (the Combined Authority aims to achieve net-zero by 2038), supporting an increase in active mode and public transport use, supporting / accelerating housing development and allowing a greater emphasis on the requirement to carry out equalities analysis as required by the Public Sector Equalities Duty. The specific approach will be determined on a programme-by-programme basis as funding and investment streams come forward.

Scheme Summaries

**West Yorkshire
Climate and
Environment Plan –
Wave 1**

West Yorkshire

Scheme description

The West Yorkshire Climate and Environment Plan (CEP) is the regional response to addressing the climate emergency and achieving net-zero carbon by 2038. The CEP sets out the critical actions for the next three years to cut emissions, support nature recovery and be ready for the impacts of a changing climate. 15 of these actions have been prioritised for delivery over three development waves, with Wave 1 comprising the following seven actions:

- Better Homes Hub
- Better Neighbourhoods
- Business sustainability
- Communications, engagement, and marketing
- Flooding and drainage
- Green skills support
- Solar panels and battery storage

Wave 1 is expected to include supporting businesses with decarbonisation plans, flood adaptation grants, energy efficiency, supporting households with energy efficiency measures and an increase in local clean energy generation through the installation of solar panels.

Wave 1 will directly contribute to the objectives of the Strategic Economic Framework (SEF) and mayoral pledges, particularly around addressing the climate emergency. Further waves of the CEP will be submitted at a later date.

It is proposed that a significant proportion of funding for the seven actions will come from the £40,000,000 gainshare allocation for Investment Priority 4 (IP4): Tackling the Climate Emergency. Additional funding from other sources, including government and private sector will be identified as business cases develop.

Impact

Wave 1 is expected to directly address challenges around emissions, fuel poverty, health and wellbeing and the cost of living. However, as development of Wave 1 is still at an early stage, its impact has not yet been fully quantified, but work will continue on this as part of business case development.

Decision sought

Approval to proceed through decision point 1 (strategic assessment) and work commences on activity 2 (strategic outline case)

Total value - Ranges from £42,500,000 to £66,000,000

Total value of Combined Authority funding - £40,000,000

Funding recommendation sought - £836,240

A decision by the Combined Authority is sought as part of this report

<p>LEEDS 2023 – Women of the World, Women of West Yorkshire</p> <p>Leeds</p>	<p><u>Scheme description</u></p> <p>The Women of the World, Women of West Yorkshire scheme is a major and unique cultural project within the wider LEEDS 2023 programme. This scheme will focus on one key event within the year of culture. Working with Women of the World (WoW) it will engage with thousands of the region's women, girls, and non-binary people to develop creative skills. This event will focus on aspects of the construction and design industry, an area that has very low levels of women involved, culminating in two weeks of cultural activities on Cinder Moor, Leeds. Over 10 months the scheme will deliver a series of workshops and activities enabling participants to co-design a programme of events.</p> <p>The scheme will take place across a range of venues (e.g., workshops, training, engagement activities) and will end with 2 weeks of cultural activities on Cinder Moor.</p> <p>The scheme is to be funded through the Gainshare fund.</p> <p><u>Impact</u></p> <p>Due to the nature of the scheme, no benefit cost ratio (BCR) has been calculated. Wider benefits of this scheme include improved awareness and opportunities in the construction and design industry for future employment focused on women, girls and non binary people from all backgrounds and ages. These will be further developed and set out when the scheme returns at Full Business Case</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 3 (outline business case and work commences on activity 4 (full business case).</p> <p>Total value of the scheme - £1,500,000</p> <p>Total value of Combined Authority funding - £1,500,000</p> <p>Funding recommendation sought - £551,672</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p>Leeds City Centre Package: City Square Plus</p> <p>Leeds</p>	<p><u>Scheme description</u></p> <p>The City Square Plus scheme will be delivered through the Leeds City Centre Package (LCCP) programme funded by the West Yorkshire plus Transport Fund (WY+TF) and City Region Transport Settlement (CRSTS).</p> <p>The City Square Plus scheme includes the closure of City Square, East Parade bus gate, Thirsk Row two-way operation, and Calverley Street reconfiguration, supported by traffic management measures and a signing strategy.</p> <p>The LCCP programme complements schemes being delivered through the Combined Authority's Leeds Public Transport Investment Programme (LPTIP), Transforming Cities Fund (TCF), and City Connect, as well as schemes led by National Highways through their Road Investment Strategy.</p> <p>The total scheme is to be funded from the West Yorkshire plus Transport Fund, CRSTS, Section 106 developer contributions, Leeds City Council's Urban Traffic Management Control (UTMC) pot and Leeds City Council have committed to underwrite the remaining costs to allow the scheme to proceed.</p> <p><u>Impact</u></p> <p>Closure to City Square will stop through traffic and re-route it to more appropriate roads on the Inner Ring Road. This will allow City Square to be pedestrianised, improving connectivity and safety for people travelling by bike or on foot, and making it more attractive to walk or cycle to employment, housing, retail, education, and public transport (bus & rail).</p> <p>The scheme will also improve bus journey reliability with new bus gates, new bus stops, and changes to bus routes to complement the wider network. Buses will also no longer have to compete for road space with motorists.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 4 (FBC) and work commences on activity 5 (Delivery).</p> <p>Total value of the scheme - £11,268,000</p> <p>Total value of Combined Authority funding - £8,385,000</p> <p>Funding recommendation sought - £3,111,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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5 Information

5.1 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.

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

Projects in Stage 1: Assessment and Sequencing

Project Title	West Yorkshire Climate & Environment Plan – Wave 1
Stage	1 (assessment and sequencing)
Decision Point	1 (strategic assessment)

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:		
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Background

- 5.3 The West Yorkshire Climate and Environment Plan (CEP) sets out the regional priorities for responding to the climate emergency, protecting the environment, and achieving a net-zero carbon West Yorkshire by 2038. The CEP was agreed by the Combined Authority in October 2021 and will be delivered in partnership across a range of organisations.
- 5.4 The CEP sets out the critical actions for the next three years to cut emissions, support nature recovery and be ready for the impacts of a changing climate.
- 5.5 The CEP has eight themes covering 39 actions and aims to deliver the following outcomes:
- Reduction in regional emissions across all sectors
 - Recovery and enhancement of nature and increase in biodiversity green spaces and trees, and natural environments
 - Increase in the number of zero carbon and environmental projects
 - Alignment with complementary jobs and skills programmes
 - Increase in funding and resources in the net-zero carbon economy
 - Warm, healthy, affordable, low carbon homes
 - Adaptation and resilience to a changing climate
 - Improved productivity
 - Healthier people.

- 5.6 In February 2022, the Combined Authority approved an indicative allocation of £40,000,000 from the gainshare allocation for Investment Priority 4 (IP4): Tackling the Climate Emergency, to support the delivery of the CEP and IP4. The indicative gainshare allocation complements other funding sources to address the climate emergency and progress the CEP including City Region Sustainable Transport Settlement (CRSTS) and Zero Emission Bus Region Area (ZEBRA) fund to achieve transport objectives, and government funding for example for the production of a Local Nature Recovery Strategy (LNRS) for West Yorkshire.
- 5.7 Funding in excess of the £40,000,000 indicative gainshare allocation is needed to deliver all 39 actions in the CEP. A prioritisation exercise has therefore been undertaken and approval was given by the Combined Authority in March 2022, to prioritise 15 of the 39 actions, over three development waves with Wave 1 focussing on the following seven CEP actions:
- Better Homes Hub.
 - Better neighbourhoods.
 - Business sustainability.
 - Communications, engagement, and marketing.
 - Flooding and drainage.
 - Green skills and training.
 - Solar panels and battery storage.
- 5.8 This Gainshare allocation complements other funding sources that are being used to address the climate emergency and progress the CEP, such as the City Region Sustainable Transport Settlement (CRSTS) and Zero Emission Bus (ZEBRA) fund to achieve transport objectives, and government funding e.g. for the production of a Local Nature Recovery Strategy (LNRS) for West Yorkshire. Multiple proposals are also being taken forward with use of existing resource including exploring our approach to biodiversity net gain and the opportunity for hydrogen in West Yorkshire. Tackling the climate emergency objectives are being considered as part of every scheme proposal of the Combined Authority. The development funding sought here is for the scope of activity being prioritised against the indicative £40m Gainshare funding allocation. The areas prioritised include actions that we can move swiftly into a delivery phase and also includes activity that will kickstart long-term delivery where significant carbon savings can be made, such as the Better Homes Hub.
- 5.9 **Appendix 2** provides an overview of what each of the seven actions will cover and has been developed in consultation with local authority partners and the Combined Authority's Climate, Energy and Environment Committee. Further refinement of the scope of activities will be undertaken as part of business case development.

- 5.10 Wave 1 has been considered by the Combined Authority's Strategic Assessment Panel, at which point it was identified that development costs of £3,600,000 were needed to develop the Wave 1 strategic outline case and subsequent business cases. Approval is now sought from the Combined Authority for Wave 1 to proceed through decision point 1 (strategic assessment) and for work to commence on activity 2 (strategic outline case) and for development costs of £836,240 from the gainshare allocation for IP4, to expedite delivery by funding Combined Authority programme management, staffing resource and technical support at an early stage, for the development of the Wave 1 strategic outline case and subsequent business cases.
- 5.11 The Combined Authority does not have the resources in place for the development of Wave 1 and there is a significant risk that it will not be able to mobilise quickly enough if resources are not secured at an early stage.
- 5.12 It is expected that on approval of the Wave 1 strategic outline case each of the seven actions will then progress as individual schemes through the assurance framework.

Tackling the Climate Emergency Implications

- 5.13 The West Yorkshire Climate and Environment Plan and the actions highlighted within it will all contribute to tackling the climate emergency and meeting the net-zero carbon by 2038 target. It translates the findings of the West Yorkshire Carbon Emission Reduction Pathways into the tangible actions that need to be implemented in the short-term i.e. next three years, to ensure the region is on a pathway to reaching its climate goals.

Outputs and Benefits

- 5.14 The scheme outputs and benefits are expected to include:
- 500 businesses supported with decarbonisation plans and carbon foot printing.
 - 250 – 300 businesses receiving detailed sustainability audits.
 - Energy and sustainability curriculum-based teaching modules provided to 50 schools and 12,500 children through Solar for Schools.
 - Approx. 6,000 visits to the FutureGoals website each month, accessing careers information and inspiration.
 - 1,000 well paid, skilled, green jobs for young people in West Yorkshire.
 - 100 businesses supported with flood adaptation grants.
 - Up to 4,500 fuel poor households supported with energy efficiency measures as part of 7,000 to 13,000 total households supported with measures.
 - 300 businesses supported with energy efficiency climate adaptation and net zero carbon planning.

- Reduction in CO2 emissions from business, housing and public sector estate (to be quantified).
- Increase in local clean energy generation through the installation of 1,000 – 2,000 households with solar panels and battery storage, 50 schools with solar panels, and an increase in total solar panel capacity by up to 15.8 MW.
- Nine natural flood management schemes providing enhanced flood protection, carbon capture and improved biodiversity.

5.15 As further development activity occurs the scheme outputs will be refined, and additional outputs added.

Inclusive Growth Implications

5.16 Inclusive growth will be embedded across all activities to ensure local benefits can be delivered. This will be drawn out in further project development activity for the scheme, for example the potential to deliver local carbon savings, social value, and opportunities to support local climate resilience.

Equality and Diversity Implications

5.17 Meeting net-zero carbon and transitioning to a net-zero economy should be equitable and not be at the expense of any groups or communities. To that extent, equality and diversity implications and solutions will be cross-cutting and integrated across Wave 1 and its component parts, to ensure no one is adversely affected. As part of further Wave 1 development all activities will have equality and diversity measures included in their design.

5.18 The principles of inclusivity, diversity and equality are incorporated across Wave 1, with an Equality Impact Assessment (EqIA) produced at decision point 1 (strategic assessment). A further EqIA will be produced at strategic outline case and for the individual components of Wave 1 as they progress through the assurance process.

Risks

5.19 The scheme risks include:

- A risk of delay in the recruitment of the core team and additional required posts, mitigated by seeking development costs at an early stage.
- A risk of failure to deliver expected carbon savings, mitigated by robust programme design supported by technical experts and stakeholder engagement.
- A reputational risk if Wave 1 does not progress quickly enough, mitigated by widescale stakeholder engagement and communication, and securing additional resources.
- A risk of scope limitation due to escalating costs, mitigated by using up to date cost estimates, including risk and contingency funding, and regular engagement with industry.

Costs

- 5.20 The total scheme cost for Wave 1 is expected to range from £42,500,000 to £66,000,000. The Combined Authority's contribution is £40,000,000 from the gainshare allocation for the climate emergency. Match funding from other sources for example government and the private sector has yet to be identified. Costings will be refined, and match funding identified as part of the development of the strategic outline case.
- 5.21 Approval is now sought for development costs of £836,240 from the gainshare allocation for the climate emergency to fund technical support for the development of business cases for the actions and additional staffing resource to expedite delivery, as follows:

Description	Cost
Better Homes Hub	
Purchase of housing stock data and energy modelling to support further project development activity.	£50,000
Technical support for Social Housing Decarbonisation Fund Wave 2.	£50,000
Programme delivery resources to support further project development activity and the seamless transition into delivery.	£232,302
Communications, marketing, and engagement resource	
Resource to support a coordinated and strategic approach to communications, marketing and engagement across the scheme and all subsequent schemes brought forward from the Climate and Environment Plan.	£123,646
Flooding and drainage	
Programme delivery resources to support further project development activity and the seamless transition into delivery.	£123,646
Solar Panels and battery storage	
Programme delivery resources to support further project development activity and the seamless transition into delivery.	£123,646
Due diligence on financial model.	£18,000
General development funding	
Monitoring and evaluation framework to ensure the impact of the scheme can be measured and reported.	£15,000
Economic and financial case project development support.	£100,000
Total funding	£836,240

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
1 (strategic assessment)	Recommendation: Combined Authority's Strategic Assessment Panel Decision: Combined Authority	22/07/2022
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	21/10/2022

Other Key Timescales

5.22 Other key timescales will be confirmed at strategic outline case stage.

Assurance Tolerances

Assurance tolerances
Assurance tolerances will be set at strategic outline case stage.

Appraisal Summary

5.23 Appraisal will be undertaken at strategic outline case stage.

Recommendations

5.24 The Combined Authority approves that:

- (i) The West Yorkshire Climate & Environment Plan – Wave 1 proceeds through decision point 1 (strategic assessment) and work commences on activity 2 (strategic outline case).
- (ii) Development costs of £836,240 are approved to ensure staffing resources are in place and technical expertise is available for the next stages of business case development and programme management. Total scheme costs currently range from £42,500,000 to £66,000,000.
- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report.

Projects in Stage 2: Development

Project Title	LEEDS 2023: Women of the World, Women of West Yorkshire
Stage	2 (scheme 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:		
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Background

- 5.25 This scheme will be funded by the Combined Authority's Gainshare Fund as part of the gainshare funding envelope for the Combined Authority's Investment Priority 6: Culture and Creative Industries. This investment priority aims to recognise and develop the role Culture plays in supporting the visitor economy, thereby maximising the potential for cultural and creative businesses and their supply chains and increasing employment into the sector.
- 5.26 LEEDS 2023 is a year-long celebration of culture that is for Leeds, with Leeds, and inspired by Leeds. The programme will deliver 12 signature events along with numerous creative experiences all over the city: from dance to architecture, poetry, sport, and sculpture. The programme will promote Leeds and the region locally, nationally, and internationally, celebrating the region as a great place to live, work, and visit.
- 5.27 This scheme will focus on one key event within the year of culture. Working with Women of the World (WoW) it will engage with thousands of women, girls, and non-binary people to develop creative skills. This event will focus on aspects of the construction and design industry, an area that has very low levels of women involved, culminating in two weeks of cultural activities on Cinder Moor. The WoW construction will be built over a 24-hour period, using sustainable materials, by women, girls and non-binary people, working alongside experts to promote women in the construction and design industry. The construction will then be used over two weeks for live events, professional networking, and other activities. Leeds Culture Trust are working

collaboratively with Leeds City Council and the WoW (Women of the World) Foundation for delivery of this element of the LEEDS 2023 Programme.

- 5.28 This scheme comes forward at outline business case to request development costs of £551,672 in order to fund the preparatory work required to have the project fully development for the launch on LEEDS 2023 in January 2023.
- 5.29 This scheme received indicative approval for funding of between £1.3 million and £1.5 million at the Combined Authority on 17 March 2022. This project was also supported by the Culture, Arts and Creative Industries Committee on 16 March 2022.
- 5.30 A summary of the scheme's business case is included in **Appendix 3**.

Tackling the Climate Emergency Implications

- 5.31 LEEDS 2023 is working with key partners in the city to ensure that the year is delivered in line with the Sustainable Arts in Leeds (SAIL) Carbon Road Map. A Sustainability Action Plan has been developed for this scheme which aligns to Leeds Net Zero Strategy. Considerations such as the type of materials, the transportation method used for material delivery on site, power, and the equipment to be used have been taken into account for delivery of this scheme. A full carbon assessment will be completed for the next stage in the assurance process.

Outputs and Benefits

- 5.32 The scheme will bring benefits to West Yorkshire's visitor economy by attracting visitors from across the region and the UK. Collaboration with the internationally successful WoW Foundation is expected to bring a large online audience from across the world, providing inspiration as well as raising the profile of the West Yorkshire region.
- 5.33 More detailed outputs and benefits will be developed during the next stage of the project and will be set out in the final business case, once the preparatory work required to have the project fully development for the launch on LEEDS 2023 in January 2023 has been completed.
- 5.34 Due to the nature of this scheme, no formal benefit cost ratio (BCR) has been calculated. The scheme will contribute towards addressing the gender gap in the construction industry, promote positive attitudes to women, girls and non-binary people, and deliver wider benefits for residents and visitors to Leeds. Through partnership working with , Calderdale, Wakefield, Bradford and Kirklees benefits will be shared across West Yorkshire by providing shadowing and training opportunities with cultural and construction professionals.

Inclusive Growth Implications

- 5.35 This scheme aims to improve awareness and opportunities for future employment. Leeds City Council will work closely with LEEDS 2023's employment and skills workstream to ensure that those facing the most

barriers to employment gain opportunities to access jobs in the creative industries and cultural sector as a result of taking part in this scheme.

- 5.36 This scheme will inspire women, girls and non-binary people from all socioeconomic and cultural backgrounds across West Yorkshire. It will invite everyone to celebrate and participate in the possibilities of a gender equal world.
- 5.37 This scheme will change perceptions and remove barriers for women in construction.

Equality and Diversity Implications

- 5.38 Equality and diversity have been embedded into all stages of this scheme. An initial Equality Impact Assessment has been carried out and continuous assessment and adjustment will be undertaken throughout this scheme and its business case development.
- 5.39 The scheme's focus is on engagement with those with the protected characteristics of sex (including gender and sexuality), age, race and disability. Activities and events will be designed around the promotion and inclusion of equality, particularly for these groups.
- 5.40 LEEDS 2023 follows The Social Model of Disability which was developed by Disabled people and described people as being disabled by barriers in society, not by impairment or difference. To achieve this LEEDS 2023 will work with an independent access panel, and work with people with lived experience in co-designing the project.
- 5.41 West Yorkshire has a very diverse population and the communication and planning of this scheme will reflect this, ensuring that the event achieves the widest possible reach in terms of attracting both active participants and audiences.

Risks

- 5.42 The scheme risks include:
- Increased cost of materials, skills and labour which could lead to the project being undeliverable within the allocated budget. This is mitigated by carrying out feasibility processes with experts to scope out the requirements for the project. A contingency allowance has been allocated specifically to cover the likely higher inflation rate.
 - Lack of permissions (statutory permission required e.g., building control sign off, Temporary Event Notice) resulting in the project not being deliverable at the intended scale. This is mitigated by early engagement with the Local Authority and statutory bodies to plan timeframes and a robust project timeline with dependencies shown to ensure permissions are applied for with sufficient time for any appeal processes if necessary.

Costs

- 5.43 Total scheme costs are £1,500,000 which will be fully funded by the Combined Authority's Gainshare Fund.
- 5.44 Approval of development costs of £551,672 is sought to complete the designs and enable further planning of this scheme.

	Total
Construction	
Production personnel	£28,000
Staff/Security/First aid	£0
Material, Venue & site costs	£70,000
Rigging, technical & misc.	£0
Programme and skills	
WOWZERS	£0
Programming	£0
Market Place	£0
Think-ins	£10,267
Construction training and workshopping	£12,000
Bootcamps	£0
Participant expenses	£200
Producing & Personnel	£18,000
Access & interpretation	£6,000
Legal	£833
Marketing and Comms (Programme)	£0
Marketing and Comms	£85,000
Evaluation	£5,000
Contingency	£63,878.66
Inflation	£51,528.80
VAT	£83,357.30
TOTAL	£551,672.60

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
3 (outline business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	22/07/2022
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Culture, Arts and Creative Industries Committee	25/11/2022
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	30/12/2022
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	28/07/2023

Other Key Timescales

- 5.45 Further details will be included at full business case.

Assurance Tolerances

Assurance tolerances
That Combined Authority costs remain within those outlined in this report That delivery (DP5) timescales remain within 3 months of those outlined in this report.

Appraisal Summary

- 5.46 This scheme will promote equality, inspire and encourage women, girls and non-binary participants into education and careers in the construction and design sector. The scheme supports the mayor's pledges to prioritise skills and training for women and girls and support local businesses. The scheme is also closely aligned with the Combined Authority's Cultural Framework, West Yorkshire Investment Strategy (Investment Priority 6), and Strategic Economic Framework.
- 5.47 The scheme is currently finalising the scope and producing designs to enable confirmation of the benefits and engagement activities to be received as part of the next stage in the assurance process.

Recommendations

- 5.48 The Combined Authority approves that:

- (i) The LEEDS 2023: Women of the World, Women of West Yorkshire scheme proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).
- (ii) Indicative approval to the total scheme value of £1,500,000 is given. The total scheme value is £1,500,000.
- (iii) Development costs of £551,672 are approved in order to progress the scheme to decision point 4 (full business case) taking the total scheme approval to £551,672.
- (iv) The Combined Authority enters into a funding agreement with Leeds City Council for expenditure of up to £551,672.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

Project Title	Leeds City Centre Package: City Square Plus
Stage	2 (scheme development)
Decision Point	4 (full 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:		
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Background

- 5.49 The City Square Plus scheme has been identified for delivery through the Leeds City Centre Package (LCCP) programme funded by the West Yorkshire plus Transport Fund (WY+TF). The LCCP aspiration is to transform travel within Leeds city centre through the removal of unnecessary through traffic and to re-prioritise major routes to public transport, pedestrians, cyclists, and public space.
- 5.50 Additional funding is being requested from the City Region Sustainable Transport Settlement (CRSTS) fund. On 1 April 2022 the Department for Transport (DfT) awarded £830 million in CRSTS funding to the Combined Authority and is a five year programme ending in April 2027. The programme includes the Leeds City Centre Bus Priority and Active Travel package and has been allocated £4,700,000 to deliver four schemes: Loop Road North Cycleway, East Parade Bus Gate, Loop Road South Cycleway, and West Side Bus Priority (Thirsk Row). City Square Plus brings forward the works at East Parade (Bus Gate and Calverley Street) and West Side Bus Priority (Thirsk Row). Objectives of CRSTS include driving infrastructure growth and encouraging a shift from car use by improving bus priority and options for cycling and walking, to reduce carbon emissions.
- 5.51 The LCCP programme complements schemes being delivered through the Combined Authority's Leeds Public Transport Investment Programme (LPTIP), Transforming Cities Fund (TCF), and City Connect, and schemes led by National Highways through their Road Investment Strategy. The LCCP programme includes:
- Infirmar Street Gateway and Park Row - Infirmar Street converted to two-way to remove through traffic from City Square. Park Row to one-

way southbound, with pavement widening, and consolidation of bus stops.

- Meadow Lane - Changes to road layout, bus and pedestrian priority measures and provision for safer cycle ways.
- A64 Regent Street flyover – Rebuilt as the existing structure had come to the end of its usable life.
- Armley Gyratory - Enhancement to the highway capacity at the gyratory to accommodate re-routed traffic on to the inner ring road (phase 1), and the replacement of the existing footbridges with new LTN1/20 compliant walking & cycling footbridges (phase 2).
- City Square Plus (this scheme) – Pedestrianisation of City Square and closure to through traffic, Thirsk Row converted to two-way working, King Street converted to two-way working, East Parade bus gate, and Calverley Street revised to two-way working with on-carriageway cycle track.

5.52 Since the 2008 vision for the future of Leeds city centre, the Council and partners have been progressing and delivering a people, and not car, first approach to its infrastructure delivery.

5.53 Through a range of co-produced and collaborative strategies, the city is making major progress in the delivery of a people centric infrastructure and public spaces across the city centre. Such projects focus on providing high quality spaces in between buildings which meets the needs of people first, to improve connectivity to and from surrounding neighbourhoods (amongst the most deprived in the country), help tackle the climate emergency and to foster enjoyment, community, innovation, and collaboration – all whilst ensuring there is sufficient resilience within the highway network and promoting sustainable transport modes.

5.54 Accordingly, this has long been embedded within planning policy, which sets out a strategy that traffic will be encouraged to move around the city centre rather than through it. The Inner Ring Road will have the greatest volume of traffic, while a proposed City Boulevard will accommodate slower moving vehicles, prioritising pedestrians, and cyclists in a pleasant and safe environment.

5.55 To achieve this, the vision is predicated upon the removal of through traffic from the city centre and the provision of additional capacity along the M621 and at Armley Gyratory. This has been the foundation of bold regeneration momentum in Leeds and as a package of works they will support:

- Better connectivity for deprived neighbourhoods – routes to main growth areas for the communities of New Wortley, Holbeck and Hunslet will be vastly improved, and road safety will be dramatically improved with fewer roads.
- The delivery of Aire Park – the largest new city centre greenspace in the UK, which is being delivered in partnership with the Combined Authority

through the Getting Building Fund. In addition, the infrastructure changes will substantially enhance pedestrian and public transport access for over 10,000 students using Leeds City College, University Technical College and Leeds College of Building.

- The delivery of City Square – a core commitment in the co-produced Leeds Station Masterplan, a crucial component in Channel 4's location at the Majestic, and a central focus for Leeds 2023. This will create a nationally significant public space at city square which will be a major cultural outdoor events space and world class gateway entrance into the city.
- Housing growth – on the back of the strategy, there is a greater confidence on city centre housing on brownfield sites due the city centre being liveable. 4,000 homes are under construction in Leeds, with a pipeline of over 4,000 more on the South Bank alone.
- Jobs growth – increasingly, businesses are highlighting the need for quality spaces between buildings to attract talent and the proposals benefit the target of 8,000 new jobs across the South Bank, as well as making the West End, the prime office core, along Wellington Street a more attractive proposition and better connected to New Wortley and Holbeck.
- Mass Transit – through the Leeds Integrated Station Masterplan, there is the proposal for Mass Transit to run through Neville Street to connect the system between North and South Leeds. Removal of through traffic is essential to the effective delivery of Mass Transit in this location and to stop the street being amongst the most polluted in the UK.

- 5.56 City Square is a public square located by the Queens Hotel exit of Leeds Rail Station and is a busy thoroughfare for pedestrians, cyclists, buses, taxis, and cars. As a result, the Square and the area around it is often congested, meaning motorists, bus users, pedestrians and cyclists using the controlled crossings experience delays at peak times. This congestion also leads to poor air quality and an unpleasant environment, with negative impacts felt by residents, businesses, commuters, and visitors to the city.
- 5.57 This scheme will close City Square to traffic, with access retained for buses, taxis, and cycles only. The area immediately north of Leeds Rail Station will be pedestrianised.
- 5.58 The southern end of Quebec Street will be closed to vehicles through the addition of traffic bollards. Access will be maintained from the north by making this this section two-way traffic.
- 5.59 East Parade and King Street will be converted to two way traffic working south of Bedford Street, with two new bus stops and two bus gates added. The bus gates will allow access to buses only and, where specified, taxis and authorised vehicles, indicated by appropriate signage. Some localised widening of the pavement will be provided on King Street for the new southbound bus stop.

- 5.60 Calverley Street, north of the Headrow, will be converted to two-way traffic north of the Town Hall entrance to maintain property access. A two-way on-road cycle lane will be installed, and the existing pay and display parking spaces removed. Calverley Street will become a low traffic, low speed road as a result of the East Parade bus gate scheme preventing traffic entering Calverley Street,
- 5.61 Following consultation with the bus operators the conversion of Thirsk Row to two-way traffic has been added into this programme at full business case stage. This will allow outbound buses heading for Whitehall Road to bypass the 'loop' which passes the Combined Authority's Wellington House entrance and the station rear entrance.
- 5.62 Whilst bus access is being removed from the southern side of the square, adjacent to Leeds Rail Station entrance and the Queen's Hotel, new access for buses is being provided to the north via Infirmary Street / East Parade/ King Street to maintain bus access as close as possible to the station whilst enabling the pedestrianisation to take place.
- 5.63 It is to be noted that in response to cost pressures alongside a re-assessment of some of the planned changes, some revisions to the scheme design and its scope have been made when compared to the outline business case proposal. For instance, paving works along Quebec Street will be deferred for delivery through the City Square Public Realm programme, whilst bus movement along Wellington Street has been reversed to westbound (as per current arrangements) as part of reconfiguring Thirsk Row to two-way operation. The changes have been carefully considered and do not materially impact the scheme achieving its intended objectives.
- 5.64 The total scheme cost is £11,268,000, of which
- the Combined Authority will fund £8,385,000. Of this £6,428,000 will be funded through the West Yorkshire plus Transport Fund (WY+TF) and £1,957,000 from the City Region Sustainable Transport Settlement fund (CRSTS).
 - The scheme has secured £150,000 via Section 106 of the Town and Country Planning Act, which requires contributions from private developers to provide supporting infrastructure necessitated by their development.
 - A further contribution of £30,000 will come from the Urban Traffic Management Control (UTMC) budget to cover signal improvements.
 - This leaves a funding gap of £2,703,000. Leeds City Council has given its commitment to underwrite this cost to allow the scheme to proceed. Should funds become available within existing funding programmes a request to reduce this funding gap will be considered alongside requests from other sponsors as part of a programme review.
- 5.65 The City Square Plus package supports the mayor's pledge to tackle climate emergency and protect our environment In addition it supports the

Combined Authority's Strategic Economic Framework (SEF) priorities; Tackling the climate emergency: growing our economy while cutting emissions and caring for our environment; Enabling inclusive growth: Enabling as many people as possible to contribute to, and benefit from, economic growth in our communities and town and Delivering 21st Century Transport: Creating efficient transport infrastructure to connect our communities, making it easier to get to work, do business and connect with each other.

- 5.66 A summary of the scheme's business case and location map is included in **Appendix 4**.

Tackling the Climate Emergency Implications

- 5.67 The carbon assessment indicates that the scheme will increase carbon emissions by 2,784 tonnes over a 60-year appraisal period. This is mainly because motorists will be re-routed onto longer trips. The carbon impact of the scheme is mitigated as the assessment indicates highway traffic circumventing the city centre will operate more efficiently following implementation of the Leeds City Centre package and M621 capacity enhancements.
- 5.68 The aim of the scheme is to reprioritise highway space in Leeds city centre to sustainable travel (walking, cycling, bus) and encourage less car use. This will deliver local air quality benefits and clean growth. It is very much a strategic choice scheme, central to Leeds City Council's ambition to create a people centric city centre environment. The scheme will complement other activity delivered or planned in Leeds City Centre and support a net zero carbon economy by 2038.

Outputs, Benefits, and Inclusive Growth Implications

- 5.69 The scheme outputs and benefits include:
- 1413 metres of pathway improvements
 - 201 metres of new cycling provision
 - 3 x new bus stops
 - 5 x new bus gates
 - 1 x upgraded bus shelters
 - 5 x new segregated crossings
 - 4 x upgraded crossings
 - 2 x new signal controlled junctions
 - 2 x new disabled blue badge parking spaces
 - Improved walking and cycling connectivity by 2023
 - Safer walking and cycling provision by 2023
 - Improved access to public transport (bus & rail) by 2023
 - Improved bus journey reliability by 2023

- Facilitate the creation of a new public and events space at City Square, supporting the regeneration of central Leeds
 - An increase in pedestrian and cyclist numbers within City Square in 2023
 - A measurable decrease in transport related accidents within City Square in the five years following scheme opening
 - A reduction in nitrogen dioxide (NO₂) at the nearest Air Quality Management (AQM) site to City Square in 2023
 - An increase in events revenue in public areas within the city centre by 2028
- 5.70 Delivery of the City Square Plus scheme will improve connectivity and safety for people travelling by bike or on foot within the city centre, making it much more attractive to walk or cycle to employment, housing, retail, education, and public transport (bus and rail).
- 5.71 The package will also improve bus journey reliability with new bus gates, new bus stops, and bus route changes to complement the wider network in the city centre and buses will no longer have to compete for road space with motorists.
- 5.72 The scheme will improve the walking, cycling, bus, and rail access to employment, housing, education, retail, and leisure within Leeds City Centre. The scheme has also accommodated for waiting spaces for taxi users and integrated blue badge parking spaces into the design.
- 5.73 The scheme supports inclusive growth as it will enable economic growth benefits to be felt by all users, especially those travelling from poorer neighbourhoods by walking, cycling, or on a bus to key education and employment sites.
- 5.74 The value for money (VfM) assessment reflects a BCR of -1.56:1, placing the scheme in the Very Poor VfM category when assessed against the Department for Transport's VfM criteria. The scheme is public realm orientated (improving public space) and demonstrates good benefits for pedestrians, cyclists, and public transport users, improving bus journey times. It will disadvantage motorists, re-routing them onto longer trips. HM Treasury Green Book guidance on evaluating business cases encourages consideration of the strategic case including intended objectives and support to local priorities.

Equality and Diversity Implications

- 5.75 An Equality Impact Assessment has been carried out, setting out that no single protected characteristic group as defined in the Equality Act 2010 has been excluded or will be adversely impacted by the scheme. For instance, design solutions such as level access has been consulted on with usability groups to ensure access for disabled users and the elderly.

Risks

- 5.76 The scheme risks include:

- This project requires the companies and agencies that are licenced to carry out works on the highways (statutory undertakers) to purchase specialist equipment which risks increasing the cost of construction. This is mitigated by early engagement and identification of works, notably on Aire St and King Street. These works will be completed ahead of the main construction programme.
- Works being undertaken by the Transforming Cities Fund (TCF) Leeds Sustainable Station Gateway scheme may clash with this project, notably works along Bishopgate Street. This could cause delays to the completion of this scheme. This is being mitigated by implementing a fortnightly communications meeting between the project leads across both schemes.

Costs

5.77 The scheme cost and funding details are:

- The total cost of the City Square Plus package is £11,268,000 of which £8,385,000 will be funded by Combined Authority with £6,428,000 coming from the West Yorkshire plus Transport Fund (WY+TF) and £1,957,000 from the City Region Sustainable Transport Settlement (CRSTS). The scheme has an existing approval of £5,274,000 from the WY+TF. Additional approval of £3,111,000 is sought as part of this decision, of which £1,154,000 from the WY+TF and £1,957,000 from CRSTS
- £150,000 will be funded by Section 106 developer contribution
- £30,000 will be funded from the Urban Traffic Management and Control (UTMC) fund
- £2,703,000 - Leeds City Council has given its commitment to underwrite this cost to allow the scheme to proceed. Should funds become available within existing funding programmes a request to reduce this funding gap will be considered alongside requests from other sponsors as part of a programme review.

5.78 Note: The Calverley Street works will be subject to a separate Approval to Proceed (£383,000 from CRSTS) following completion of the detailed design stage.

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	22/07/2022
Approval to Proceed (This approval)	Recommendation: Combined Authority's Programme Appraisal Team	17/08/2022

	Decision: Combined Authority's Director of Delivery	
Approval to Proceed (Calverley Street)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	28/09/2022
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	26/04/2023

Other Key Timescales

5.79 Other key timescales include:

Boar Lane Works

- July 2022 – Practical Completion and transfer of buses from New Station Street

Primary Construction Programme

- August 2022 – Construction Commence
- February 2023 – Completion to City Square Closure works (Wellington Street, Quebec Street, Thirsk Row, City Square)
- April 2023 – Completion to East Parade, & Calverley Street works

Assurance Tolerances

Assurance tolerances
That Combined Authority costs remain within those outlined in this report. That delivery timescales remain within +3 months of those outlined in this report.

Appraisal Summary

- 5.80 Budget pressure has been a key influence on design development. The scheme design changes made, notably at Thirsk Row and Wellington Street, do however appear to better support bus movements, and has been supported by bus operators. Closing City Square to through traffic however has always been the primary objective, which it will still achieve, and given it is central to Leeds City Councils plans as a key enabler for other delivered or planned schemes, it still reflects a strong strategic case to be considered alongside its Very Poor VfM position and potential carbon impact.
- 5.81 Co-ordination of traffic management and maintaining access for pedestrians during the construction programme appears to have been suitably considered,

but nevertheless will need careful management, especially given the proximity and changes to delivery timescales of other schemes.

- 5.82 Given the detailed design for the Calverley Street section will complete at a later date (forecast for September 2022), the promoter will bring forward a separate Approval to Proceed for this section so as to not hold up approval to funding for the rest of the scheme.

Recommendations

- 5.83 The Combined Authority, subject to the conditions set by the Programme Appraisal Team, approves that:
- (i) The Leeds City Square Plus scheme proceeds through decision point 4 (full business case) and work commences on activity 5 (delivery).
 - (ii) Approval to the Combined Authority contribution of £3,111,000, taking the total approval to £8,385,000. The total scheme value is £11,268,000.
 - (iii) The Combined Authority enters into an addendum to the existing Funding Agreement with Leeds City Council for expenditure up to £8,002,000.
 - (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

Conditions

- 5.84 The following conditions have been set by PAT to gain Approval to Proceed to Delivery:
- (i) Submit an up to date Spend Profile.
 - (ii) Submit the contractor's construction programme.
 - (iii) Supply the pre-scheme monitoring raw data.
 - (iv) Add SMART targets for the forecast outcomes.
- 5.85 The following further conditions have been set by PAT to gain Approval to Proceed to Delivery for Calverley Street:
- (i) Complete the Detailed Design for Calverley Street works to inform a Final Cost and confirm it is within the scheme budget.
 - (ii) Submit a Carbon Mitigation Plan

Projects in Stage 3: Delivery and Evaluation

5.86 There are no schemes to review at this stage

6 Tackling the Climate Emergency Implications

6.1 The Climate Emergency implications have been considered on all projects included in this report as part of their business case development.

7 Inclusive Growth Implications

7.1 The inclusive growth implications have been considered on all projects included in this report as part of their business case development.

8 Equality and Diversity Implications

8.1 Equality Impact Assessments (EQIA) have been undertaken on all projects included in this report as part of their business case development.

9 Financial Implications

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

10 Legal implications

10.1 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.

11 Staffing implications

11.1 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.

12 External consultees

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

13 Recommendations (Summary)

West Yorkshire Climate & Environment Plan – Wave 1

13.1 The Combined Authority approves that:

- (i) The West Yorkshire Climate & Environment Plan – Wave 1 proceeds through decision point 1 (strategic assessment) and work commences on activity 2 (strategic outline case).

- (ii) Development costs of £836,240 are approved to ensure staffing resources are in place and technical expertise is available for the next stages of business case development and programme management. Total scheme costs currently range from £42,500,000 to £66,000,000.
- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report.

Leeds City Centre Package: City Square Plus

13.2 The Combined Authority, subject to the conditions set by the Programme Appraisal Team, approves that:

- (i) The Leeds City Square Plus scheme proceeds through decision point 4 (full business case) and work commences on activity 5 (delivery).
- (ii) Approval to the Combined Authority contribution of £3,111,000, taking the total approval to £8,385,000. The total scheme value is £11,268,000.
- (iii) The Combined Authority enters into an addendum to the existing Funding Agreement with Leeds City Council for expenditure up to £8,002,000.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

Conditions

13.3 The following conditions have been set by PAT to gain Approval to Proceed to Delivery:

- (i) Submit an up to date Spend Profile.
- (ii) Submit the contractor's construction programme.
- (iii) Supply the pre-scheme monitoring raw data.
- (iv) Add SMART targets for the forecast outcomes.

13.4 The following further conditions have been set by PAT to gain Approval to Proceed to Delivery for Calverley Street:

- (i) Complete the Detailed Design for Calverley Street works to inform a Final Cost and confirm it is within the scheme budget.
- (ii) Submit a Carbon Mitigation Plan

14 Background Documents

14.1 None as part of this report.

15 Appendices

Appendix 1 – Background to the Combined Authority's Assurance Framework

Appendix 2 – West Yorkshire Climate & Environment Plan - Wave 1 –
Business Case Summary

Appendix 3 – LEEDS 2023: Women of the World, Women of West Yorkshire
– Business Case Summary

Appendix 4 – Leeds City Centre Package: City Square Plus – Business Case
Summary