

REPORT TO: WEST OF ENGLAND COMBINED AUTHORITY

DATE: 1 July 2022

REPORT TITLE: INVESTMENT FUND PROGRAMME

**DIRECTOR: RICHARD ENNIS, DIRECTOR OF INVESTMENT
AND CORPORATE SERVICES**

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Purpose of Report

1. To update on the overall programme and headroom.

Recommendations:

The Committee is asked to:

1. To agree the strategic objectives and investment principles for the investment programme set out in Appendix 2.
2. To agree a window until March 2023 for the development and approval of projects seeking to draw on the balance of the Love Our High Streets programme, Land Acquisition Fund and Development Infrastructure Funds.
3. To approve the Outline Business Case for ISTART and delegate to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils:
 - a) the approval of funding for Phase 0 to a value of £1.443m and for completion by December 2023, subject to the supply of a detailed implementation plan for this phase.

- b) the approval of up to £48k of additional funding to develop the full business case for Phase 1 subject to review of the success of Phase 0 outputs in Spring 2023.
4. To approve the Outline Business Case for Chew Valley Lake Recreational Trail (Southern Section) and the award of and the award of £150k to develop the Full Business Case by March 2023.
 5. To delegate the approval of the Outline Business Case for the Old City and King Street Project, the award of £172k to develop the Full Business Case for approval in September, and the allocation of £1.655m for delivery of the scheme to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils.
 6. To approve the Outline Business Case for the A38 Multi-Modal Corridor and the award £393k from the Investment Fund to develop the Full Business Case for the Alveston Hill Cycleway by November 2022 and £2.03m through CRSTS to develop the Full Business Case for the remainder of the corridor by September 2023, with the allocation of a further £26.752m of CRSTS for the delivery of the scheme.
 7. To delegate the approval of the Outline Business Case for the Yate Spur Phases 5 and 6 scheme, the award of £688k to develop the Full Business Case for approval in January 2023, and the allocation of £5.368m for delivery of the scheme to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils.
 8. To delegate the approval of the Outline Business Case for the Bath Quays Walking and Cycling Routes, the award of £286k to develop the Full Business Case for approval in January 2023, and the allocation of £2.006m for delivery of the scheme to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils.
 9. To delegate the approval of the Outline Business Case for the A432 Multi-Modal Corridor, the award of £1.887m to develop the Full Business Case by September 2023, and the allocation of £20.846m for delivery of the scheme to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils.
 10. To approve the Feasibility and Development Funding applications and the award of £100k for the Regional Cycle Hangers to develop a feasibility report by November 2022, and £289k for the Bristol Cycle Hangers project to develop a Full Business Case by January 2023.
 11. To approve the Feasibility and Development Funding application for the Bedminster Works at A38 and Whitehouse Lane and the award of

£60k to develop a Full Business Case for consideration at the September Committee meeting.

- 12. To approve Feasibility and Development Funding application for the Bristol to Hengrove Metrobus Extension Corridor and the award of £60k to develop an Outline Business Case by August 2022.**
- 13. To approve the Feasibility and Development Funding Application for the Bath Creative Quarter project and the award of £142,500 to develop feasibility reports by January 2023.**
- 14. To defer the decision on the North Fringe Infrastructure Package until the meeting in September in order for this project to be considered as part of the work to establish the regional investment priorities.**
- 15. Amend the approved capital programme for individual project approvals agreed at the April Committee and within this report.**
- 16. To agree the Delivery Assurance and Budgetary Principles and terms of reference for the Programme Review Board as set out in Appendix 3 and 4.**
- 17. To request officers to review the existing programme given the significant impact of inflation and the economic position on projects and report back to the September Committee on any implications.**

Voting arrangements

Decision requires majority agreement of Committee Members in attendance, or their substitutes (one vote representing each Authority) and including the West of England Combined Authority Mayor.

Background

2. As reported to the Committee in January, in order to re-establish a five year programme, the time horizon for the Investment Fund programme has been extended by a further three years to March 2026. The total funding over the period to March 2026 amounts to £450m including overprogramming of some £40m (10% of funds unspent). The £450m of Combined Authority funding available up to March 2026 is made up of:

- £30m of Investment Fund per annum x 10 years (16/17 to 25/26) £300m
- Transforming Cities Funding (to be spent by March 2023) £103m
- One year succession to Local Growth Funding for 21/22 £7.4m
- Structured over-programming of delivery against spend £39.6m

Investment Fund Headroom

3. With the approvals made at the Combined Authority Committee meeting in April the headroom within the £450m Investment Fund programme to 25/26 stands at **£41.7m**. A summary of all the approved and allocated funding across the Investment Fund and Transforming Cities Fund (TCF) is shown in Appendix 1 and is summarised in Figure 1, which includes the approvals proposed to this Committee. The changes through the approvals included in this report or elsewhere on the agenda are summarised in Figure 2.
4. In line with the National Local Growth Assurance Framework guidelines (September 2021), funding for scheme delivery is released through the approval of a business case. The guidance states in relation to business cases that 'institutions with responsibility for public funds provided by Government must observe HM Treasury guidance for assessing how to spend those resources. The Green Book and associated guidance are the main point of reference and advice on best practice. Proportionality...should not be to the exclusion of any of the 5 cases (strategic, economic, financial, commercial and management) but to adjust the scale of each case to the scale of the funding commitment. A full business case is required to allocate...funds to a specified purpose [and] once the funds are allocated, following approval of a 5-case business case, it is the responsibility of the delivery body to spend these funds for the purpose they were given'. The way in which we meet these requirements is set out in our [Local Growth Assurance Framework](#) last updated and approved by Committee in December 2021.
5. It is proposed that a review is undertaken to assess the impact of inflationary pressure on the programme, noting that inflation is expected to reach 10% by December 2022 before falling back to 3% by the end of the following year. A number of recent change requests have identified cost increases owing to inflation and this is expected to have an effect widely across the programme and there will be a need to make further provision for this, particularly for schemes which have business cases approved based on lower inflationary assumptions. It is planned to report the outcome of this review to the next Committee meeting however for the purposes of illustration 10% of the approved Investment Fund capital and revenue programme from 22/23-24/25 would equate to £15m.

Figure 1: Summary of Investment Programme to 2026 by Priority Theme

	Funding Awards and Allocations £000s	
	Apr 2022	Jul 2022
<i>Transport Infrastructure</i>		
Approved Awards and Allocations	120,468	135,846
Associated 'tail' required to deliver all projects up to March 2026	44,316	32,854
Total Investment in Transport Infrastructure	164,784	168,700
<i>Housing, High Streets and Green Infrastructure</i>		
Approved Awards and Allocations	81,259	76,947
Associated 'tail' required to deliver all projects up to March 2026	869	719
Total Investment in Housing Infrastructure	82,127	77,666
<i>Business and Skills</i>		
Approved Awards and Allocations	122,005	124,415
Associated 'tail' required to deliver all projects up to March 2026	20,568	17,963
Total Investment in Business and Skills Infrastructure	142,573	142,378
<i>Leverage Match Fund / Other</i>		
Funding put aside to respond to external funding opportunities	9,061	9,061
Approved CA set up, operating costs and elections up to 2026	9,768	9,768
Headroom	41,686	42,427
Total Investment Programme up to March 2026	450,000	450,000

Figure 2: Summary of Funding Approvals at this Committee

Para	Project/Programme	Amount (£000's)	Change to Headroom (£000's)	Headroom Balance (m)
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Position including decisions at the April Committee				£41.7m
13	Project drawing on existing allocations	12,024	-	£41.7m
14	Bath Creative Quarter	143	-143	£41.5m
15	Strategic Masterplanning	750	+750	£42.3m
15	Yate Urban Living Opportunity Area	49	+49	£42.3m
18	Access for All Mid-Tier (subject to delegated approval of the Full Business Case)	468	+84	£42.4m

Regional Investment Priorities

6. As reported to the Committee in April, work has been undertaken to consider the investment priorities over the next 10-15 years which reflect the agreed key regional objectives. This process looks beyond the Investment Fund and the funding currently available, to establish the investment programme required to enable us to meet the agreed objectives.
7. The West of England Local Industrial Strategy, published in July 2019, set out an evidence-based ambition for the region to be a driving force for clean and inclusive growth. Since the publication of the Strategy, a plethora of other plans and strategies have been developed including, for example, the Joint Local Transport Plan, Joint Green Infrastructure Strategy, Employment and Skills Plan, Cultural Plan and most recently, the Climate and Ecological Strategy and Action Plan. Alongside these, each authority has a range of local plans and strategies, and political priorities.
8. With input from the Combined Authority Directors of Infrastructure and Business and Skills, a number of common strategic objectives have been identified which are set out below. Against these a set of indicative priority outcomes are proposed which are set out in Appendix 2.
9. To help shape the formulation of the programme, a set of Investment principles have been developed building on those in the Investment Strategy presented to this Committee in January. These investment principles are also presented in Appendix 2. It is planned that these strategic objectives and principles will be used to develop the investment programme for presentation to the Committee meeting in September for approval.

Delivery Assurance Principles

10. At the Combined Authority Committee meeting in April it was agreed that officers be tasked with working with Directors and S151 officers in the Unitary Authorities to develop a set of delivery assurance and budgetary principles to drive the delivery of projects and good practice which was to be reported back to this Committee. These principles, which are shown in Appendix 3, sit underneath

the Investment Principles and deal with how project delivery and funding is overseen from the inception of a project, through delivery to completion.

11. With input from the Directors of Infrastructure, Directors of Business and Skills, and Chief Finance Officers (S151's) a number of common budgetary principles have been identified which are set out below. Key to the application of these principles will be the creation of a Programme Review Board comprising the Combined and Unitary Authority S73/S151 officers and Directors. The draft Terms of Reference are shown in Appendix 4. This Board will oversee overall programme management and identify and agree which projects require review and support to improve delivery, provide overall strategic direction for the recovery of the project, help to resolve conflicts and manage risks, and promote learning and the sharing of practice.

Sub-Funds

12. At the Committee meeting in April it was agreed not to wind up the Love Our High Streets programme, Land Acquisition Fund and Development Infrastructure Fund which would have added some £3.63m back to the headroom. Given that no further business cases seeking to access these funds have been submitted since the last Committee meeting, it is proposed that a window until the end of the financial year is provided in order that any proposals seeking to access these funds can be developed and considered by Committee. After this time any remaining balance will be returned to the headroom.

Recommendation to agree a window until March 2023 for the development and approval of projects seeking to draw on the balance of the Love Our High Streets programme, Land Acquisition Fund and Development Infrastructure Funds.

Business Case and Applications Seeking to Draw on Existing Allocations

13. A number of business case and applications have been submitted seeking approval at this Committee. These projects will fall within the delivery assurance principles set out above. Together the following ten projects seek to draw on a total of some £12.0m from existing Investment Fund allocations. Several of the projects seek delegated business case approval, owing to the need to maintain progress with delivery for the time limited Transforming Cities Fund which ends this year.

- **ISTART** – an Outline Business Case has been submitted by B&NES for the ISTART project which would provide an integrated approach to skills and curriculum delivery, business incubation-based innovation and research based on a phased hub and spoke model (see separate report on this agenda). The £1.443m of funding for the Phase 0 activities and the further £48k to bring forward the business case for Phase 1 recommended as delegated decisions can be accommodated within the allocation of £1.94m approved at the Committee meeting in June 2021. A delegated decision is proposed as the Phase 0 activities are due to commence prior to the next meeting of the Committee. The Assessment Summary Table is shown in

Appendix 7 and the Outline Business Case is published on the Combined Authority [website](#).

Recommendation to approve the Outline Business Case for ISTART and delegate to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils:

- a) *the approval of funding for Phase 0 to a value of £1.443m and for completion by December 2023, subject to the supply of a detailed implementation plan for this phase.*
 - b) *the approval of up to £48k of additional funding to develop the full business case for Phase 1 subject to review of the success of Phase 0 outputs in Spring 2023.*
- **Chew Valley Lake Recreational Trail (Southern Section)** – following approval of funding in December 2020 for the northern section of the trail, which has recently been completed, an Outline Business Case has been submitted by Bath and North East Somerset for the southern section. The scheme would create a continuous and more accessible recreational trail around the lake, as well as delivering nature-based solutions. Funding of £150k is sought to develop the Full Business Case, matched by £25k from the Council, which can be accommodated within the allocation for green infrastructure, with the implementation cost being up to £1.97m. The final route option is yet to be determined and it is expected that partner contributions will be secured and therefore no allocation of funding is proposed at this time. This will be confirmed at Full Business Case. The Assessment Summary Table is shown in Appendix 8 and the Full Business Case is published on the Combined Authority [website](#).

Recommendation to approve the Outline Business Case for the Chew Valley Lake Recreational Trail (Southern Section) and the award of £150k to develop the Full Business Case by March 2023.

- **Old City and King Street Project** – following the award of development funding in April 2021, an [Outline Business Case](#) has been submitted by Bristol City Council for a package of interventions in the Old City and King Street area of central Bristol. Supported by Traffic Regulation Orders to reallocate roadspace for walking, cycling and placemaking, proposed measures include new and upgraded crossing points, improved footways, a contra flow cycle lane and cycle parking. The overall scheme cost is £2.172m which includes the £344k of development funding already awarded. Of this total £172k is sought to develop the scheme to Full Business Case. Further revision is required to the Outline Business Case and is proposed the approval is delegated to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils. The funding can be accommodated with the allocation for walking, cycling and public transport infrastructure within the current programme.

Recommendation to delegate the approval of the Outline Business Case for the Old City and King Street Project, the award of £172k to develop the Full

Business Case for approval in September, and the allocation of £1.655m for delivery of the scheme to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils.

- **A38 Multi-Modal Corridor** – an Outline Business Case has been produced by South Gloucestershire Council for the A38 Multi-Modal Corridor. The scheme aims to improve public transport and active mode infrastructure to develop an A38 multi-modal corridor that extends between Thornbury, through Bradley Stoke to the B4057 Winterbourne Road junction. Through new and improved infrastructure the scheme seeks to improve bus and active mode user experience for people making journeys along the whole corridor and travelling between the settlements along it, increasing the demand for non-car travel. The overall scheme cost is £29.175m of which £393k is sought to develop the Full Business Case for the Alveston Hill Cycleway through the Investment Fund with a further £2.03m through CRSTS requested to develop the Full Business Case for the remainder of the corridor. The delivery costs of these schemes are to be met from CRSTS. The Assessment Summary Table is shown in Appendix 9 and the Full Business Case is published on the Combined Authority [website](#).

Recommendation to approve the Outline Business Case for the A38 Multi-Modal Corridor and the award £393k from the Investment Fund to develop the Full Business Case for the Alveston Hill Cycleway by November 2022 and £2.03m through CRSTS to develop the Full Business Case for the remainder of the corridor by September 2023, with the allocation of a further £26.752m of CRSTS for the delivery of the scheme.

- **Yate Spur Phases 5 and 6** – following the award of £125k of development funding in April 2021 an [Outline Business Case](#) has been submitted by South Gloucestershire Council for the Yate Spur scheme. These phases will form the final section of the route to complete a continuous walking and cycling route between Yate and the east fringe of Bristol. Phase 5 (Westerleigh Road to Nibley Lane) will see the provision of a new off-road shared use path, running parallel and immediately adjacent to the railway line, and phase 6 (Rail bridge to Rodford Way Roundabout) will provide a shared use path under the railway bridge. Further development funding of £688k is sought to complete the Full Business Case with the cost of delivery forecast as £5.368m. The £6.056m can be accommodated within the Investment Fund allocation for walking, cycling and public transport infrastructure.

Recommendation to delegate the approval of the Outline Business Case for the Yate Spur Phases 5 and 6 scheme, the award of £688k to develop the Full Business Case for approval in January 2023, and the allocation of £5.368m for delivery of the scheme to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils.

- **Bath Quays Walking and Cycling Routes** – following the award of £170k in April 2022, an [Outline Business Case](#) for this scheme has been submitted by Bath & North East Somerset Council. The project involves a package of

measures on the A367 Green Park Road, A36 Lower Bristol Road, Claverton Street and Churchill Bridge Gyratory and Churchill Bridge in Bath. The interventions include new and improved crossings, the redesign of bus stops to accommodate cycle infrastructure, footpath widening and segregated bidirectional cycle lanes. The overall scheme cost is £2.292m beyond the £170k awarded of which £286k is requested to develop the Full Business Case. Further revision is required to the Outline Business Case and is proposed the approval is delegated to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils. Of the £2.292 scheme cost £1.877m is to be met from the transport allocation in the existing programme and the balance of £415k from CRSTS.

Recommendation to delegate the approval of the Outline Business Case for the Bath Quays Walking and Cycling Routes, the award of £286k to develop the Full Business Case for approval in January 2023, and the allocation of £2.006m for delivery of the scheme to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils.

- **A432 Multi-Modal Corridor** – an [Outline Business Case](#) has been produced by South Gloucestershire Council for the A432 Multi-Modal Corridor. This scheme proposes to improve public transport and active mode infrastructure to develop an A432 multi-modal corridor between Yate/Chipping Sodbury and Bristol, via the A4174. Planned measures include the provision of bus priority measures to maximise journey time reliability and speed, a series of walking and cycling facilities both on the corridor and connecting communities to it. The overall scheme cost is £22.733m to be met from CRSTS of which £1.887m is sought to develop the Full Business Case.

Recommendation to delegate the approval of the Outline Business Case for the A432 Multi-Modal Corridor, the award of £1.887m to develop the Full Business Case by September 2023, and the allocation of £20.846m for delivery of the scheme to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils.

- **Cycle Hangers** – Feasibility and Development Funding Applications have been submitted to progress the delivery of secure residential cycle parking for the region, delivered through the introduction of cycle hangars to help overcome a key barrier to the use of this mode. One [application](#) covers the development of proposals in Bath and North East Somerset and South Gloucestershire, for which £100k of revenue funding is sought to undertake a feasibility study by January 2023. The other [application](#) seeks £289k of capital funding through the Transforming Cities Fund to develop a Full Business Case in the same time frame for a project to deliver 30 cycle hangers in Bristol. This investment in the Cycle Hangar project to enable it to reach Full Business Case builds upon priority outline work-to-date with the Unitary Authorities to identify sites, technical solutions, and commercial avenues to delivery. The split in approaches between Unitary Authorities also reflects a commitment to prioritising immediate delivery in those areas of the region where this is possible while also working on reaching this stage

elsewhere. Officers are continuing to look for opportunities to accelerate delivery where possible. These funds could be accommodated within the allocation for transport infrastructure.

Recommendation to approve the Feasibility and Development Funding applications and the award of £100k for the Regional Cycle Hangers to develop a feasibility report by November 2022, and £289k for the Bristol Cycle Hangers project to develop a Full Business Case by January 2023.

- **A38 South Bristol Sustainable Transport Corridor** – at the Committee meeting in April an allocation of £100k was approved to commence the Outline Business Case for the corridor and the Full Business Case for the Bedminster Green section, the delivery of which will fall within the CRSTS programme. A Feasibility and Development Funding [application](#) has now been produced for Bedminster Works at A38 and Whitehouse Lane seeking £60k, with the Full Business Case expected to be presented to the September Committee. A further [application](#) has been provided for the Bristol to Hengrove Metrobus Extension Corridor also seeking £60k to develop the Outline Business Case, expected in August 2022. The funds can be accommodated within the allocation for bus infrastructure.

Recommendation to approve the Feasibility and Development Funding application for the Bedminster Works at A38 and Whitehouse Lane and the award of £60k to develop a Full Business Case for consideration at the September Committee meeting.

Recommendation to approve Feasibility and Development Funding application for the Bristol to Hengrove Metrobus Extension Corridor and the award of £60k to develop an Outline Business Case by August 2022.

Projects Seeking to Draw on the Headroom

14. The following project have presented business cases or development funding applications seeking to draw on the Investment Fund headroom:

- **Bath Creative Quarter – a 15 minute liveable neighbourhood comprising Locksbrook Campus, the Collection and Study Centre and Bath Artists’ Studios** – a [Feasibility and Development Funding Application](#) has been submitted by B&NES seeking £142,500 to support the development of a Creative Quarter for Bath, providing a new home for creative industry, improving access to education, employment opportunities, culture and skills development and support. The project has three main elements the expansion of the Bath Spa University Arts and Design campus at Locksbrook, the Fashion Museum Collection Study Centre and a new home for Bath Artists’ Studios to deliver a secure future for designer maker space in the city. The output will be a set of feasibility study reports produced by January 2023.

Recommendation to approve the Feasibility and Development Funding Application for the Bath Creative Quarter project and the award of £142,500 to develop feasibility reports by January 2023.

- **North Fringe Infrastructure Project** – following the award of £350k of development funding at the Committee meeting in January 2021, an Outline Business Case has been submitted by South Gloucestershire in association with Bristol City Council for transport improvements to mitigate existing problems in the North Fringe, facilitate growth and to ensure the infrastructure is in place ahead of the opening of the Brabazon Arena. Funding is sought for walking and cycling improvements on four routes including segregated cycle provision, widened footways and signage and wayfinding, together with a package of traffic management improvements involving new and upgraded signals, relocating bus stops and traffic management systems. The project seeks an additional £400k from the Investment Fund headroom to develop the Full Business Case with the delivery cost sought being £6.637m match funded by £953k of S106. The Assessment Summary Table is shown in Appendix 10 and the Outline Business Case is published on the Combined Authority [website](#). Given the ongoing work on the regional investment priorities, it is recommended a decision on this project is deferred until the next Committee meeting.

Recommendation to defer the decision on the North Fringe Infrastructure Package until the meeting in September in order for this project to be considered as part of the work to establish the regional investment priorities.

15. The following changes to allocations will also impact on the headroom:

- **Strategic Masterplanning** – at the Committee meeting in April, £750k was allocated to support further masterplanning on the basis that proposals would come to this Committee. Given that no proposals have been submitted, this funding allocation is therefore returned to the headroom.
- **Yate Urban Living Opportunity Area** – as reported elsewhere on this agenda, this project has been delivered under budget and adds £49k to the headroom.

Together these three projects would add £800k to the headroom bringing the total available to £42.4m.

Capital Monitor

16. The budget forecast for the Combined Authority and Mayoral capital programme is summarised in Appendix 2 which shows the budget profile and outturn expenditure incurred this year.

Recommendation to amend the approved capital programme for individual project approvals agreed at the June Committee and within this report.

Delegated Decisions

17. The following decisions related to funding through previously agreed Investment Fund allocations have been taken since the last report:

- **West of England Combined Authority Modern Methods of Construction (MMC) / Housing Innovation / Housing Delivery Strategy** - at the Committee meeting in December 2020, £500k from the Investment Fund was allocated to match fund a Housing Enabling Fund bid through One Public Estate round 8 (OPE8). The approval of the detail through a Feasibility and Development Funding Application was delegated to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils. A [Funding Application](#) to draw on an initial £250k of this funding through the Investment Fund matched by an equivalent amount of the OPE8 funding was approved through this delegation in April 2022. The funding will support the development of a pipeline of aggregated sites across the region, each capable of supporting more than 100 MMC homes, leading towards an annual capacity of 2,000 homes. Two pipeline sites will be identified which will use 100% MMC methodology. The Full Business Case is expected in November 2022.
- **Mini Holland Feasibility Study** – at the Committee meeting in April £79k was allocated to Mini Holland Feasibility Studies to match fund a DfT award and enable two proposals to be developed to seek to access delivery funding through the DfT’s Mini Holland pilot programme. The approval of Feasibility and Development Funding applications was delegated to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils. The applications were approved through this delegation in May [TBC], with [Yate: A 15-minute Town](#) project receiving the DfT funding and [East Bristol Mini-Holland](#) the Investment Fund.
- **Regional Recovery and Adaptions Fund**

At the Committee meeting in April a further £5m was added to the Regional Recovery and Adaptions Fund and the approval of applications or business cases was delegated to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils.

- **HGV Driver Training Project** – a [Feasibility and Development Funding Application](#) has been produced for the West of England Logistics Recovery Programme to draw on £220k of this allocation, which was approved through the delegation in May. The project will pilot an approach to supporting the Logistics Sector by focusing on the labour market shortages of skilled HGV drivers operating in the West of England. Working in partnership with local authorities, local employers, employer representative bodies, national and training providers, it will deliver a structured marketing, engagement, training, employment and business support project, designed and targeted to increase recruitment into the sector, whilst also improving business resilience. The project activity will complete in March 2025.

- **Business Growth and Adaptions Fund** – a Full Business Case has been produced for a Business Growth and Adaptions Fund to provide grant funding for businesses to help them adapt and grow. The project will use £1.5m from the Investment Fund with £338k of match from the businesses and will complete in May 2024. The project was approved through the granted delegation in May. The Assessment Summary Table is shown in Appendix 11 and the Full Business Case is published on the Combined Authority [website](#).
- **Cultural Compact Start-Up Investment** – a [Feasibility and Development Funding Application](#) has been produced for the Cultural Compact Start-Up Investment. This will utilise £270k of funding to formally launch the Cultural Compact and take the first steps in implementing the West of England Cultural Plan. It is anticipated these funds will be used to develop capacity to leverage further financial support from other sources including Arts Council England and the Heritage Lottery Fund, for example, putting in place the foundations for a more substantial Regional Cultural Investment Fund in the long term. The project was approved through the granted delegation in May. The outputs will be delivery plans and, digital content and a Full Business Case produced by January 2023.
- **High Streets Strategic Review** – the Regional Recovery and Adaptions Fund agreed at the Committee in January included a ‘High Streets Recovery and Adaptions Package’ to allocate additional investment to help high-streets adapt over the medium-to-longer term. To set an appropriate context for this package and establish strategic parameters to help the region effectively maximise the benefits of existing funded delivery (whilst positioning for new investment opportunities) specialist advisory support will be procured to undertake the review. On this basis an allocation of £25k was agreed through the delegation in May.

18. In addition to the above, it is proposed that the scheme below will be approved through delegation in July.

- **Access for All Mid-Tier** – following the approval of an allocation of up to £552k funding at the Committee meeting in March 2020 to match fund an award by the Department for Transport (DfT), a Full Business Case has been produced by the Combined Authority for the Access for All Mid-Tier project. This is a £1.1m scheme which will utilise £468k from the Investment Fund with other contributions from the DfT and North Somerset. The approval of the Full Business Case was delegated to the Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils in December 2020. The Assessment Summary Table is shown in Appendix 6 and the Full Business Case is published on the Combined Authority [website](#).

Consultation

18. Engagement has taken place with officers in the West of England Combined Authority Constituent Unitary Authorities. Section 151 Officers across the region have been fully engaged as have the Chief Executive Officers in helping to inform the prioritised projects for investment.

Other Options Considered

19. All Business Case are required to set out in detail the full range of options considered and the reason the preferred option has been identified.

Risk Management/Assessment

20. Specific risk assessments will be carried out as part of any feasibility studies for projects in development and business cases are required to set out the way that risks will be managed and a risk register. All projects underway will maintain a specific risk register as part of the project management and monitoring arrangements.
21. Financial risks are managed through the process for considering cost increases as set out in the Combined Authority Investment Strategy. The overall Investment Fund and Transforming Cities Fund programme will be regularly reviewed.

Public Sector Equality Duties

22. The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:
 - Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
23. The Act explains that having due regard for advancing equality involves:
 - Removing or minimising disadvantages suffered by people due to their protected characteristics.
 - Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
 - Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
24. The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.

25. For projects seeking funding through the Investment Fund scheme promoters are required to include as part of their Full Business Case, an equality and diversity assessment and plan. These assessments are published as part of the Business Case on the Combined Authority website.

Finance Implications, including economic impact assessment where appropriate

26. The financial implications for each proposal are set out in the body of the report. The Investment Fund allocations and awards are accommodated within the overall spending limit of £450m available up to March 2026.
27. The Combined Authority statutory chief finance officer will determine the appropriate use and apportionment of funding between the Transforming Cities Fund and Investment Fund within the overall funding available.
28. Supporting economic growth is central to this funding stream, and promoters are required to include an economic case within the FBC for each scheme which sets out how the project will create jobs and GVA growth as well as delivering wider benefits. In line with agreed processes these FBCs are published on the Combined Authority website at the point of decision making.

Advice given by: Richard Ennis, Interim Director of Investment and Corporate Resources

Legal Implications

29. There are no additional legal implications arising from this report. Legality will be verified for individual projects through relevant due diligence prior to approving formal allocations.

Advice given by: Stephen Gerrard, Interim Monitoring Officer, West of England Combined Authority

Climate Change Implications

30. On 19 July 2019, the West of England Combined Authority declared a climate emergency, recognising the huge significance of climate change and its impact on the health, safety and wellbeing of the region's residents. The Combined Authority is committed to taking climate change considerations fully into account as an integral part of its governance and decision making process.

Each report/proposal submitted for Combined Authority / Joint Committee approval is assessed in terms of the following:

Will the proposal impact positively or negatively on:

- The emission of climate changing gases?
- The region's resilience to the effects of climate change?
- Consumption of non-renewable resources?

- Pollution to land, water or air?

Particular projects will also be subject to more detailed environmental assessment/ consideration as necessary as part of their detailed project-specific management arrangements.

31. Each business case coming forward for decision on inclusion in the Investment Fund programme includes consideration of environmental sustainability which sets out how sustainability is being considered in the development of the project as well as during its operational stage.

Land /Property Implications

32. All land and property implications are set out within the specific business cases and dealt with by scheme promoters.

Advice given by: Richard Ennis, Interim Director of Investment and Corporate Resources

Human Resources Implications

33. There are no direct human resource implications arising from this report.

Appendices:

Appendix 1 - Investment Fund Programme

Appendix 2 - Regional Strategic Investment Priorities

Appendix 3 - Delivery Assurance and Budgetary Principles

Appendix 4 - Programme Review Board Draft Terms of Reference

Appendix 5 - Capital Budget Forecast for 2022/23

Appendix 6 - Access for All Mid-Tier Assessment Summary Table

Appendix 7 - ISTART Assessment Summary Table

Appendix 8 - Chew Valley Lake Recreational Trail (Southern Section) Assessment Summary Table

Appendix 9 - A38 Multi-Modal Corridor Assessment Summary Table

Appendix 10- North Fringe Infrastructure Project Assessment Summary Table

Appendix 11 - Business Growth and Adaptions Fund Assessment Summary Table

West of England Combined Authority Contact:

Report Author	Contact Details
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Appendix 1

Transport Infrastructure Projects – Awards and Allocations to 25/26 (£000s)

	Apr 2022	Jul 2022
<i>Feasibility Studies</i>		
A420 to Bath Highway Improvements	200	200
Bristol Temple Meads Masterplan	2,000	2,000
Winterbourne/Frampton Cotterell Bypass and Coalpit Heath/Westerleigh Bypass Study	413	413
Regional Operations Capability – Phase 1	75	75
Strategic Rail Investment	250	250
Improving Access to Bath from the East	200	200
10 Year Rail Delivery Plan Scheme Development	470	470
Bus Service Improvement Plan and Enhanced Partnership	537	537
East Bristol Mini-Holland	79	79
<i>Business Case Development</i>		
MetroWest Phase 2	11,203	11,203
Charfield Station	4,123	4,123
MetroWest Phase 1	5,860	5,860
New Public Transport	2,863	3,361
Integrated Smart Ticketing	300	300
Local Cycling & Walking Infrastructure	100	100
Manvers Street Regeneration	250	250
Bus Infrastructure Programme and Park & Ride	4,150	4,150
North Fringe Public Infrastructure Package	350	350
Bristol to Bath A4 Strategic Corridor	2,372	2,372
Bath Quays Bridge Cycle/Pedestrian links	170	170
Bath University Walking & Cycle routes	80	80
Old City and King Street	344	344
St George Liveable Neighbourhood	428	428
Strategic Cycle Route - Thornbury to A38 via Alveston	125	125
Strategic Cycle Route - Yate to East Fringe (Yate Spur)	125	125
Fieldings Bridge	50	50
Bath Road – Keynsham	62	62
Silver Street/Fosseway walking route	62	62
City Centre to Weston Cycle route	62	62
Concorde Way / Dovercourt Depot	400	400

Thornbury – Grovesend / Gillingstool (Phase 2)	100	100
Ring Road – Filton to MOD	145	145
Keynsham Road to Bitton	145	145
Electric Vehicles Charging Strategy	100	100
A38 South Bristol Sustainable Transport Corridor	100	-
A37/A367 Sustainable Transport Corridor	500	500
Access for All Step Free Station Proposals Phases 1 and 2	250	500
Hengrove Metrobus Extension Corridor	-	60
Bedminster Works at A38 and Whitehouse Lane	-	60
Regional Cycle Hangers	-	100
Bristol Cycle Hangers	-	289
Alveston Hill Cycleway	-	393

Schemes in Delivery		
Real Time Information System Upgrade	559	559
Lockleaze Sustainable Transport Improvements	3,915	3,915
Cribbs Patchway Cycle Links	3,006	3,006
Cribbs Patchway MetroBus Extension	22,151	26,151
Integrated Transport Authority Functions	1,000	1,000
On-Bus Contactless Bank Card Payment	416	416
Wraxall Road Roundabout Improvements	6,887	6,887
Future Transport Zone*	3,655	3,655
Bristol Temple Meads Eastern Entrance	23,648	23,648
Yate A432 Park and Ride	4,499	4,651
On Bus Tap On, Tap Off	1,200	1,200
Metrobus Consolidation	1,828	1,828
A4 Portway Park & Ride Expansion	942	942
Access for All Mid-Tier	552	468

Allocations		
King Street/Old City, Bath Quays Bridge Cycle/Pedestrian Links and Yate Spur delegations	-	10,104

Completed Projects		
	7,169	7,169
Total of all Awards and Allocations:	120,468	135,846
Associated 'Tail' for Approved Schemes in Development	44,316	32,854
Total	164,784	168,700

Note: * Excludes DfT funding of £24.366m

Housing, High Streets and Green Infrastructure Projects – Awards and Allocations to 25/26 (£000s)

	Apr 22	Jul 22
Feasibility Studies		
B&NES Pilot High Streets Programme	250	250
Bedminster High Street Improvement	275	275
Kingswood High Street Improvements	322	322
Strategic Planning Shared Evidence Base	5,750	5,750
OPE8 Housing Enabling Fund	500	500
Business Case Development		
Masterplanning: Yate Urban Living Opportunity Area	580	531
Masterplanning: business case development	275	275
Masterplanning: North Fringe of Bristol	500	500
Masterplanning: South West Bristol	500	500
Masterplanning: Brislington and North Keynsham	250	250
Green Infrastructure	300	300
Milsom Quarter Masterplan	434	434
East Fringe Masterplan (including Junction 18a)	350	310
Sevenside Matserplan	300	270
Parkway Station Masterplan	250	320
Frome Gateway and Bristol City Centre Delivery Plans	800	800
Western Harbour Placeshaping Vision	155	155
Thornbury High Street	200	200
HREF – South Gloucestershire Council Capacity	750	750
Temple Quarter Infrastructure Programme	2,226	2,226
B&NES Housing and Regeneration Enabling Fund	750	750
B&NES Strategic Masterplanning	1,345	1,345
Evidence to Transition from SDS to Local Plan Making	900	900
Bristol Avon Flood Strategy	482	482
Chew Valley Lake Recreational Trail (Northern Section)	-	150
Schemes in Delivery		
Whitfield Tabernacle Stabilisation Works	682	682
Keynsham Town Centre Improvement	425	Complete
Chew Valley Lake Recreational Trail (Southern Section)	1,133	1,133
North Keynsham Land Acquisition Fund	5,975	5,975
Bath City Centre High Streets Renewal Project	1,235	1,235

Bristol City Centre & High Streets Recovery & Renewal	2,725	2,920
Bottle Yard Studios - Hawkfield Business Park	11,953	11,953
Kingswood Regeneration Project	7,560	3,560
Thornbury Hospital (Land Acquisition Fund)	3,806	3,806
Common Connections	999	999
Midsomer Norton High Street Market Square	895	895
Bath Local Centres High Street Improvement Scheme	295	295

Allocations		
Love Our High Streets	396	396
Land Acquisition Fund	219	219
Hengrove Park Enabling Works	19,800	19,800*
Development Infrastructure Fund	3,018	3,018
Strategic Masterplanning	750	-
LAF and DIF Repayments**	-8,297	-8,297
Completed Projects	9,247	9,671

Total of all Awards and Allocations:	81,259	76,947
Associated 'Tail' for Approved Schemes in Development	869	719
Total	82,127	77,666

Note: * Excludes repayment element, timing to be confirmed at Full Business Case.

** Includes Bath Riverside. Bottle Yard Studios - Hawkfield Business Park to be included.

Business and Skills Projects – Awards and Allocations to 25/26 (£000s)

	Apr 22	Jul 22
Feasibility Studies		
Visitor Economy/Regional Tourism	100	100
Cultural Strategy	60	60
CEIAG Research and Improvement Project	50	50
Building Employment and Enterprise Skills	20	20
Local CEIAG Action Research Activities	20	20
5G Logistics	179	179
West of England Talent Retention Platform	200	200
West of England Post-16 Education and Skills Estate Analysis	50	50
SEND Careers Information and Guidance Collaboration Pilot	20	20
Age All Advice Centre Pilot	336	336
HGV Driver Training Project	-	220
Cultural Compact Start-Up Investment	-	270
Business Case Development		
Somer Valley Enterprise Zone and Infrastructure	1,510	1,510
Quantum Technologies Innovation Centre+	34,974	34,974
Energy Strategy Action Planning / Climate Change Planning	250	250
I-START	850	850
The Coach House BAME Enterprise Hub	97	97
West of England Visitor Economy Recovery Project	254	254
Bath River Line - Bristol Bath Railway Path Extension	75	75
High Street Renewal Catalyst Fund	810	660
Schemes in Delivery		
Realising Talent	499	499
South West Institute of Future Technology	500	500
Business Innovation Fund	242	242
Workforce for the Future	4,100	4,100
WE Work for Everyone	1,300	1,300
Future Bright Plus	3,600	3,600
South Bristol Enterprise Support	483	483
Centre for Digital Engineering Technology & Innovation	5,000	5,000
LIS Productivity Challenge Delivery Programme	3,557	3,557
South Bristol Workspace	5,172	5,172

Reboot West	720	720
Low Carbon Challenge Fund Extension	2,243	2,243
Innovation for Renewal and Opportunity	6,717	6,717
Small Business Resilience Grant Programme	837	837
Culture and Creative Economy Recovery Fund	2,000	2,000
Digital Skills Investment Programme	2,000	2,000
Careers Hub and Enterprise Adviser Network 21/22	217	217
Community Support Fund	1,500	1,500
Bath River Line Phase 1	-	1,198
Community Pollinator Fund	1,458	1,458
Careers Hub 22/23-24/25	810	810
Business Growth and Adaptions Fund	-	1,500

<i>Allocations</i>		
Green Recovery Fund	23,417	23,417
Retrofit Set Up Programme	200	200
Retrofit Accelerator	3,000	3,000
Economic Recovery Measures	11,195	9,135
I-START	-	1,557
High Streets Strategic Review	-	25

<i>Completed Projects</i>	1,098	1,234
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Total of all Awards and Allocations:	122,005	124,415
Associated Tail for Schemes in Development	18,628	17,963
Total	140,633	142,378

Appendix 2

Regional Strategic Investment Priorities

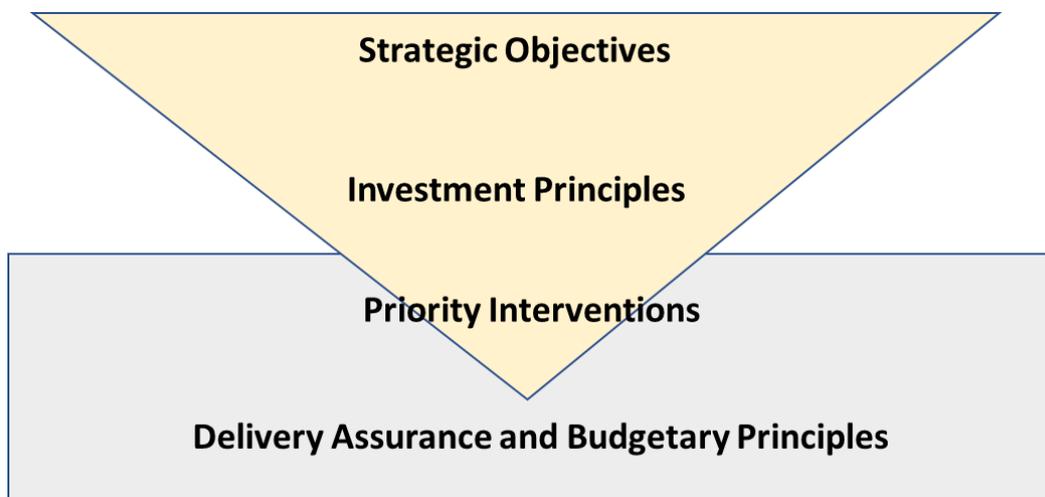
Introduction

The West of England Combined Authority and its constituent Unitary Authorities wish to agree a shared approach to determining how future regional funding should be allocated. This process seeks to identify a set of regional priorities and not be constrained by the funding we currently hold.

This will be achieved by:

- Identifying **strategic objectives** with the outcomes we are trying to achieve collectively as a region.
- Agreeing **principles** to shape/sequence these investments across funding opportunities.
- **Prioritising the interventions** needed to address the objectives, aligned to the principles.

In addition, it is recognised that improved arrangements and processes need to be put in place to improve project delivery. On this basis a set of delivery and assurance principles are also proposed.



Strategic Objectives

The West of England Local Industrial Strategy, published in July 2019, set out an evidence-based ambition for the region to be a driving force for clean and inclusive growth. Since the publication of the Strategy, a plethora of other plans and strategies have been developed including, for example, the Joint Local Transport Plan, Joint Green Infrastructure Strategy, Employment and Skills Plan, Cultural Plan and most recently, the Climate and Ecological Strategy and Action Plan. Within these, there are projects of regional significance, for example flood solutions and major transport

infrastructure. In addition, each authority has their own local plans and strategies, and political priorities.

With input from the CA and UA Directors of Infrastructure, Business and Skills, a number of common strategic objectives were identified and are set out below with indicative priority outcomes:

1. Climate and ecological emergency: Investing to tackle the climate and ecological emergency.

Priority regional outcomes:

- *Decarbonised transport system, reduced car dependency and increased cycling and walking, and use of public transport.*
- *Increased energy performance of buildings and net zero energy and carbon standards in new developments.*
- *Business and local people benefit from increased resilience to the consequences of a rapidly changing climate.*
- *Wildlife and the natural environment are in recovery with abundance of wildlife increased by 30% by 2030.*
- *Business and local people benefit from growth in the green economy and green jobs.*
- *Decarbonised energy system and increase local renewable energy.*

2. Sustainable communities and places: Investment to reduce economic inequalities and create healthy, happy, thriving communities and places that people want to visit, work, and live in.

Priority regional outcomes:

- *Our high streets, towns and city centres are vibrant and offer a range of job opportunities.*
- *All residents and visitors can access cultural and leisure activities.*
- *Enhanced support for existing cultural and heritage institutions that form our distinct cultural offer.*
- *Levels of poverty are reduced in our most deprived areas.*
- *Increased capacity and support for voluntary and community groups.*

3. Jobs and training: Investment to create and improve access to secure and fairly-paid jobs, with support to help our diverse regional business base grow and thrive.

Priority regional outcomes:

- *More local people can access good jobs with clear routes to progress through core skills, training, and high-quality careers advice and support.*
- *Increased investment and provision of priority skills in growing sectors.*
- *More apprenticeship opportunities available to people in the region.*
- *Increased productivity, particularly among small businesses, through greater rates of start-up and survival, low carbon resource efficiency improvements and technology adoption.*

- *Business support services are well accessed across the entire region (including rural) and economic sectors, including community businesses, cooperatives, and social enterprises.*

4. Strategic Infrastructure: Investment to deliver suitable housing which is affordable and well designed, suitable places for business to operate, a modern sustainable transport system, and world class digital infrastructure.

Priority regional outcomes:

- *The right types of affordable homes are built in all parts of the region and are as energy efficient as possible.*
- *A fall in levels of homelessness and number of people living on the streets.*
- *People are better connected to our transport network and able to access jobs and training provision, cultural and recreational activities using public transport, walking, and cycling.*
- *More journeys by bus, train, cycling and walking, which are low carbon, affordable, reliable, enjoyable and safe.*
- *Residents and business can fully participate in economic activity, through universal digital connectivity, zero exclusion and digital innovation.*

5. Putting the region on the map for national and global success: Investment to build on the region's strengths, its innovation and creativity, to attract and develop world class companies, jobs, and visitors.

Priority regional outcomes:

- *Growing numbers of national and international visitors and business investment to all parts of the region*
- *The region's rich cultural and heritage offer continues to grow and attract people and investment*
- *Our region's unique innovation assets, growth clusters and technologies, are driving increased inward investment*
- *More of our region's businesses are exporting products and services into national and international markets*

Principles for the Investment Programme

- 1) These principles will apply to the formulation and operation of the investment programme from the point of their approval for implementation in the next couple of months, alongside the new delivery assurance arrangements.
- 2) Projects will show strong alignment with one or more of the agreed strategic objectives of the investment programme, provide a clear and measurable contribution to priority outcomes and be regional in scale and/or impact.

- 3) Project funding will be allocated where deliverable proposals best support the objectives and have the greatest impact regionally, noting that projects may also come forward at different times as opportunities arise
- 4) There will be a structured, rigorous and constructive assessment of the value created by the intervention and proposals will only secure funding if they have either a very significant impact against one objective, or significant impact against multiple objectives. A set of thematic assessment criteria will be established recognising the breadth of intervention types across the programme.
- 5) The overall programme will ensure that the benefits touch on all parts of the region. There will also be opportunities to collaborate with partners outside the West of England on major strategic interventions for greater impact.
- 6) The process of identifying priority interventions will not be limited to the amount of funding available - we will make the case for the investment needed and consider all suitable funding options and sources to support delivery (e.g. government funding, Unitary funding, investors, business, recycling of cash, and borrowing powers).
- 7) These principles will help steer projects to the most suitable funding source, including existing funding programmes and new funding opportunities, and will support phasing and sequencing.
- 8) Common scheme development and business case processes will be employed to support blended funding solutions and an active pipeline able to access new funding opportunities.
- 9) Whilst not conditional, priority will be given to projects that, in addition to strong alignment with the agreed strategic objectives:
 - a) Deliver significant outcomes and outputs including vfm and return on capital measures where appropriate
 - b) Have a source of repayment and payback, in whole or part, that enable recycling within or to new projects to enhance the scope for impact.
 - c) Leverage grant funding or competitively priced external investment.
- 10) No project will be allocated the funding for delivery until it has secured Outline Business Case approval. Recognising the revenue reversion risk, early stage optioneering and development pre-Outline Business Case will generally be funded as revenue, and it is important that appropriate revenue and capital accounting arrangements are utilised.
- 11) At Outline Business Case, a decision will be made on the inclusion of the scheme in an existing funding programme with provision for the delivery costs, or whether the scheme is added to the pipeline.

- 12) More projects will be awarded development funding than can be accommodated within existing funding secured in terms of their implementation cost, to ensure a pipeline of projects is in place to exploit new funding opportunities. This will also support funding for feasibility, prototyping and pilots where the case for full investment is yet to be made.
- 13) The investment programme resulting from these principles is a shared programme – this means:
 - a) Joint responsibility for supporting the effective delivery of the programme
 - b) Collective scrutiny and assurance
 - c) Collective effort into seeking external funding and making the case for investment in the region
 - d) Appropriate regular reporting
 - e) Lessons learned reviews as necessary
- 14) Interventions funded through the Investment Fund or other funds in scope of the Local Growth Assurance Framework will follow those processes including strong presentation of value for money utilising established methodologies or recognised benchmarks for the particular type of intervention.
- 15) All interventions will ensure that monitoring and evaluation is undertaken in line with the agreed Evaluation Plan to support the Investment Fund Gateway 2 and making the case for further investment more widely.

Appendix 3

Delivery Assurance and Budgetary Principles

- 1) That openness and transparency in project reporting is maintained, capturing risks and opportunities and fostering a collocative approach.
- 2) That where appropriate and practical the pooling of resources, skills and expertise between the Combined and Unitary authorities is further used for efficiency and to address peaks. A risk assessment for certain key roles would need to be undertaken to ensure no negative legal impact to the relevant organisation.
- 3) In addition to funding awards, all funding allocations must have an agreed spend profile against them. For awards there will be a grant or budgetary condition that the spend profile will be met to encourage robustness and realism.
- 4) Where there is subsequent delay, it should not be assumed that funding can automatically be moved between years, or that if significant change occurs that funding automatically continues. A full impact assessment would need to be undertaken to ensure the financial and contractual impacts are clearly understood prior to final decision by the Committee.
- 5) Where projects are stalled or significantly delayed, redeploying those resources to projects that will provide more certain or immediate benefits should be considered.
- 6) For projects over a certain threshold with significant delays or cost increase, where there is no consensus amongst the Programme Review Board on whether to agree to the change or delay, then a separate report to the Combined Authority Committee will be prepared setting out the pros and cons.
- 7) All material changes to budget or profile should be challenged by the Programme Review Board. Formal submission of change requests should be preceded by updates and early warning, in order that the change and options can be understood and agreed.
- 8) Where programme delays are reported, change requests should set out the full extent of delays since that at original approval, and not just the latest change, together with the mitigation that has been, or will be, undertaken to avoid any further delays in future.
- 9) Transparency and visibility of fund performance is paramount to building trust and monitoring performance.
- 10) Regular independent health checks (drawing on experienced staff across the Combined and Unitary Authorities) should be conducted on projects throughout their lifecycle and findings reported to the Programme Review Board or relevant Director's forum.
- 11) Timely preventative action on programme slippage or risks to budget is required

to support delivery.

- 12) All projects should have robust financial plans in place based upon current benchmarks
- 13) All projects carry an inherent level of risk, and clear risk contingency must be set at the start of a project and regularly reviewed.
- 14) Clear definition of Projects at initiation stage is critical to setting a project up for success and a greater chance of meeting its requested budget, programme and outcomes.

Appendix 4

Programme Review Board Draft Terms of Reference

These arrangements seek to be proportionate, and the Programme Review Board (PRB) will focus on projects which owing to their scale, cost, reputational impact, risks or issues warrant greatest attention. The Board will complement and work alongside other existing groups (including the Regional Capital Board) but with a hard focus on delivery, covering all Combined Authority funded programmes and services.

The PRB is responsible for:

- Identifying and agreeing which projects are needing review and support, signing off the future agenda
- Providing overall strategic direction for the recovery of the project
- Agreeing all major project recovery plans
- Considering any major deviations from the agreed project stage (tranche) plans
- Signing off the completion of each tranche where appropriate, including the deliverables, or making recommendations on these to Committee, and giving approval to start the next stage of the recovery plan where appropriate
- Ensuring the required resources are available
- Resolving any conflicts escalated by the project teams, client, supplier or delivery agent
- Helping with managing risks associated with the project
- Ensuring that a post-project review is scheduled and takes place
- Approving plans for post project reviews and overseeing these reviews and lessons learned reporting
- Resolving deviations from plans or escalating as necessary
- Resolving conflicts between project teams, end users, suppliers and delivery agents or escalating as necessary
- Communicating information about the project recovery or projects to the committee and stakeholder groups

Appendix 5

Combined Authority and Mayoral Capital Programme 2021/22

	21/22	21/22	22/23	23/24	24/25+	TOTAL
£'000s	Profile	Outturn	Profile	Profile	Profile	Profile
CA Capital - Investment Fund						
Business Case Development	878	246	186	0		1,064
Cribbs Patchway Metrobus Extension	7,317	6,336	0			7,317
CPNN Cycle Links (post FBC/ Delivery)	774	543	216			990
On Bus Contactless Payment	32	29	62			94
Great Stoke Roundabout Improvements	30	11	0			30
Wraxall Road	3,638	3,567	161			3,799
Quantum Technologies Innovation Centre+	0	0	8,501	16,487	9,923	34,911
Centre for Digital Engineering Technology & Innovation	18	-10	0			18
Whitfield Tabernacle Kingswood (Love Our High Streets)	602	439	0			602
Thornbury Hospital	3,771	3,617	35			3,806
Keynsham Town Centre	425	196	0			425
South Bristol Industrial Light Workspace	148	0	4,434	492		5,074
Metrowest phase 1	5,860	0	0			5,860
Metrowest phase 2	5,584	1,660	843	2,040	2,188	10,655
Yate A432 Park & Ride	3,904	3,443				3,904
Low Carbon Challenge Fund Extension	80	63	1,320			1,400
Bottle Yard Studios - Hawkfield Business Park	7,633	6,181	4,185			11,818
Bath Quays Bridge Cycle/Pedestrian Links	170	0				170
Bath University Walking & Cycle Routes	80	0				80
Old City and King Street	344	0	0			344
St George Liveable Neighbourhood	100	0	50			150
Strategic Cycle Route Connecting Thornbury with the A38 via Alveston	125	45				125
Strategic Cycle Route Connecting Yate with the East Fringe (Yate Spur)	125	41				125
Chew Valley Lake Recreational Trail	1,132	0				1,132
Bath City Centre High Streets Renewal Project	172	0	452	248	343	1,215
North Keynsham Land Acquisition Fund	467	0				467
Fielding's Bridge	0	0	50			50
Bath Road, Keynsham	0	0	62			62
Silver Street/ Fosseway Walking Route	0	0	62			62
City Centre to Weston Cycle route, Bath	0	0	62			62
Concorde Way / Dovercourt Depot	50	0	350			400
Grovesend Road - Gillingstool	20	0	80			100
Filton to MoD	20	0	125			145
Keynsham Road	15	0	130			145
Common Connections	0	0	66	182	288	536
Bristol Temple Meads Station Eastern Entrance	7,242	5,338	4,590	9,556		21,388
Bath Riverline Phase 1			1,048	0	0	1,048
Portway Park and Ride			922	0		922
Somer Valley to Bristol and Bath			500	0		500
MetroBus Consolidation Package			1,828			1,828
	50,756	31,745	30,320	29,005	12,742	122,823
CA Capital – other						
FTZ DfT funding to the capital programme	8,340	1,946	9,221	5,899		23,461
DfT Active Travel Fund to the capital programme	1,099	2,632	5,789			6,887
City Region Sustainable Transport Settlement (CRSTS)*			83,000	83,000	166,000	332,000
ERDF			984			984
	9,439	4,577	98,993	88,899	166,000	363,332
Mayoral Capital						
Highways and Transport Grants	14,063	14,063	25,000	25,000	50,000	114,063
Pothole Action Fund Grant	7,071	7,071				7,071
	21,134	21,134	25,000	25,000	50,000	121,134
Grand Total	81,329	57,457	154,314	142,904	228,742	607,289

*City Region Sustainable Transport Settlement (CRSTS) funds not yet awarded to projects

Appendix 6 - Business Case Assessment Summary Table

Scheme Details		Appraisal Summary		Recommendation/ Conditions	
Project Name	Access for All Mid-Tier	Strategic Case	<p>The Access for All Mid-Tier project is aims to encouraging greater uptake of rail travel by improving station amenities and accessibility through making low specification improvements to a package of eight regional stations.</p> <p>The National Rail Passenger Survey and Great Western Railway customer surveys identify wayfinding and provision of information as a significant driver of customer satisfaction at rail stations. Customer satisfaction scores are also typically low for provision of station facilities.</p> <p>The project aligns with local, regional and national policy, including the Joint Local Transport Plan aims to improve accessibility and promote sustainable transport.</p>	Funding Source(s)	Investment Fund
Scheme Promoter	West of England Combined Authority	Subsidy Control	The scheme is not economic in nature.	Approval Requested	Full Business Case
Date of Submission	28/3/22	Economic Case and	This project secured funding from DfT and satisfied them regarding its impact and was prioritised against other bids received from across the country.	Funding Award	£467,850

Funding Requested	£467,850 capital (profiled £16k 20/21, £6k 21/22 and £446k 22/23)	Value for Money	<p>Whilst a monetised economic appraisal is the usual way to assess value for money of schemes, when assessing minor improvements at rail stations the appraisal can only consider a narrow range of benefits, including generalised journey time savings for existing users and revenue increases from induced demand. It is not possible to include any impacts associated with wayfinding and access to the rail network which will be improved by the project for large sections of the population.</p> <p>Therefore, in order to seek adequately capture all of the benefits of the scheme a qualitative appraisal has been undertaken on the non-monetised benefits including aspects such as making access to the rail system easier, providing better facilities at stations which are likely to encourage those less mobile to use the system, and improving perceptions of security by replacing damaged and poorly maintained facilities.</p> <p>A letter has been provided by the Interim Director of Infrastructure confirming approval of the business case and the value for money statement.</p>		
Total Scheme Cost	£1.1m (£928k Seating, Shelters and Wayfinding; £172k Other Costs)	Risk	A risk register has been provided which identifies the key risks for the project. £110k contingency has been allowed for in the costings being some 11% of the base cost.	Grant Recipient	N/A
Match Funding %	57%	Delivery	<p>Confirmed match funding is in place for the Department for Transport (£548k) and North Somerset Council (£84k).</p> <p>It is planned that the GRIP5 design work will be complete by August, with the contractor appointed by October, start on site in January 23 and works substantially complete by March 23.</p>	Payment Basis	N/A

<i>Scheme Description</i>	<i>Recommendation to the Combined Authority Committee</i>	Approval of the Full Business Case
Eight priority stations have been selected to receive enhancements to the current provision of station facilities encompassing upgrades to a combination of wayfinding, seating, and shelters. The priority stations identified for enhancement are: Freshford, Lawrence Hill, Nailsea & Backwell, Parson Street, Patchway, Severn Beach, Stapleton Road and Yate.	<i>Conditions of Approval</i>	None

Record of Approval

<i>Combined Authority S73 Officer</i>		<i>West of England Combined Authority Committee</i>	
<i>Name</i>		<i>Date of Meeting</i>	1 July 2022
<i>Date</i>		<i>Decision</i>	
<i>Signature</i>			

Appendix 7 - Business Case Assessment Summary Table

Scheme Details		Appraisal Summary		Recommendation/ Conditions	
Project Name	ISTART	Strategic Case	<p>The project is a collaboration between the University of Bath, Bath Spa University, Bath College and Bath & North East Somerset Council.</p> <p>The project aims to deliver the integration and co-location of skills, innovation and research activity, which will encourage collisions between academic insight, business application and learning which together will drive innovation.</p> <p>To support quick delivery an initial phase, termed Phase 0, will activate curriculum learning from bootcamps in digital skills alongside the creation of Cluster Foundry Business Acceleration Hubs (BAHs) to kick-start the ISTART innovation offer. Phase 0 will be delivered utilising the specialist facilities in the Spokes such as Locksbrook Road, the Institute of Technology and the University of Bath Innovation Centre.</p>	Funding Source(s)	Investment Fund
Scheme Promoter	B&NES	Subsidy Control	<p>Advice has been received which highlights the project is expected to include a mixture of economic and non-economic activity, the latter being that for educational purposes and in particular the skills and curriculum, and a portion of the innovation and research workstreams.</p> <p>It is further stated that where any businesses benefit from lower than market prices, the value of this benefit will be capped at the level of Minimal Financial Assistance (SDR 325,000 over a rolling 3 year period).</p> <p>This is accepted by the Combined Authority noting the risk sist with the Council.</p>	Approval Requested	Outline Business Case

Date of Submission	20/4/22		The economic case draws on the wage uplift of 30% applied to level 4 attainment and above, with the uplift phasing in over 3 years after the course and all benefits persisting for 4 years.		
Funding Requested	£1,442,573 for the delivery of Phase 0 and £48,384 to develop the FBC for Phase 1	Economic Case and Value for Money	<p>To this has been added the employment arising from business support which has been converted to GVA. The gross numbers have been converted to net impacts using additionality factors. Using this methodology, the business case presents a BCR of 2:1 for both phases.</p> <p>An assessment of Phase 0 alone should be undertaken as part of the implementation plan for this phase.</p> <p>A letter has been provided by the B&NES S151 officer and project partners confirming approval of the business case and the value for money statement.</p>	Funding Award	To be considered through delegated decision
Total Scheme Cost	Phase 0 £2.644m Phase 1 – to be confirmed at Full Business Case	Risk	<p>A detailed risk register has been provided which identifies the key risks for the development and delivery of the project.</p> <p>An allowance for contingency of 4% is included in the Phase 0 costings.</p>	Grant Recipient	B&NES
Match Funding %	45% Phase 0	Delivery	<p>It is planned that Phase 0 will commence in September 22 and operate for a year.</p> <p>Match funding of £1.2m for Phase 0 is expected from the project's academic partners.</p> <p>Phase 1 will require planning consent although the land is in the ownership of Bath College.</p>	Payment Basis	Quarterly in arrears on expenditure incurred

<i>Scheme Description</i>	<i>Recommendation to the Combined Authority Committee</i>	Approval of the Outline Business Case
<p>The project will include:</p> <ul style="list-style-type: none"> • A curriculum offering at learning levels 4-7, with signposting to linked initiatives, including those offering level 1-3 and 8 provision. • An Innovation Offer, involving the SETsquared University of Bath Innovation Centre and Bath Spa University's The Studio. ISTART will provide three Cluster Foundry Business Acceleration Hubs and will host a University of Bath Makespace (for product design and prototyping) and an Ideospace (for networking and collaboration). • A collaborative University of Bath and Bath Spa University research presence in the City. 	<i>Conditions of Approval</i>	

Record of Approval

<i>Combined Authority S73 Officer</i>		<i>West of England Combined Authority Committee</i>	
<i>Name</i>		<i>Date of Meeting</i>	1 July 2022
<i>Date</i>		<i>Decision</i>	
<i>Signature</i>			

Appendix 8 - Business Case Assessment Summary Table

Scheme Details		Appraisal Summary		Recommendation/ Conditions	
Project Name	Chew Valley Lake Recreational Trail (Southern Section)	Strategic Case	<p>Chew Valley Lake is a European designated Special Protection Area (SPA) and Site of Special Scientific Interest (SSSI).</p> <p>The Chew Valley Lake Recreational Trail scheme is a multifunctional green infrastructure project which aims to construct and complete an accessible trail around Chew Valley Lake whilst also delivering a degree of habitat restoration and infrastructure improvements to protect the designated site.</p> <p>The northern section of the route previously received £1.13m from the Investment Fund and has now been completed.</p>	Funding Source(s)	Investment Fund
Scheme Promoter	B&NES	Subsidy Control	The scheme is not economic in nature.	Approval Requested	Outline Business Case
Date of Submission	4/2/22	Economic Case and Value for Money	<p>It is estimated that 10 operational stage jobs will be created by the project based upon a job per km figure from research by Sustrans. This is reflected as GVA by applying average GVA per employee and attributing this over the 10 year appraisal period with discounting. The outcome is an overall GVA figure of £3.45m.</p> <p>In addition, the application of the C40 Integrated Impact Assessment Tool provides £4k of health benefits per annum.</p> <p>Comparing these benefits to the cost gives a ratio of 2.3:1.</p>	Grant Award	£150k to develop the Full Business Case
Funding Requested	£150k profiled in 22/23				

			<p>For the Full Business Case the casual link between the path and the jobs should be better explained. In addition, the environmental benefits should be better explained including biodiversity/wider ecosystem benefits, such as through a Natural Capital Accounting approach.</p> <p>A letter has been provided by the B&NES S151 officer confirming approval of the business case and the value for money statement.</p>		
Total Scheme Cost	£1.528m to £1.968m depending on the option chosen	Risk	<p>Allowance of £327k (27% of the base cost) has been allowed for risk and optimism bias.</p> <p>A risk register has been provided which identifies the key risks for the project. This should be further developed as the scheme progresses through Full Business Case and into delivery.</p> <p>Contributions to the project cost by B&NES and other partners are being explored and will need to be finalised and secure by Full Business Case.</p>	Grant Recipient	B&NES
Match Funding %	To be confirmed at Full Business Case	Delivery	<p>£175k is required to progress the scheme to Full Business Case of which £150k is sought through the Investment Fund with £25k provided by the Council.</p> <p>There are currently two route options presented and the preferred option will need to be confirmed at Full Business Case, expected in March 2023.</p> <p>Planning consent is required for the scheme and agreements will need to be concluded with Bristol Water and other landowners prior to final approval.</p>	Payment Basis	Quarterly in arrears on expenditure incurred

Scheme Description	Recommendation to the Combined	Approval of the Outline Business Case
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	Authority Committee	
<p>The scheme will involve:</p> <ul style="list-style-type: none"> • Construction of new off-road shared use path between Ham Lane and the B3114, which will create a complete circular path around Chew Valley Lake, which stretches for approximately 6km. • Improvements to existing footpaths to provide alternative routes for all pedestrians. • The delivery of works which will enhance the protection of the lake and its designated status, including safeguarding of the protected species which reside at the lake. • Designing and delivering a whole-route signage, interpretation, and visitor management plan with an arts input to add interest and value to the recreational experience. 	Conditions of Approval	

Record of Approval

Combined Authority S73 Officer		West of England Combined Authority Committee	
Name		Date of Meeting	1 July 2022
Date		Decision	
Signature			

Appendix 9 - Business Case Assessment Summary Table

Scheme Details		Appraisal Summary		Recommendation/ Conditions	
Project Name	A38 Multi-Modal Corridor	Strategic Case	<p>The scheme aims to improve public transport and active mode infrastructure across the A38, developing an A38 multi-modal corridor that extends between Thornbury, through Bradley Stoke to the B4057 Winterbourne Road junction.</p> <p>The objectives of the scheme are to improve bus journey times and reliability, bus passenger experience and the door-to-door journey and the experience for walking, cycling and wheeling journeys,</p> <p>The project aligns with and/or will help to implement numerous national, regional and local policies and strategies including covid recovery plans and net zero strategies.</p>	Funding Source(s)	Investment Fund
Scheme Promoter	South Glos Council	Subsidy Control	The scheme is not economic in nature.	Approval Requested	Outline Business Case

Date of Submission	3/5/22				
Funding Requested	£2,423,305	Economic Case and Value for Money	<p>When Level 1 impacts are considered, the scheme is predicted to achieve a BCR of 2.65, considered High Value for Money.</p> <p>A letter has been provided by the SGC S151 officer confirming approval of the business case and the value for money statement.</p>	Grant Award	£392,663 and £2,030,642 to develop the Full Business Case for the Alveston Hill Cycleway and the remainder of the corridor respectively
Total Scheme Cost	£29.2m to be confirmed at Full Business Case	Risk	A Quantified Risk Assessment has been undertaken and an allowance of £4.51m (21% of the base cost) has been allowed for risk.	Grant Recipient	SGC
Match Funding %	To be confirmed at Full Business Case	Delivery	<p>Works facilitating the delivery of the scheme are largely contained within the existing public highway. However, there are several components of the scheme that will require land.</p> <p>Before acquisition negotiations can begin, planning permission will first be sought for the section of the scheme outside the existing highway boundary.</p> <p>The Full Business Case for the Alveston Hill scheme is expected in November 2022 with that for the remainder of the scheme following in September 2023</p>	Payment Basis	Quarterly in arrears on expenditure incurred

<i>Scheme Description</i>	<i>Recommendation to the Combined Authority Committee</i>	Approval of the Outline Business Case
Planned measures include: <ul style="list-style-type: none"> • Providing bus priority measures along the corridor to maximise journey time reliability, improve overall speed and congestion avoidance. • Consideration of the bus passenger experience and the door-to-door journey on the corridor to account for bus stop waiting environment, provision of information and accessibility to the stop. • Consideration of the role of Metrobus on this route. • Walking, cycling and wheeling (WC&W) improvements along the main corridor, recognising the growing potential for e-assisted modes to increase average journey lengths. 	<i>Conditions of Approval</i>	

Record of Approval

<i>Combined Authority S73 Officer</i>		<i>West of England Combined Authority Committee</i>	
<i>Name</i>		<i>Date of Meeting</i>	1 July 2022
<i>Date</i>		<i>Decision</i>	
<i>Signature</i>			

Appendix 10 - Business Case Assessment Summary Table

Scheme Details		Appraisal Summary		Recommendation/ Conditions	
Project Name	North Fringe Infrastructure Package	Strategic Case	<p>The North Fringe Infrastructure Package incorporates a number of elements to mitigate existing problems in the North Fringe, facilitate growth and to ensure the infrastructure is in place ahead of the opening of the YTL Arena.</p> <p>These interventions were identified in the YTL Arena Transport Strategy (2021), in response to identified issues across the walking and cycling and highway networks.</p> <p>The scheme supports the overarching principles of the Joint Local Transport Plan for sustainable travel and for establishing a well-connected sustainable transport network which makes sustainable modes the natural way to travel, and also aligns with Core Stagey objectives.</p>	Funding Source(s)	Investment Fund
Scheme Promoter	South Glos Council	Subsidy Control	The scheme is not economic in nature.	Approval Requested	Outline Business Case

Date of Submission	14/4/22				
Funding Requested	£400,000 to develop the Full Business Case profiled in 22/23	Economic Case and Value for Money	<p>The package presents a BCR of 3.2:1 categorised as high value for money. A number of sensitivity tests have been undertaken which support this categorisation.</p> <p>A letter has been provided by the SGC S151 officer confirming approval of the business case and the value for money statement.</p>	Grant Award	£400k to develop the Full Business Case
Total Scheme Cost	£7,989,485 (Preparation £400k; Construction £5.33m; Other £2.26m)	Risk	<p>A Quantified Risk Assessment has been undertaken and allowance of £1.67m (26% of the base cost) has been made for risk in the costings.</p> <p>Match funding of £953k is in place through S106.</p>	Grant Recipient	SGC
Match Funding %	12%	Delivery	<p>All land is within the highway boundary and therefore no land acquisition is required.</p> <p>It is expected that the Full Business Case will be produced by September, with construction start in November and project completion in December 2023.</p>	Payment Basis	Quarterly in arrears on expenditure incurred

<i>Scheme Description</i>	<i>Recommendation to the Combined Authority Committee</i>	To defer the decision until the next Committee meeting
The package includes walking and cycling improvements on four routes including segregated cycle provision, widened footways and signage and wayfinding, together with a package of traffic management improvements involving new and upgraded signals, relocating bus stops and traffic management systems.	<i>Conditions of Approval</i>	

Record of Approval

<i>Combined Authority S73 Officer</i>		<i>West of England Combined Authority Committee</i>	
<i>Name</i>		<i>Date of Meeting</i>	1 July 2022
<i>Date</i>		<i>Decision</i>	
<i>Signature</i>			

Appendix 11 - Business Case Assessment Summary Table

Scheme Details		Appraisal Summary		Recommendation/ Conditions	
Project Name	Business Growth and Adaptions Fund	Strategic Case	<p>The project is part of the West of England Combined Authority's Business Recovery and Adaptions fund, in support of the objective 'to help businesses and their supply chains adapt to the new economic and regulatory landscape, increasing their financial stability and growth prospects'.</p> <p>The long-term aim of the fund is to support businesses to adapt to the new economic environment, helping them to build resilience and secure, present and future turnover.</p> <p>The project aligns with the West of England Recovery Plan (2020) objective to rebuild business, and will support the West of England Business Plan (2022) objective of securing decent jobs and training, and contribute to the outcome '90 new products or services brought to market through CA support'.</p>	Funding Source(s)	Investment Fund
Scheme Promoter	West of England Combined Authority	Subsidy Control	The fund will utilise TCA Agreement Clause 3.2 (4) which can award subsidy aid below the level of 325,000 Special Drawing Rights (£344,600) over a three year period.	Approval Requested	Full Business Case
Date of Submission	19/4/22	Economic Case and	The increase in turnover delivered through this project is based upon that achieved through the previous SME grant programme, being £10 for each	Grant Award	£1.5m

Funding Requested	£1.5m - £1,012,500 capital & £487,500 revenue (profiled £1.432m 22/23 and £49k 23/24 and £19k 24/25)	Value for Money	<p>£1 of grant. Assuming a 90% survival rate yields increased turnover of some £12m</p> <p>This has been converted to GVA using the AMORE Economic Impact Tool model giving some £6m. Applying additionality factors gives net GVA growth of £3.3m and when compared to the cost gives a return of 1.8:1.</p> <p>It should be noted that the assessment does not take into consideration the added value of the project as a tool to engage business and direct them into additional projects and services. Whilst it is difficult to quantify this additional impact it is expected this will deliver benefits to a number of businesses falling outside of the funded programme and captured in the value for money assessment</p> <p>A letter has been provided by the Combined Authority Director of Business and Skills confirming approval of the business case and the value for money statement</p>		
Total Scheme Cost	£1.8375m (Grants £1.35m; Business Match £338k; Staff £70k; Other £80k)	Risk	<p>There is no specific allocation for contingency in the costings.</p> <p>A risk register has been provided which identifies 11 key risks for the project.</p>	Grant Recipient	N/A
Match Funding %	18%	Delivery	<p>Match funding will be provided by grant beneficiaries at 20%.</p> <p>It is planned to open the first application window in July 2022 and for the third and final round to close in December 2022. End of project report and evaluation will complete in May 2024.</p>	Payment Basis	N/A

<i>Scheme Description</i>	<i>Recommendation</i>	Approval of the Full Business Case
Two grant funds will be available for small and medium sized enterprises (SMEs) in the Combined Authority area. The funds will support businesses who require funding to implement new or improved business practices to recover from Covid-19, or adapt to new regulations resulting from Brexit, by purchasing new products or equipment. Grants of £6,000 - £10,000 will be available in Fund 1 and Fund 2 will provide grants of £10,001 - £30,000. The scheme will run for twelve months, or until the fund has been exhausted, through application windows.	<i>Conditions of Approval</i>	None

Record of Approval

<i>Combined Authority S73 Officer</i>		<i>Combined Authority Chief Executive in consultation with the Chief Executives of the constituent Councils</i>	
<i>Name</i>	Richard Ennis	<i>Date of Meeting</i>	17 May 2022
<i>Date</i>		<i>Decision</i>	Approval of the Full Business Case
<i>Signature</i>			