

**REPORT TO: WEST OF ENGLAND MAYORAL COMBINED AUTHORITY
COMMITTEE**

DATE: 26 JANUARY 2024

REPORT TITLE: DELIVERY ASSURANCE

**RESPONSIBLE OFFICER: RACHEL MUSSON, STRATEGIC DIRECTOR OF
RESOURCES**

Purpose of Report

To update on measures to improve delivery including presenting the revised draft Terms of Reference of the Portfolio Review Board.

To consider changes to schemes within the Investment Fund and City Region Sustainable Transport Settlement programmes against the agreed delivery assurance principles.

Recommendation

The Committee is asked to:

- 1) Approve the change requests for schemes within the current programmes as set out in Appendix 1.
- 2) Approve the revised Terms of Reference for the Portfolio Review Board (formerly the titled the Programme Review Board) as set out in Appendix 2.

Reasons for recommendation

Change Requests outside of previously agreed tolerances for delegated decisions require Committee approval.

The Terms of Reference of the Programme Review Board were agreed by the West of England Mayoral Combined Authority Committee and their revision requires Committee approval.

Voting arrangements

In order to be carried, a decision on this matter requires a majority of the members present and voting, such majority is to include the Metro Mayor. Each member

present may cast one vote. If a vote is tied the decision is not carried. There is no casting vote. Co-opted members are not entitled to vote.

Background

1. At the West of England Mayoral Combined Authority Committee meeting in July 2022, a set of delivery assurance and budgetary principles were agreed to drive the delivery of projects and good practice. Key to the application of these principles is the establishment of a Programme Review Board (PRB) comprising the West of England Mayoral Combined Authority and Unitary Authority S73/S151 officers and Directors. The Terms of Reference of the PRB were agreed by the West of England Mayoral Combined Authority Committee at this time.
2. At the West of England Mayoral Combined Authority Committee meeting in March 2023, it was agreed that a detailed line by line review of projects within each funding programme would be carried out and that the progress and outcomes would be reported back to this Committee.
3. At the West of England Mayoral Combined Authority Committee meeting in June 2018, it was agreed to delegate approval of changes within stated tolerances for schemes within the approved Investment Fund programme to the West of England Mayoral Combined Authority Chief Executive in consultation with the Chief Executives of the Unitary Authorities.
4. To support delivery of the City Region Sustainable Transport Settlement (CRSTS), a set of delegations were also agreed in September 2022 to the Mayoral Combined Authority Director of Infrastructure in consultation with the Directors of Infrastructure of the Unitary Authorities for schemes within the infrastructure portfolio. In October 2023, the Mayoral Combined Authority granted equivalent delegations to the Director of Environment in consultation with the Directors of Environment of the relevant Unitary Authorities for change requests for schemes within the Green Recovery Fund programme.

Key Considerations

Portfolio Review Board

5. The Programme Review Board has been meeting monthly since September 2022. In that time the role of other governance bodies has changed, in particular Director groups, and it has become clear that the previously envisaged, more detailed project and programme level actions are better dealt with by those groups to avoid duplication. On this basis, a review of the Terms of Reference of the Programme Review Board, now proposed to be retitled the Portfolio Review Board to better reflect its role, has been undertaken. The proposed revised terms of reference of the Board are set out in Appendix 2.
6. The key changes to the Terms of Reference are:

- Reflecting the key focus of the Board being providing an oversight and assurance role.
- Clarifying that the purpose focuses on looking across the whole portfolio of projects and programmes.
- Being more specific about the role of the Board and fit with other project and programme governance.
- A key role of the PRB is to consider change requests for current approved schemes and to make recommendations on their approval to Committee, or for delegated decision. It is proposed this role is retained.

Line by Line Review

7. Work on the line by line review continues with the initial focus on the Infrastructure portfolio given the nature of the projects and their value. The activities undertaken to date include:
 - As reported to Committee in October, as part of the West of England Mayoral Combined Authority's continuous improvement work, a new Health Check assurance process has been rolled out by the Infrastructure Directorate. These Health Checks assess what controls are in place for a project to ensure gaps are highlighted and support is provided to projects to close these. The Health Checks look at a broad range of controls such as scope definition, benefits and alignment to strategy, governance, risk management plans, stakeholder plans, schedules, finances and cost. Since October over 50 project health checks have taken place, and on a monthly basis programme reviews and reporting is conducted across the seven transport infrastructure programmes. The health checks, plus an externally conducted Portfolio, Programme and Project Management Maturity Model (P3M3) review, identified lessons for delivery and helped shape the new project delivery roadmap. This has resulted in the creation of a Programme Management Office handbook, the scheduling of professional competency-based training, and improvement in reporting data that sets up the conditions for success.
 - Workshops with Unitary Authorities on ways of working took place during October. This is driving improved collaboration between officers such as holding reporting workshops to improve the consistency and efficiency of reporting, commercial workshops to improve cost forecasting, and the sharing of lessons and good practice such as the sharing of P3M3 maturity reviews. The next ways of working workshops are taking place in January 2024.
 - Presentation of content of Infrastructure Directorate line by line reporting and current issues with forecasting provided to the PRB in October, as a model for project and programme financial reporting as part of the standard agenda going forward.

8. The planned next steps for the rollout of this approach are:
- West of England Mayoral Combined Authority and Unitary Authority staff holding joint programme reviews from Spring 2024.
 - Cost forecasting and scheduling training to be made available for staff working across Infrastructure programmes (West of England Mayoral Combined Authority and Unitary Authority staff) from Spring 2024.
 - Setting up regular review meetings with West of England Mayoral Combined Authority and Unitary Authority staff.
 - Rolling out the agreed approach with the next line by line review to be focused on Strategy and Innovation and Housing projects, followed by Environment and Economy and Skills.

Change Request for Schemes in the Current Programme

9. The PRB met in December and considered a number of change requests. These change requests were considered against the agreed delivery assurance and budgetary principles, and in particular those below:
- *Where there is 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.*
 - *Where projects are stalled or significantly delayed, redeploying those resources to projects that will provide more certain or immediate benefits should be considered.*
 - *For projects over a certain threshold with significant delays or cost increase, where there is no consensus amongst the Portfolio Review Board on whether to agree to the change or delay, then a separate report to the West of England Mayoral Combined Authority Committee will be prepared setting out the pros and cons.*
 - *All material changes to budget or profile should be challenged by the Portfolio 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.*
 - *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.*
10. The change requests recommended by the PRB for Committee approval are set out in Appendix 1. The following schemes request changes to their overall funding:

- **Midsomer Norton Market Square** – additional £607k Investment Fund (IF) from scope and cost changes, including £300k which could be drawn from the provision in the programme for inflationary impact.
- **North Keynsham Land Acquisition Fund** – conversion of £448k to non-repayable funding.
- **Bath City Centre High Streets Renewal** – additional £833k from the Regional Recovery funding.
- **Bristol City Centre & High Streets Recovery and Renewal Programme** – additional £833k (excluding the £60k referred to in paragraph 14) from the Regional Recovery funding.
- **South Bristol Light Industrial Workspace** - £315k additional funding (excluding the £20k referred to in paragraph 14) to reflect increased construction cost to be met from DLUHC in year capital balance (£81k) and the IF inflation provision (£234k).
- **South Gloucestershire High Street Catalyst** – additional £728k from the Regional Recovery funding.
- **Skills Connect** – additional £50k IF owing to scope change to be found from the headroom.

11. The following schemes report overall reductions in funding:

- **Portway Park & Ride** – scheme delivered £204k under IF budget.
- **Access for All Mid-Tier** – reduction of £16k IF.
- **Metrobus Consolidation** – reduction of £491k Transforming Cities Fund due to delivery under budget.

12. The following projects are seeking the approval of change requests, as set out in Appendix 1, to reflect significant delay to key milestones (more than 6 months) or reprofiling funding forward between financial years (£500k plus):

- **Chew Valley Lake Recreational Trail South** – delay of 10 months.
- **Portway Park and Ride** – 11 months delay to project closure.
- **Bristol City Centre & High Streets Recovery and Renewal Programme** – programme extension of 15 months.
- **Bristol Harbour Place Shaping Strategy** – delay of 7 months for completion.
- **Arena Infrastructure Package** – delay of up to 27 months and reprofiling back £3.683m.
- **Winterbourne/Frampton Cotterell Bypass and Coalpit Heath/Westerleigh Bypass Study** – delay of 9 months for Movement Study.
- **Yate Park & Ride** – delay of 14 months to completion.

- **Frome Valley River Reserve** – delay of 6 months and reprofiling back £517k.
- **Emersons Green Local Transport Enhancements** - delay of up to 21 months and reprofiling back £422k.
- **CRSTS Specialist Support (SGC)** – delay of 7 months.
- **Community Pollinator Fund** – reprofiling £584k.
- **West of England Business Support Programme** – delay of 7 months and reprofiling £1.274m.
- **Innovation for Renewal and Opportunity** - delay of 21 months.
- **Cultural Compact Start Up Investment** - delay of 10 months.
- **Low Carbon Challenge Fund Extension** – delay of 12 months and reprofiling £502k.
- **Regional Low Carbon Delivery Fund** - reprofiling £1.038m.

13. The Investment Fund is subject to a Gateway Review process which unlocks the funding in 5 year £150m tranches. The first Gateway Review was successfully achieved in 2021, unlocking funding until the end of 2025/26. The purpose of the Gateway Review is to evaluate the impact of interventions funded by the Investment Fund on economic growth and other local objectives, the process by which these interventions were agreed and implemented and the way in which the Fund has supported capacity development and partnership working.

14. As reported to the Committee in June, the West of England Mayoral Combined Authority and local authorities are now preparing for Gateway Review 2 which will conclude in early 2026. The first deliverable, the [Local Evaluation Framework](#) (LEF) was submitted to Government in July and the Mid Term Report, which provides an update on progress, is due for submission in January. A total of seven Investment Fund projects have been selected for Gateway 2 impact evaluation based on their scale, typology and completion dates, which allow for evaluation activities to be completed within the required timescales. Following discussion with the project teams and review of planned evaluation activities, it is proposed that the scope of the evaluation and budget for six of these schemes is enhanced to ensure the proposal set out in the LEF can be fully delivered. For the Workforce for the Future project, evaluation has already been commissioned and it is expected this will meet the Gateway 2 requirements, although this will be kept under review. Change requests seeking to secure an increased budget have therefore been submitted for the following schemes:

- Local Industrial Strategy Productivity Challenge Delivery Programme (additional £45k)
- Centre for Digital Engineering Technology and Innovation (£40k)
- Future Bright Plus (£25k)

- Bottle Yard- Hawkfield Business Park (£25k)
- Bristol City Centre & High Streets Recovery & Renewal (£60k)
- South Bristol Workspace (£20k)

15. Of this total overall requirement of £215k, £40k can be met from the £200k funding to support the management and delivery of the overall Gateway process to 2026 approved in June, and the balance of £175k would be additional funding. Even with these additional funds the evaluation activities still represent less than 1% of the overall project budget for these seven schemes.

Alternative Options Considered

16. All Change Requests are required to set out in detail the full range of options considered and the reason the preferred option has been identified.

Consultation and Engagement

17. Engagement has taken place with officers in the West of England Mayoral Combined Authority and Unitary Authorities including consideration at the Portfolio Review Board. The Board supported the approval of the change requests set out in Appendix 1 of this report.

Key Risks

18. Project business cases set out the way in which risk will be managed and include a risk register identifying key risks to project delivery. These business cases are published at the point of approval by the West of England Mayoral Combined Authority Committee.

19. All projects underway maintain a specific risk register as part of the project management and monitoring arrangements. Key risks are included in regular Highlight Reports

Equality, Diversity and Inclusion Implications

20. For projects seeking funding through the Investment Fund, scheme promoters are required to include an equality and diversity assessment and plan as part of their Full Business Case. These assessments are published as part of the business case at the point of approval by the West of England Mayoral Combined Authority Committee.

Climate Change Implications

21. Delivery at pace is critical to tackle both the nature and climate emergencies. This paper describes an increasingly robust governance process to ensure quality and timely delivery of our projects and programmes, which is welcomed. The paper also describes delays and changes to spend for key projects that are working to tackle the environmental challenges we face, all change requests have been reviewed and supported.

Finance Implications

22. The financial implications of the change requests detailed within this report are affordable within the overall funding as previously approved by the West of England Mayoral Combined Authority Committee.

Legal Implications

23. The West of England Combined Authority Committee is empowered to enact the recommendations set out in the Report by way of Part 8 Article 24 of the West of England Combined Authority Order 2017 (SI 2017/126).
31. There are no additional legal implications contained in this Report.

Human Resources Implications

24. For situations that result in increased funding with the need for more staff resource than currently exists, HR will work with the relevant officer/lead to ensure the request to recruit approvals and Corporate Leadership Team approvals are in place, followed by the West of England Mayoral Combined Authority's recruitment or agency process to appoint all posts – including fixed term, permanent, interim, agency or contractor.
25. Whilst not anticipated, in situations where funding is reduced, the West of England Mayoral Combined Authority's internal managing change and redeployment processes will be applied where applicable.

Land/property Implications

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

Commercial Implications

27. There are no commercial implications in this report. We must ensure that all approved change requests are properly managed and deliver value for money outcomes. Kevin Bates, Interim Head of Commercial 11 Jan 2024

Appendices

Appendix 1 – Change Requests for Schemes within the Current Programme Recommended for Approval

Appendix 2 – Portfolio Review Board Terms of Reference

Background papers:

None

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Appendix 1

Change Requests for Schemes within the Current Programme Recommended for Approval

Bath & North East Somerset Council

Project	Chew Valley Lake Recreational Trail South	
Funding awarded	£150,000	
Source:	Investment Fund (IF)	
Cost/ Spend:	No change to overall funding. Reprofiling £74k from 23/24 to 24/25 Revised profile £76k 23/24 and £74k 24/25	
Milestones:	Delay of 10 months to a number of milestones including public consultation, planning application submission and Full Business Case (FBC) submission (to Oct 24).	
Stated reason for change: Delays to progress with the environmental assessments required to develop the scheme. This was due to difficulties gaining permission to access the site and delays with engagement with Bristol Water.		

Project	Manvers Street	
Funding awarded	£250,000	
Source:	IF	
Cost/ Spend:	No change to overall funding Reprofiling £34k from 22/23 to 23/24 Revised profile £216k 22/23 and £34k 23/24	
Stated reason for change: Carrying forward balance of funding to cover costs incurred to maintain continuity of staff resource for project initiation, governance set up and preparation for the Outline Business Case (OBC) funded workstreams to continue this project.		

Project	Midsomer Norton Market Square
Funding awarded	£1,095,000
Source:	IF
Cost/ Spend:	Request for £607k additional IF capital funding. Additional £249k CRSTS match funding and £97k B&NES/High Streets Heritage Action Zones match funding. Revised IF profile £29k 22/23 (capital), £132k 23/24 (£40k revenue, £92k capital), £1.541m 24/25 (£10k revenue, £1.531m capital), total £1,701,591
Milestones:	Delay of up to 14 months across several milestones including 7 months to Market Square construction completion (to Dec 24).
Scope:	Inclusion of the accelerated improvements to the Hollies Bus Stop which were part of the wider CRSTS Mobility Hub proposal but are also required for the revised Market Square public realm scheme.
<p>Stated reason for change Cost increases have arisen from a combination of bus stop/scheme change; additional costs related to the strengthening regime for the Victorian culvert, which passes underneath The Island; scheme prolongation; and the impact of inflation beyond that previously allowed for. The programme change has arisen from issues related to the culvert and design revision related to the relocation of the bus stop which provides an opportunity to provide a centrally located consolidated bus stop/waiting area with better access for bus users and modern shelters with real-time information. Bringing forward The Island scheme, together with the proposals for a Mobility Hub, provide the opportunity to create a more connected and central bus stop for the majority of users, which will in turn make bus use more convenient and provide a more appealing waiting area.</p>	

Project	North Keynsham Land Acquisition Fund
Funding awarded	£5,975,000
Source:	IF
Cost/ Spend:	Conversion of £448k funding from repayable to non-repayable funding. Reprofiling £358k from 23/24 to 24/25 Revised profile £5.508m 20/21, £19k 21/22, £0.2k 22/23, £90k 23/24 and £358k 24/25, total £5.975m
<p>Stated reason for change: It is proposed to use the remaining £448k to progress the delivery strategy. This will increase the chances of repayment but also increases the Council's cost exposure and risk of additional repayment. This approach will improve the success of achieving the land purchase price if sold and reduce risk to B&NES and the West of England Mayoral Combined Authority from non-achievement of at least the cost of acquisition.</p>	

Project	Bath City Centre High Streets Renewal
Funding awarded	£1,490,000
Source:	IF
Cost/ Spend:	Swop of £35k capital funding for revenue funding Additional £833k (£740k capital and £93k revenue) Revised capital profile £18k 21/22, £383k 22/23, £283k 23/24, £992k 24/25 and £237k 25/26, total £1.913m Revised revenue profile £70k 21/22, £133k 22/23, £56k 23/24, £138k 24/25 and £13k 25/26, total £410k Total capital and revenue £2.323m
<p>Stated reason for change: Additional £833k funding from the regional recovery allocation for high streets to deliver increased project scope and three new outputs – the redevelopment of two long term vacant units in Keynsham Temple Street/Riverside to bring these back to productive use for employment (with £499k match funding from the Council); the extension of the Vacant Unit Action Project for a further year to March 2025 (with £88k match funding); and High Street Economic Strategy support including the development of an Economic Action Plan.. In addition to swop £35k from capital to revenue to reflect actual scheme delivery costs.</p>	

Bristol City Council

Project	Portway Park and Ride
Funding awarded	£942,216
Source:	Transforming Cities Fund (TCF)/IF
Cost/Spend:	Reduction in funding of £204,216 taking the overall total from £942,216 to £738,000 Reprofiling £163k from 22/23 into 23/24, 24/25 and 28/29 Revised Profile: Total funding £738k profiled as £575k 22/23, £153k 23/24, £5k 24/25 and £5k 28/29.
Milestones:	5 months delay to the project completion from Mar 23 to Aug 23 and 11 months delay to project closure from Mar 23 to Feb 24
<p>Stated reason for change: Although the project was substantially complete in Apr 23, some issues were identified that needed resolving ahead of site opening alongside the Park and Ride rail station. The project was able to make savings in delivery due to contingencies not being utilised with some tasks no longer needed. Some spend is required for 23/24 relating to the car park expansion and corrective works to Network Rail's contractor deliverables and £10k is also needed for monitoring and evaluation over the next three years necessitating the need for reprofiling.</p>	

Project	Bottle Yard Studios- Hawkfield Business Park
Funding awarded	£11,817,783
Source:	IF
Cost/ Spend:	Request for additional £25k funding on a non-repayable basis. Revised profile £8.5m 21/22, £3.074m 22/23, £219k 23/24 & £50k 24/25, total £11,842,783
Stated reason for change: Request to reflect the need for additional budget from the IF to cover the full costs of evaluation to meet the requirements of the Gateway Review.	

Project	Bristol City Centre & High Streets Recovery and Renewal Programme
Funding awarded	£2.92m
Source:	IF
Cost/ Spend:	Additional £833k funding from the regional recovery allocation for high streets (£475k capital and £358k revenue). Additional £60k funding for evaluation to support IF Gateway 2 requirements. Revised profile £123k 21/22 (revenue), £1.031m 22/23 (revenue), £1.264m 23/24 (revenue), £1.48m 24/25 (£1.027m revenue, £475k capital), £40k 25/26 (revenue), total £3.753m (£3.484m revenue, £475k capital)
Milestones:	Delay of 6 months for high street improvements and 15 months to End of Programme Evaluation (to Jun 25).
Scope:	Additional scope including a culture and events programme for Old Market, Stokes Croft, Christmas Steps, Ashley Road/Grosvenor Road in St Pauls, Crow Lane in Henbury and Oatlands Avenue in Whitchurch; additional street scene and greening interventions to the City Centre, Ashley Road/Grosvenor Road, Crow Lane and Oatlands Avenue; supporting the creation of a meanwhile community hub on East Street to provide a focal point for existing residents, new residents from Bedminster Green developments and businesses; and developing a 'High Streets Going Green' project with the provision of practical advice/support and capital grants to high street businesses.
Stated reason for change: Inflation has led to substantial increases in the costs of delivering high street improvements which has resulted in changes to the planned improvements for high streets requiring new technical drawings and costings. This has impacted the planned completion dates for Church Road, East Street, Filton Avenue and Two Mile Hill Extended time required to deliver capital improvements to the City Centre and three new priority high streets (Ashley Road/Grosvenor Road, Crow Lane and Oatlands Avenue in Whitchurch) being funded by the council's £1.5m allocation of Strategic Community Infrastructure Levy (CIL) funding	

Project	Bristol Harbour Place Shaping Strategy	
Funding awarded	£283k	
Source:	IF	
Cost/ Spend:	No change to overall funding. Reprofiling £67k from 23/24 to 24/25. Revised profile £216k 23/24 & £67k 24/25	
Milestones:	Delay of up to 7 months across several milestones including Delivery Plan, Strategic Outline Business Case and Completion of draft Harbour Place Shaping Strategy (to Jul 24)	
Stated reason for change: Delays to the Greater London Authority launching its new Architecture and Urbanism Framework has resulted in delays to the procurement of consultants to take forward the Harbour Place Shaping Strategy commission. A consultant has now been appointed and work has commenced with milestones revised to align with the programme submitted in the winning tenderer.		

Project	Western Harbour Masterplan	
Funding awarded	£2,560,500	
Source:	IF	
Cost/ Spend:	No change to overall funding Reprofiling £421k from 23/24 to 24/25 Revised profile £100k 23/24 & £2.46m 24/25	
Milestones:	Delay of up to 4 months across several milestones including Royal Institute of British Architects (RIBA) stage 2 Masterplan Deliverable and Preferred Highway Alignment Decision (both to Mar 25).	
Stated reason for change: Procurement process of the masterplan team taking longer than expected		

Project	South Bristol Light Industrial Workspace	
Funding awarded	£5,171,648	
Source:	IF (£318,670) /DLUHC In Year Capital (£4,852,978)	
Cost/ Spend:	Additional £20k of funding to support the IF Gateway 2 process. Additional £315k of funding to address cost pressures. Revised profile £292k 21/22, £2.849m 22/23, £2.214m 23/24 and £152k 24/25, total £5.507m (£573k IF, £4.934m DLUHC)	
Milestones:	Delay of 5 months to New Build Construction and First Tenants Occupy Workspace (to Dec 23).	
Stated reason for change: Adjustments to fees to reflect changes in construction phase programme; construction phase building contract variations relating to contractor claims; increases in costs under the statutory services and direct works category, reflecting final utility installation designs and quotes and site signage which the Council are procuring directly; increases for professional fees associated with elongation of construction phase and construction variations.		

South Gloucestershire Council

Project	Arena Infrastructure Package (AIP)
Funding awarded	£10,080,128
Source:	IF
Cost/ Spend:	Reprofiling £3.683m from 23/24-24/25 to 25/26-29/30 Revised profile £75k 22/23, £519k 23/24, £5.773m 24/25, £3.321m 25/26, £362k 26/27 and £30k 29/30
Milestones:	Delay of up to 27 months across several milestones including Construction of walking & cycling schemes complete (to Mar 25) and Traffic Management elements fully operational (to Dec 26).
<p>Stated reason for change: The completion and commissioning of the traffic management and other works have a close dependency to the opening of the arena. The revised AIP programme is broadly aligned with the anticipated arena opening timeframes. This is to avoid assets being purchased before they are necessary and potentially to the incorrect specification. Early purchase would require ongoing maintenance costs and renewal of the assets earlier than programmed in their operational phase once the arena is open.</p>	

Project	South Gloucestershire High Street Catalyst
Funding awarded	£225k
Source:	IF
Cost/ Spend:	Additional £727,750 IF from the regional recovery funding. Revised profile £122k 22/23, £56k 23/24, £271k 24/25, £364k 25/26 & £140k 26/27, total £952,750
Scope:	An extended programme of support for high streets through high street coordinators, including additional town and local centres in South Gloucestershire. A vacant unit project, to deliver a co-ordinated vacant units' strategy across each high street in South Gloucestershire, building on the UK Shared Prosperity Fund (UKSPF) vacant unit grant project to incentivise bringing vacant units back into use. Having fewer vacant units will complement the overall approach to high street support assisting businesses and local communities.
<p>Stated reason for change: To enable a continuation of support to local partnership groups in the high streets and to expand the geographical cover of the high street support team to include additional town centres and some local centres in South Gloucestershire (to Mar 27). To support the delivery of a vacant unit project based on evidence and approach recommended by the vacant unit report of July 2023.</p>	

Project	Winterbourne/Frampton Cotterell Bypass and Coalpit Heath/Westerleigh Bypass Study	
Funding awarded	£412,500	
Source:	IF	
Milestones:	Delay of 9 months for the completion of the Movement Study (to Mar 24).	
<p>Stated reason for change: The Movement Study has been commissioned to third party consultants as part of the Council's work to develop evidence to support Local Plan making. The proposed way forward is to undertake the Study as an early deliverable when the West of England Regional Transport model has been updated to support the Local Plan. The Local Plan work is the priority as there are timescales to support the Local Plan process. The Movement Study will form a later phase of the commissioned work.</p>		

Project	Yate Park & Ride	
Funding awarded	£4.651m	
Source:	TCF/IF	
Cost/ Spend:	No change to overall funding. Reprofiling £49k from 23/24 to 24/25 Revised profile £162k 19/20, £615k 20/21, £3,668k 21/22, £140k 22/23, £17k 23/24 and £49k 24/25	
Milestones:	Delay of 12 months of the Scheme Completion (to Sep 24)	
<p>Stated reason for change: It was planned to introduce a system to enable bus users to park for free, but charge for destination parking. A procurement exercise was undertaken to develop the system, but this was unsuccessful. A change in time is requested to enable the Council to review the technical options for the operating system. There are potential benefits to such a system for other West of England projects which will have a similar pressure to incentivise public transport interchange and charge for destination parking, at such sites as the proposed M32 Park & Ride. Considering this as a regional solution may be one option that will allow technology to be rolled out on more buses as part of the enhanced partnership or make the market more attractive to technical developers.</p>		

Project	Frome Valley River Reserve
Funding awarded	£1,106,377
Source:	IF
Cost/ Spend:	No change to overall funding Reprofiling £517k from 23/24 to 24/25 Revised profile £150k 23/24 and £956k 24/25
Milestones:	Delay of 6 months to environmental and other site assessments and land survey completed (to Mar 24).
Stated reason for change: Milestone amended to reflect the ongoing uncertainty regarding the extent of the reserve as it is important to include the full area of the reserve within the scope of external assessments and surveys. This change is not expected to impact the overall project programme.	

Project	CRSTS Specialist Support
Funding awarded	£670k
Source:	IF
Cost/ Spend:	No change to overall funding. Reprofiling £69k from 23/24 to 24/25 and 26/27. Revised profile £92k 23/24, £185k 24/25, £190k 25/26 and £203k 26/27
Milestones:	Delay of 7 months to Complete Mobilisation of Resource (to Jan 24)
Stated reason for change: Delay in the recruitment of support staff which has reduced the spend. A new full time Finance staff resource started working Sep 23 and a full time Marketing and Communications officer to support CRSTS is due to start in the new year.	

Project	CRSTS Maintenance Challenge Fund (A432 & A38)
Funding awarded	£8m
Source:	CRSTS
Cost/ Spend:	No change to overall funding Reprofiling £1.25m CRSTS from 22/23, 23/24 and 26/27 into 24/25 and 25/26 Revised CRSTS profile: 22/23 £213k, 23/24 £1.327m, 24/25 £2.5m, 25/26 £2.4m and 26/27 £1.56m, total £8m
Stated reason for change: Tree removal and replanting along the A432 has come in under 22/23 budget. Additionally, the Council have now been provided with a more detailed schedule of the CRSTS multi-modal transport package to be built along the A38 and A432. This allows a more detailed spend profile for the maintenance schemes to be assigned to each future financial year.	

Project	Filton to Ministry of Defence (MoD)
Funding awarded	£145,000
Source:	IF
Cost/ Spend:	No change to overall funding or profile
Milestones:	Delay of 6 months to Outline Business Case submission (to Jan 24)
<p>Stated reason for change: Given the nature and complexity of the highway corridor between Filton and the MoD, it has not been possible to design a scheme that is compliant with the Government Local Transport Note Guidance for cycling (LTN 1/20) within the agreed budget for an Outline Business Case. The scheme was paused awaiting the outcome of discussions with the Mayoral Combined Authority around options, which concluded in November. The outcome was that an Interim Outline Business Case would be produced which clearly sets out the next steps that would be required. This has set the submission date back 6 months.</p>	

Project	CRSTS Mobilisation
Funding awarded	£600,000
Source:	CRSTS (capital £150k and revenue £450k)
Cost/ Spend:	No change to overall funding Reprofiling £87k from 25/26 to 23/24 and 24/25 Revised profile £46k 22/23, £357k 23/24, £157k 24/25 and £40k 25/26
<p>Stated reason for change: The resources required to support the CRSTS programme were not clear at the time of the original funding submission. With more understanding of the reporting processes there is more understanding of the resource requirements. Temporary consultancy support has been brought in for 23/24 to facilitate project and programme delivery to align with the West of England Mayoral Combined Authority's requirements.</p>	

West of England Mayoral Combined Authority

Project	Workforce for the Future	
Funding awarded	£4.171m	
Source:	IF	
Cost/Spend:	<p>No change to overall funding. Bringing forward £49k from 23/24 and 24/25 into 21/22 and 22/23. Revised Profile: Total funding £4.171m profiled as £1.469m up to 21/22, £1.543m 22/23, £1.022m 23/24 and £137k 24/25. Revisions to cost category spend with reductions in partnership delivery costs to enable increases to staffing costs, overheads, and marketing.</p>	
Milestones:	Additional 16 milestones focussed on apprenticeship support added to account for the extended delivery time up to Mar 25.	
<p>Stated reason for change: Spend profile for previous years amended to reflect costs incurred and reimbursed by the Department for Work and Pensions (DWP). Due to hybrid and remote engagement with businesses, partnership costs came in under budget, enabling overhead costs to increase following a review by the DWP and allowing for more cohesive marketing in-house giving wider reach across multiple business support topics. Spend from 23/24 better reflects the confirmed forecast associated with the apprenticeship support project extension.</p>		

Project	Skills Connect	
Funding awarded	£2.285m	
Source:	IF	
Cost/Spend:	<p>Request for an additional £50k taking the overall Investment Fund total from £2.285m to £2.335m Revised Profile: Total funding £2.335m profiled as £114,323 22/23, £1,110,066 23/24 and £1,110,611 24/25.</p>	
<p>Stated reason for change: The additional funds are needed for a dedicated phonenumber operated by the West of England Mayoral Combined Authority's Skills Connect Team and further additions to the Skills Connect website.</p>		

Project	Community Pollinator Fund
Funding awarded	£2,258,075
Source:	IF
Cost/Spend:	<p>No change to overall funding. Reprofiling £584,106 from 23/24 into 22/23, 24/25 and 25/26. Revised Profile: Total funding £2,258,075 profiled as £211,246 22/23, £864,969 23/24, £932,740 24/25 and £249,120 25/26. Revisions to cost category spend with reductions in marketing and monitoring and evaluation to enable an increase to staffing costs.</p>
<p>Stated reason for change: Staff costs included in the FBC left a shortfall of approximately £60k which necessitated the need for cost category revisions. Both marketing and monitoring and evaluation will now be undertaken by the project team supported by the wider Directorate and Communications team. The reprofiling better reflects the speed of grant draw down by the projects across the fund.</p>	

Project	West of England Business Support Programme
Funding awarded	£5,834,480
Source:	IF
Cost/Spend:	<p>Reprofiling £1,273,925 from 23/24 into 24/25, 25/26 and 26/27 Revised Profile: Total funding £5,834,480 profiled as £116,381 23/24, £1,969,661 24/25, £3,176,485 25/26 and £571,953 26/27. Increase in match funding from £2.7m to £3,169,478. Revisions to cost category spend headings and movement in funds to better reflect the project.</p>
Milestones:	<p>3-7 months delay across 7 milestones including Themed Sector Support – HR Advisory Deliver delayed from Oct 23 to Apr 24 and End of Project Review from Feb 26 to Feb 27. Removal of two milestones relating to Themed Sector Support recruitment for the Financial Advisor and HR Advisor.</p>
<p>Stated reason for change: Five of the nine regional projects have been delayed to enable the local authority business support services, Skills Bootcamps and Mayoral Priority Skills Fund projects to embed, mitigating duplication and ensuring projects respond to market need. The hard deadline of Mar 25 for the £2.7m UKSPF match funding has necessitated the need for budget reprofiling. Cost headings have also been updated for greater clarity of fund distribution across the programme. A combination of external funding into the West of England Growth Hub from the Department of Business and Trade, project funding from Ashleigh Community Housing and buy in from North Somerset Council, increased match funding by approximately 15%.</p>	

Project	Innovation for Renewal and Opportunity	
Funding awarded	£6,316,714	
Source:	IF	
Milestones:	15-21 months delay across 2 milestones including completion of Angel Research from Dec 23 to Mar 25 and SMART Homes proof of concept completion from Jun 23 to Mar 25.	
Stated reason for change: Angel Research deferred whilst the West of England Mayoral Combined Authority works on the future strategy, considering approaches to investment. Previous approved changes necessitated the need to push back completion of the SMART Homes element, but this was omitted in error from the previous change request.		

Project	Green Recovery Fund Resources	
Funding awarded	£495k	
Source:	Green Recovery Fund (IF)	
Scope:	Proposal not to recruit a new Project Officer for 18 months fixed term contract under the Pollinator Fund as agreed in the Feasibility and Development Fund Application.	
Stated reason for change: Following consultation between the Director of Environment and relevant Managers/Officers it was agreed the existing team would develop the programme extension, with the funding set aside for the new post utilised to extend the existing teams fixed term contracts.		

Project	Digital Skills Investment Programme	
Funding awarded	£660,835	
Source:	IF	
Cost/Spend:	Reduction in IF funding of £5,842 taking the overall total from £660,835 to £654,993 which will be added to the Mayoral Priority Skills Fund Revised Profile: Total funding £654,993 profiled as £381,473 21/22, £272,595 22/23 and £925 23/24.	
Stated reason for change: These changes more accurately reflect the final spend with the difference in funding moved to the Mayoral Priority Skills Fund.		

Project	Mayoral Priority Skills Fund
Funding awarded	£2,574,822
Source:	IF
Cost/Spend:	Increase in funding of £5,842 from the Digital Skills Investment Programme taking the overall total from £2,574,822 to £2,580,664. Revised Profile: Total funding £2,580,664 profiled as £187,198 23/24, £1,892,725 24/25 and £500,741 25/26.
Stated reason for change: The change more accurately reflects the final spend for the Digital Skills Investment Programme.	

Project	Cultural Compact Start Up Investment
Funding awarded	£362,681
Source:	IF
Cost/Spend:	Bringing forward £11,838 from 23/24 into 22/23. Revised Profile: Total funding £362,681 profiled as £109,521 22/23, £197,840 23/24 and £55,320 24/25. Reducing Placemaking costs by £16,437 to fund additional staff costs.
Milestones:	10 months delay to FBC for Regional Cultural Investment Fund from Aug 23 to Jun 24
Stated reason for change: More time needed to develop the FBC to focus on specific areas including aligning with the emerging Regional Strategy, structural changes within the Economy and Skills Directorate and benchmarking investment levels with other Combined Authorities. The spend has been reprofiled to reflect a new Project Officer role of which 50% will be externally resourced by the successful Place Partnership award.	

Project	LIS Productivity Challenge Delivery	
Funding awarded	£3,557,000	
Source:	IF	
Cost/Spend:	<p>Request for an additional £45k taking the overall total from £3.557m to £3.602m</p> <p>Revised Profile: Total funding £3.602m profiled as £1,608,901 up to 22/23. £445,630 23/24, £826,267 24/25 and £721,202 25/26.</p> <p>Increase in match funding from £3.553m to £4.359m.</p> <p>Revisions to cost categories, reducing internal staff and project delivery costs to increase funding to the Unitary Authorities.</p>	
<p>Stated reason for change: Additional £45k needed to cover the full cost of the project evaluation to meet the standards of the Gateway Review. Match funding provided by the Department for Business, Energy and Industrial Strategy/Business and Trade has increased by approximately 25% following a comprehensive review of the project to date and the assessment of the Business Advisory Board project delivered by Be the Business. The additional allocation to the Unitary Authorities funded through savings in staff and project delivery costs will support the delivery of a food support project.</p>		

Project	Access for All Mid-Tier	
Funding awarded	£467,850	
Source:	IF/TCF	
Cost/Spend:	<p>Reduction in IF/TCF of £15,926 from 20/21 reducing the total funding from £467,850 to £451,924.</p> <p>Reprofiling £167,367 from 23/24 into 24/25</p> <p>Revised Profile: Total funding £451,924 profiled as £198,818 up to 22/23. £85,739 23/24 and £167,367 24/25.</p> <p>Reduction in North Somerset Council match funding of £55,780 taking the overall total from £84,150 to £28,370.</p>	
<p>Stated reason for change: The reprofiling was needed to cover management time to support project close following completion of the construction phase. North Somerset Council funding reduced due to there being only one station in North Somerset and the shelters completed by another project. The new value of works at the station is now estimated at £57k with the North Somerset Council contributing 50%. £15,926 IF has been removed as the associated costs were incorrectly coded to a revenue cost centre making them unrecoverable against the project.</p>		

Project	Retrofit Step Up
Funding awarded	£200k
Source:	IF
Milestones:	Milestones amended to better reflect the project delivery plan.
Stated reason for change: Following the recruitment of the Retrofit and Green Skills Manager to oversee project delivery, the milestones have been reviewed and amended to better reflect the detailed project delivery plan which still fit within the original timeframe.	

Project	Future Bright Plus
Funding awarded	£3.6m
Source:	IF
Cost/Spend:	Request for an additional £25k taking the overall Investment Fund total from £3.6m to £3.625m Revisions to cost category spend with reductions in database and marketing costs to enable increased evaluation. Reprofiling £195k from 23/24 into 24/25 Revised Profile: Total funding £3.625m profiled as £2.23m up to 22/23, £1.175m 23/24 and £220k 24/25.
Milestones:	3-4 months delay across 3 milestones including activity end date from Feb 24 to Jun 24 and financial completion from May 24 to Aug 24. One additional milestone added for procurement of the final evaluation due in Mar 24.
Stated reason for change: Extending delivery to Jun 24 will enable those referred between Dec 23 and Jan 24 to receive 3-6 months support. It is anticipated that an additional 160-180 residents will benefit from the project. The evaluation budget has been increased with budget savings made to other cost headings (database and marketing). An additional £25k will be needed to fully meet the requirements of the Gateway 2 evaluation.	

Project	Low Carbon Challenge Fund Extension	
Funding awarded	£2,243,111	
Source:	Green Recovery Fund (IF)	
Cost/Spend:	No change to overall funding Reprofiling £502,255 from 23/24 into 22/23 and 24/25 Revised profile £802,840 up to 22/23, £507,357 23/24 and £932,914 24/25, total £2,243,111	
Milestones:	12 months delay to completion of all round two applicant projects from Mar 24 to Mar 25.	
<p>Stated reason for change: Due to lack of uptake for previous grant rounds, the scheme will be refocused and marketed as specific heat pump grants with higher grant amounts and intervention rates available. These projects usually take 5-6 months to install following award, so claims are not expected until 24/25. The Local Energy Scheme Fairy Hill project is complex with national grid restrictions encountered which has initiated the need for the project to be redesigned and re-costed causing delays to planning, signing of the lease agreement and project completion overall.</p>		

Project	Retrofit Accelerator Phase 2 - Supply Side Market and Capacity Building	
Funding awarded	£2m	
Source:	Green Recovery Fund (IF)	
Cost/Spend:	Reprofiling £269,516 from 23/24 into 24/25 Revised profile £431,296 23/24 and £1,568,704 24/25, total £2m.	
Milestones:	2-3 months delay across 3 milestones including grants formalised and services operational from Nov 23 to Jan 24, and marketing and communication plan agreed delayed from Nov 23 to Feb 24.	
<p>Stated reason for change: Initial local interest in the grant call anticipated an early response, however no grant awards have been made as yet, necessitating the need to reprofile both milestones and budget.</p>		

Project	Metrobus Consolidation
Funding awarded	£1,827,973
Source:	£1,779,973 TCF and £48k IF
Cost/Spend:	Reduction in TCF funding of £490,973 bringing the overall total funding from £1,827,973 to £1.337m. Revised profile £1.289m 22/23, £38k 23/24, £5k 24/25 and £5k 28/29, total £1.337m
Milestones:	9 months delay to the BCC Bamfield construction completion from Jun 23 to Mar 24.
Stated reason for change: Reduced spend in 22/23 was based on actuals with savings made on assets and West of England Mayoral Combined Authority project management costs. The inflation reserve was also not drawn upon. Internal capacity issues within Bristol City Council delayed completion of the outstanding works which are now due for completion by the end of the financial year.	

Project	Regional Low Carbon Delivery Fund
Funding awarded	£5,710,670
Source:	GRF (IF)
Cost/Spend:	No change to overall funding Reprofiling £1,037,802 from 23/24 into 24/25 and 25/26 Revised profile £14,798 22/23, £1,927,724 23/24, £3,501,979 24/25 and £266,169 25/26, total £5,710,670.
Stated reason for change: Due to minor delays for round 4 Green Business and Rooftop Solar grants as a result of processing final European Regional Development Fund grants from previous rounds, it is expected that more grant claims will occur in 24/25 as projects typically take 5-6 months to complete. The Local Energy scheme has also been delayed in launching its third grant round due to staff capacity.	

Other Promoters

Project	Digital Engineering Technology & Innovation (DETI)
Funding awarded	£5.0m
Source:	IF
Cost/Spend:	Additional £40k IF to support Gateway 2 evaluation. Revised profile £27k 19/20, £1.328m 20/21, £2.634m 21/22, £1.011m 22/23, £25k 23/24 & £15k 24/25, total £5.02m
Milestones:	Extension of evaluation to May 2025
Stated reason for change: Change request reflects the need for additional budget to cover the full costs of evaluation to meet the standards of the Gateway Review.	

Appendix 2

Portfolio Review Board Draft Terms of Reference

Purpose: on behalf of Committee, to bring together Directors and s151/73 officers to provide oversight and overall assurance at the portfolio level of delivery, financials and use of grant funding across the programmes in scope.

Membership: West of England Mayoral Combined Authority and Unitary Authority (UA) thematic Directors and s151/73 officers

Other Invitees: MCA Head of PMO, Head of Grant Management and Assurance, Head of Finance and other relevant West of England Mayoral Combined Authority and Unitary Authority officers related to the business of the meeting.

Quoracy: one S151/S73 officer or their nominated representative from Bath and North East Somerset, Bristol City and South Gloucestershire Councils and the West of England Mayoral Combined Authority.

Meeting Chair: West of England Mayoral Combined Authority s73 Officer

Meeting Frequency: Monthly virtual meetings

Secretariat: West of England Mayoral Combined Authority

Scope: oversight of the portfolio including the programmes below:.

- **Investment Fund (IF)** – the additional £30m per annum allocation to the West of England Mayoral Combined Authority of grant-based investment funds. These funds span a 30 year period from 2016/17 but are subject to a five-yearly Gateway Review by Government.
- **City Region Sustainable Transport Settlements (CRSTS)** – the £540m five year transport capital funding for the period to 2026/27.
- **Economic Development Fund (EDF)** – the Growth Incentive whereby the local authorities retain 100% of business rates growth in five the Enterprise Areas agreed through the City Deal. £500m of the growth in these Enterprise Areas, together with the Bristol Temple Quarter Enterprise Zone, over a 25 year period forms the LEP's Economic Development Fund to deliver infrastructure to help unlock these locations.
- **Revolving Infrastructure Fund (RIF)** – a fund formed from awards by Government to the LEP through the Regional Growth Fund and Growing Places. This is a revolving fund aimed at advancing the infrastructure which enables development.

- **UK Shared Prosperity Fund (UKSPF)** – the £10m of revenue and capital funding from the Department of Levelling Up, Housing and Communities awarded to the West of England Mayoral Combined Authority for the period to 2024/25.
- Other West of England Mayoral Combined Authority programmes for which oversight and assurance activity is periodically required eg the Adult Education Budget, Active Travel England programme etc.

Review: these terms of reference will be subject to review at least annually, including the programmes in scope of these arrangements.

Role and Responsibilities of the PRB:

- Overview and assurance of all programmes within scope to support delivery, limit delay and ensure value for money.
- Ensure alignment of the portfolio with regional objectives.
- Gain assurance on the portfolio delivery in line with expected financial and operational milestones
- Consider and recommend change requests to relevant decision makers with particular emphasis on those with significant scope, benefits, cost or programme change which have wider programme impact.
- Consider the programmes in totality and overall impact at a portfolio level of individual programme changes.
- Gaining assurance regarding grant conditions, and inform any required s73/s151 sign off with funders eg DfT
- Considering risks associated with the overall portfolio
- Ensure post-project reviews are taking place, and gain assurance from Directors that insight is being shared and lessons learned acted upon.
- Identify common themes/issues across the portfolio, which may impact on the delivery of the portfolio, and action appropriately
- Support the sharing of good practice across programmes through project and programme updates, reviews or closure/lessons learnt reports.
- Gain assurance that resources are appropriate to ensure portfolio delivery

These arrangements seek to be proportionate, and the 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 regular meetings of Directors groups (who are responsible for holding projects and programmes to account for delivery) and the meetings of the Chief Finance Officers

Standard agenda: to be issued one week before the meeting:

- Change Requests seeking approval by Committee or through delegated decision
- Financial reports
- Any health checks for projects which have current issues related to cost, programme, scope and benefits.
- Programme updates including list of constituent projects and their funding
- Portfolio risk register (quarterly)

Inputs:

- Action log
- Change requests
- Portfolio status reports
- Financial report
- Health checks

Outputs:

- Recommendations on change requests to Committee, Chief Executives or Directors
- Actions log