

## Levelling Up Fund (LUF) – Round 1 Response

Date: 8<sup>th</sup> June 2021

Report of: Director of City Development

Report to: Executive Board

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### What is this report about?

#### Including how it contributes to the city's and council's ambitions

- Levelling Up is the government's stated policy agenda to address regional productivity gaps across the UK and to improve living standards in left behind communities. Although expressed in broad economic terms it aligns with the Council's own policy ambitions to address poverty and reduce inequality as set out in the Best Council Plan and reflected in our three Key Pillars of Inclusive Growth, Health and Well Being and the Climate Emergency. Our Inclusive Growth Strategy recognises the important relationships between People, Place and Productivity.
- Leeds entered 2020 from a relative position of strength, but like all cities it has been hit hard by the Covid-19 crisis and boosting productivity remains a challenge, as it was before the pandemic hit. Although we recognise how difficult and challenging recovery will be for Leeds, both socially and economically, our ambition remains for a strong economy set within a compassionate city and our existing strategies, informed by the Leeds Economic Recovery Framework, are being used to identify measures to enable a coherent response to the economic and health shock resulting from Covid-19.
- Leeds is the economic heart of the region and in the longer term, post-Covid-19, as the city's economy returns to growth, our aspiration to make it as inclusive as possible remains. As we move more firmly into post-Covid-19 recovery, we will refresh our Inclusive Growth Strategy, having reset and renewed our economic growth ambitions and actions. We know that we need to continue to focus on building more resilience into our broad-based economy; protecting our most vulnerable and tackling inequality; improving people's health and wealth; adapting to accelerating trends in work and travel patterns; delivering transformational projects across the city; and leading the way towards becoming a Net Zero City by 2030, an innovative world-class test bed for the UK.
- For Leeds (and West Yorkshire) Levelling Up is an opportunity to drive this response and accelerate our plans to create a better connected, inclusive, healthier and decarbonised city. A strategic conversation with government about investment and productivity can help address our historic deficit in public infrastructure funding compared to other regions, and further target local social and economic priorities. Rather than considered as one-off investments, levelling up can build upon work already underway across the district to deliver transformational public sector schemes such as the major new public transport, walking and cycling infrastructure through Connecting Leeds; the generation of energy from waste and development of the District Heating Network in the city centre and inner areas; the river Aire Flood Alleviation Scheme protecting investment and development through the Kirkstall

Valley, City Centre and Stourton; and the redevelopment of the LGI in the city centre to deliver world-class hospital facilities. It will also complement and draw on the significant investments of partners across the city, both on the ground and in planning, to deliver new mixed tenure homes and employment such as in the regeneration of the South Bank, the development of Thorpe Park and Kirkstall Forge, the final phases of the Enterprise Zone and in the growth of the White Rose Office Park.

- There is a significant pipeline of place investments that we must continue to support and leverage, but underpinning the levelling up opportunity is a need to create the sustainable education and skills pathways for Leeds residents to have the best chances of supporting and benefiting from key growth sectors in the city and to deliver the upward shift in productivity our economy requires. This will require collaborative and focused work between government at national, regional and local levels, Further and Higher Education providers and employers to deliver a virtuous cycle linking key capital investments in areas such as health, transportation, digital and the green economy, with school and college training, apprenticeships, higher level education at University level and sectoral partnerships that embed social value and skills development to maximise the value of public and private investment to the people and communities of Leeds.
- The prize for Leeds and its people is widely available, skilled, well paid employment in the key sectors that will shape the social, environmental and economic future of the city.
- The £4.8bn Levelling Up Fund (LUF) is substantial funding that has been made available to help deliver on this agenda, released by government as part of the March 2021 Budget as an opportunity to bid for significant capital investment in transport infrastructure, regeneration and cultural assets, where these will deliver economic uplift and realise positive change for people. Bids are invited for up to £20m of investment for 'Place' projects in each parliamentary constituency, with the clear prioritised support of their respective MP's being given significant weight by government.
- Across the UK, 124 Local Authority areas, including Leeds, have been designated as Priority 1 places for the LUF, with a further 245 areas designated Priority 2 or 3. The bidding process is competitive and projects will be assessed by government against the aims and criteria of the fund. Given the place prioritisation for bidding purposes it is unlikely that projects will be approved for every constituency or that every bid will be capable of securing the maximum allocation of funds. If allocated evenly across the 650 parliamentary constituencies, the average LUF project investment would be around £7.4m. If all of the LUF was allocated evenly only to Priority 1 areas, each Local Authority would have access to around £39m of investment.
- The timescale and demands of the bidding process are extremely challenging and have required an urgent and intense amount of work to assess, prioritise and develop a realistic number of bids under Round 1 of the LUF, which must be submitted to government by 18<sup>th</sup> June. Following on from the April Executive Board report, which described the process and approach to selecting projects for LUF Round 1, this report sets out the work that has since been undertaken and a resulting proposal for the submission of project business cases that would be capable of demonstrating value for money under the terms of the government's 'five cases' approach as set out in the Treasury 'Green Book' and which subject to assessment by government would be ready for a start of spend and delivery in the 2021/22 financial year. A further report will be brought forward in regard to future rounds of the LUF, when these are opened by government.
- Three significant project proposals emerged and have been tested against local policy ambitions and the government's criteria and requirements for successful LUF business cases. Given the level of detail required to submit in business cases, the resource requirements and time available to support these, including the level of engagement that has been possible with MP's, it is proposed that two of these are developed now and submitted under LUF Round 1.

- These two projects are a new transport infrastructure scheme focusing on multi-modal travel and environmental improvements to the Outer Ring Road between Horsforth and Pudsey, in the Pudsey constituency (Connecting West Leeds) and a new cultural asset scheme focussing on the accelerated delivery of a new Well Being Centre in the Leeds East constituency (a redevelopment of the existing Fearnville Leisure Centre). The third proposal, which is not recommended for submission currently, is a thematic cultural asset scheme that could focus on the delivery of strategic green space and parks improvements at a sub-district level. Further work is required on this concept to consider how it may bring together green space, green infrastructure and well-being aspirations across the main urban area, in a way that delivers inclusive growth outcomes.
- The two proposed LUF Round 1 projects present a significant opportunity to secure major investment and accelerate the delivery of ambitions that are strongly aligned with our Best Council Plan, delivery of Inclusive Growth and our approach to economic recovery. Investments in transport infrastructure and cultural assets have particular relevance to Inclusive Growth, Health & Well Being, the delivery of Sustainable Infrastructure, supporting our cultural assets and visitor economy (including the 2023 celebration of culture) and to the delivery of both Child Friendly and Age Friendly places. The LUF has a requirement for projects to support government's Net Zero carbon targets and as such any investment secured will also demonstrate clear fit with the city's own target to be carbon neutral by 2030.

## Recommendations

Executive Board is asked to:

- a) Note the engagement undertaken with Ward Members and Members of Parliament to enable the rapid assessment and prioritisation of opportunities to bid under Round 1 of LUF.
- b) Consider the short-listed proposals and agree that the projects for Fearnville Well Being Centre in Leeds East constituency and Connecting West Leeds in the Pudsey constituency are selected as the Council's submissions under Round 1 of the LUF, subject to the confirmed prioritisation of the Member of Parliament in each case.
- c) Agree that the Council submits a planning application, or applications, as may be required in relation to the Fearnville Well Being Centre to ensure it is in a position to start delivery in the current financial year with the benefit of an approved LUF application.
- d) Agree that the decisions taken in relation to this report be exempt from Call In due to the risk that the deadline for bid submission on the 18<sup>th</sup> June is missed.
- e) Agree that a Leeds Park City themed project is further developed as a potential strategic approach to new and improved parks and green spaces, well-being and green infrastructure investments, in consultation with Ward Members and MPs.
- f) Note the intention to further engage with Ward Members and MPs and to bring forward a further report on the selection and submission of bids under future rounds of the LUF in other constituencies across the city, subject to the issuing of further guidelines and programme by government.

## Why is the proposal being put forward?

- 1 The LUF offers Leeds the opportunity to bid for capital investment of up to £20m in each of the parliamentary constituencies covering the city. There is potentially up to £160m that could be secured if bids are submitted for each constituency, subject to the government's assessment of these against programme criteria and national competition.
- 2 The Round 1 LUF timetable requires submission of bids by 18<sup>th</sup> June. This report sets out the proposal for submission of two projects that can be resourced in the time available against the robust programme business case criteria, which would enable the deadline to be met. The proposed projects are considered to meet clear priorities in each of their

respective parts of the city and are supported by the Member of Parliament in each case as a priority.

- 3 At this stage it is not considered that there are any other project proposals that are mature enough through consultation with Ward Members, MPs and other stakeholders, or which can be brought to the necessary level of detail with robust supporting evidence and engagement, to enable business cases to be developed and submitted for Round 1 LUF for other parts of the city

### What impact will this proposal have?

#### Wards Affected:

Have ward members been consulted?

Yes

No

- 4 All wards may be impacted by the LUF as there is an opportunity to bring forward project bid submissions in each constituency covered by the city.
- 5 At this stage for the proposed Round 1 LUF submissions the immediate impact of successful bids would be on wards within the Pudsey constituency and those with Leeds East. The benefits of each scheme would however be anticipated to extend to a wider area and potentially to all residents of the city as the beneficiaries and users in each case will not be geographically limited. These would be major investments that would have long term social, economic and environmental benefits.
- 6 An Equality Impact Assessment has been undertaken and is enclosed at **Appendix A**.

### What consultation and engagement has taken place?

- 7 The LUF requires that constituency MPs have a key role in being consulted and in prioritising bids. The Council has formally written to all eight Leeds MPs inviting their views and project ideas for LUF. In some cases these have been followed up with detailed discussions with the Executive Member Climate Change, Transport and Sustainable Development, the Chief Executive, the Director of City Development and other senior officers.
- 8 The Leader and the Executive Member for Climate Change, Transport and Sustainable Development have both been regularly consulted as part of the Council's emerging response to the LUF.
- 9 All Ward Members were invited to virtual meetings facilitated by officers in early May, providing details of the opportunity and the requirements of the bidding process. Through these sessions members have started to generate ideas, consider joint working requirements and reiterate existing ambitions that could fall within the scope of the LUF, so that the city is better positioned and prepared for future LUF bidding rounds. This will remain an open and live process.
- 10 Ward Members in the Pudsey constituency and in the Leeds East Constituency have expressed clear support for the projects propose here in their prospective areas. Stuart Andrew MP (Pudsey) has confirmed Connecting West Leeds as his priority for the LUF submission. Richard Burgon MP (Leeds East) has confirmed Fearnville Well Being Centre as his priority for the LUF submission.
- 11 It should be noted that the timetable of the LUF, the importance of engaging with MPs and Ward Members and the availability of government guidance to enable a full understanding

of how the city may respond has proved particularly challenging given the coinciding period of the local and mayoral elections.

- 12 In respect of the Morley & Outwood constituency, which covers an area across both Leeds and Wakefield Districts, although initial officer discussions have been undertaken between the two authorities, further work will be required to understand and align assessment of any forthcoming proposals for the area.
- 13 Third parties to the Council have also put forward a small number of proposals for funding under the LUF, though none are located in the Pudsey or Leeds East constituencies. Following completion of the Round 1 exercise wider engagement will be undertaken to consider these proposals as part of the emerging pipeline of projects, ideas and ambitions for further assessment against fund requirements and scope for packaging where their scale and impact may be limited when considered separately.

### **What are the resource implications?**

- 14 There has been an intense period of activity required to address this opportunity and to identify deliverable bids within the resources and time available to the Council, which had not formed part of any prior short term work planning, with the consequence that other areas of service activity focusing on city regeneration and transport infrastructure have had officer resource temporarily scaled back. A project team, with senior officer governance has been established for LUF Round 1, drawing on existing officer resources from Asset Management & Regeneration, Highways, Parks & Countryside and Resources.
- 15 The short timescales and nature of the bidding requirements for Round 1, in needing to demonstrate compliance and high value for money against HM Treasury 'Green Book' criteria, have also required the engagement of external consultants to supplement internal capacity and bring in bidding expertise, particularly to address some of the complex modelling of economic impacts that is needed. The Highways core services contract with WSP and the Highways major services framework with Arup, AECOM and Mott Macdonald has been utilised through direct awards. Although in each case these are large multi-disciplinary companies with strong capabilities in the work areas required, the consultancy sector has been similarly challenged by the weight of work across the country in LUF and other government programmes and a consortium approach has been agreed with all four partners working collaboratively with officers on Round 1 submissions, utilising capabilities in a joined up and targeted way to generate the required bids.
- 16 Consultancy inputs have been commissioned through a quick-start brief to facilitate the rapid inputs required. This work will be funded from the Council's existing Innovation Fund though it is anticipated that fees can be capitalised where the LUF bids may be successful, and that the delivery of the projects will result in cashable benefits through reductions in maintenance liabilities on existing Council assets and through the delivery of new high quality, attractive, charged leisure facilities that will generate increased income. A successful Fearnville bid will also substantially reduce external borrowing requirements that are currently required for this scheme.
- 17 Subject to refining the bids and achieving full detailed business cases, it is anticipated that both of the proposed Round 1 LUF projects would seek to draw in the maximum £20m capital investment in each case, alongside a minimum 10% local contribution to project costs as required by the LUF programme. The detailed costs and approvals related to each scheme will be subject to separate and specific Key Decisions in each case and Design & Cost Reports will come forward to detail the full position. The headline principles of costs/funding at this stage are:

### **Fearnville:**

<b>Overall Cost</b>		<b>£22.075m</b>
<i>Funding</i>	<i>LUF</i>	<i>£20m</i>
	<i>Sport England</i>	<i>£1.5m</i>
	<i>S106</i>	<i>£0.3m</i>
	<i>LCC</i>	<i>£0.275m</i>
<b>Total Funding</b>		<b>£22.075m</b>

### **Connecting West Leeds:**

<b>Overall Cost</b>		<b>£22.37m</b>
<i>Funding</i>	<i>LUF</i>	<i>£20m</i>
	<i>S106</i>	<i>£0.2m</i>
	<i>WY Transport Fund</i>	<i>£2.17m</i>
<b>Total Funding</b>		<b>£22.37m</b>

### **What are the legal implications?**

- 18 The Council has the power under the Localism Act 2011 to do anything an individual can do provided that it is not otherwise prohibited from doing so. Compliance with any restrictions that the Council is subject to in relation to the proposals outlined in this report will be monitored as matters progress but it is not believed that there are any restrictions that would prevent the Council from implementing the recommendations set out in this report.
- 19 The proposals outlined in this report will be kept under review to ensure that they are compliant with the terms of the UK's Trade and Co-operation Agreement (TCA) with the European Union, as well as the other subsidy control obligations to which the UK is subject.
- 20 Legal advice has been and will be sought in respect of each potential project to ensure compliance with these subsidy control provisions. As regards the Round 1 submissions, Legal Services have advised that the Connecting West Leeds proposal would be compliant in that there will be no subsidies arising. As regards the Fearnville Wellbeing proposal, further consideration needs to be given as to how the receipt of government funding might be subject to the subsidy control obligations, but for now it is considered low risk given the nature and extent of the activities that would be carried out at the centre.
- 21 This additional meeting of the Executive Board has been called to enable a decision to be made regarding the bid or bids to be submitted in advance of the deadline on the 18<sup>th</sup> June. In the absence of this meeting being called there would not be an opportunity for the Board to consider the matter. The timescale between consideration of the report and the bid deadline is 10 days and it is therefore requested that the Board agree to the decisions from this report being exempted from the Call In process, as any delay could give rise to a situation where bid submission is delayed beyond the 18<sup>th</sup> June and the opportunity to secure funds under Round 1 LUF would be missed.
- 22 The decision could not have been taken any earlier so as to have been eligible for Call In due to the timing of the Executive Board meeting cycle, the purdah period for the local elections and timescales available in which to develop and bring forward the proposed decision. Given that this matter is a Key Decision, as required, it has featured upon the List of Forthcoming Key Decisions for 28 clear days prior to the Board meeting.

### **What are the key risks and how are they being managed?**

- 23 The Council's LUF response is being managed through professional programme management staff in the Asset Management & Regeneration Service, with a programme client role from the Head of Regeneration. A governance group has been formed of senior

officers from across City Development and Resources, including the Directors in each case, with the Director of City Development as Senior Responsible Officer.

- 24 A programme risk register has been developed with the key risks relating to staff and financial resources available to support the assessment, development and submission of business cases by the deadline. This has been mitigated by the quick formation of an internal project team and the short-term consultancy support outlined above.
- 25 Project level risk registers are being developed as part of each bid proposal. The key risks relating to the submission of the Fearnville project concern the time available to complete the detailed LUF business case and the need to ensure a balance between demonstrating to government that a start of the project in the current financial year can be achieved and the accelerated delivery against currently planned timescales not causing the Council to exceed its capital investment VAT thresholds in income generating facilities. There is an existing and detailed business case, design work, consultation, engagement and impact assessment that have already been undertaken for this scheme, which was due to start delivery in 2022/23 - LUF will enable an acceleration of the programme to start before March 2022. There will be a requirement to bring forward submission of a planning application of the scheme to ensure deliverability of the project with LUF funds in the current financial year and Executive Board is asked to approve the submission of any such application (or applications) that may be necessary to ensure the project is delivery-ready.
- 26 The key risks relating to the Connecting West Leeds project concern the required rapid development of scope and design detail and to generate the modelled economic, social and environmental benefits to be written into the LUF business case. This is a very quick timescale for turnaround of evidence base, design and impact assessment for a major infrastructure scheme and requires intense officer and consultant inputs. Whilst it is understood that Ward Members and the MP are reflecting local views in their prioritisation of this scheme, there is very limited scope for the wider consultation that the Council would expect and be expected to undertake in bidding for a scheme of this scale that requires delivery within the current financial year. This may require some engagement and information dissemination during the period of the bid being assessed by government to ensure residents and stakeholders are best informed in the circumstances.

### **Does this proposal support the council's 3 Key Pillars?**

Inclusive Growth

Health and Wellbeing

Climate Emergency

- 27 The government's Levelling Up agenda acknowledges that substantial differences in regional economic performance exist across the UK and that for the whole country to fully prosper, these gaps must be closed, with higher productivity across the country an important route to boosting living standards. For example, economic performance (GVA) per head of population in London is more than double that in Yorkshire and the Humber; in West Yorkshire productivity is around 85% of the UK average; a fifth of jobs in West Yorkshire pay below the Real Living Wage; Gross Disposable Household Income per head in West Yorkshire is only 79% of national average and has been on a decreasing trend.
- 28 These performance headlines point to real and urgent reasons why this matters to Leeds, where despite being the centre of the regional economy with high performing growth sectors and important clusters of success, there are stubborn barriers faced by many residents in connecting to this and realising the social and economic benefits. This is reflected in the lived experience of our disadvantaged residents, groups and communities bearing the brunt of inequalities including poor health, transport and fuel poverty, housing affordability, and poor social mobility, all of which have been greatly intensified through the impacts of the pandemic.
- 29 The LUF is intended by government to support investment in places where it can make the biggest difference to these everyday experiences. It provides an opportunity for Leeds to set out the strategic case for investment in locally defined priorities, to draw on and amplify

our economic strengths but to also focus on solutions for our long-standing and complex social, environmental and economic challenges. LUF can deliver some significant one-off capital interventions that align with the ambitions of our Best Council Plan, but must be part of a long term solution in how we plan for and transition to a sustainable, low-carbon, post-covid economic recovery that delivers the high quality places, transportation, and access to skills and employment that should benefit everyone. In considering opportunities for funding in this and in future LUF bidding rounds, assessment of potential projects will need to pass the critical local test of alignment with the three Key Pillars.

- 30 The proposed project submissions for Connecting West Leeds and Fearnville are investments in transport infrastructure and cultural assets that will have particular relevance to Inclusive Growth, Health & Well Being, and the delivery of Sustainable Infrastructure that will support the city's journey to be Carbon Neutral by 2030. They will also provide infrastructure that can support our visitor economy (including the 2023 celebration of culture) and the delivery of both Child Friendly and Age Friendly places.
- 31 The projects proposed for Round 1 LUF submission can demonstrate value for money and meet the requirement to start delivery in 2021/22 with completion by end March 2024.

## **Options, timescales and measuring success**

### **a) What other options were considered?**

- 32 This report sets out the proposal to submit two bids to Round 1 of the LUF. Other options available to the Council at this stage are to not proceed with any bid submissions, to proceed with different bids to those proposed, or to submit a different number of bids.
- 33 The LUF is a significant opportunity to secure capital funding to city priorities and whilst it is understood there will be future funding rounds to bid into, there are projects that are currently capable of proceeding as business cases under Round 1 and therefore not making any bid submissions has been discounted.
- 34 In the context of alignment with local priorities and readiness for submission as business cases, three project proposals were initially identified for possible Round 1 submission:

#### **(i) Fearnville Well Being Centre**

The principle of a new Wellbeing Centre on the Fearnville site was approved by Executive Board on 20<sup>th</sup> September 2017. The project will facilitate the development of a strategic leisure site delivering a high quality new integrated inclusive wellbeing offer to support healthy and active lifestyles for communities across East Leeds. Fearnville Leisure Centre is life expired, and building design and layout is outdated and is currently underutilised compared to other facilities as it is unable to provide a modern active lifestyle programme. As a result the existing facilities are heavily subsidised by Active Leeds which creates further financial pressures across the service.

The new Wellbeing facility will see better access and greater take-up of memberships particularly from across East Leeds, where there are many vulnerable residents and communities. The development will allow multiple services and agencies to use the building including West Yorkshire Police, Active Leeds, Adults and Health, Aspire, East Leeds 2023, Parks and Recreation. It will provide 5000 sqm of new space, including a six-lane pool and small training pool with water confidence area, fitness gym, studios and outdoor fitness areas. There will be integrated facilities to enable Council and third party support to client groups and individuals, enabling community social prescribing of access to health and fitness, with a large community cafe and social area that can be used for community meetings and gatherings. There are opportunities to further develop the specification and dual use spaces to support further primary healthcare and to accommodate additional local creative, entrepreneurial and skills development activities. The full scope of works including costs will be submitted to Executive Board for consideration, currently anticipated late 2021, when the design is fully completed.



### **(ii) Connecting West Leeds**

The project will deliver a range of transport corridor improvements to the section of the A6120 Outer Ring Road from the A65/A6120 Horsforth roundabout to A647/A6120 Dawson's Corner, aligning with the existing proposals there for significant remodelling and capacity improvements under the DfT's Major Route Network programme. The scheme will include junction improvements at Fink Hill, Horsforth roundabout and Calverley Lane, new and enhanced pedestrian and cycling facilities along the Ring Road, together with a new pedestrian and cycle crossing addressing a significant and historic point of severance between the communities of Calverley and Farsley.

These measures will be complemented by greening improvements along the corridor, and it is anticipated the scheme will result in increased active travel in the area, not only in making new connections between communities, but in tying in with existing active travel and health opportunities, with better health outcomes, reductions to congestion and local air quality improvements, arising from modal transport shift to non-motorised modes and efficiencies from better use of the highway.

### **(iii) Leeds Park City**

This thematic project proposal is to target investment to regenerate and breathe new life into every park in every community, with new and existing green spaces rejuvenated, improved and refreshed. It could incorporate the proposals for the creation of a new 48ha high quality park and Covid-19 memorial woodland on land formerly occupied by the South Leeds Golf Club. The project would deliver improvements to of existing parks or green space and could and include children's playgrounds, multi-use games areas, outdoor gyms and skate parks. The outcome would be create a 'Leeds Park City' to deliver a greener, healthier, wilder recovery and capitalise on the economic, health, biodiversity and climate change mitigation outcomes of high quality public greenspace.

- 35 Following further assessment of the project readiness and consideration of resources available to support bid submissions it is proposed that at this stage for Round 1 LUF submission, only the Connecting West Leeds and Fearnville projects are developed as detailed business cases and submitted. The Leeds Park City proposal requires further engagement and discussion with stakeholders across the city, and has potential to be broadened to combine with green infrastructure and well-being aspirations in other parts of the district. It is therefore proposed to be developed in more detail as a potential future round submission, in recognition of the very significant contribution it could make to health and well-being outcomes, aligned with city priorities.

### **b) How will success be measured?**

- 36 Success will be measured firstly through submission of the two projects as business cases to the LUF by the bid deadline, and thereafter by the award of LUF investment by the government and implementation of the projects to achieve their intended benefits within the time, budget and quality parameters set through their agreed governance arrangements.
- 37 Subject to fulfilling the requirements of the business case process, bids will be assessed by government against the following criteria, following the approach set out in HM Treasury's 'Green Book':
- Characteristics of place – all places across the country have been prior categorised by government into three tiers of assessed need. Leeds is Priority 1 representing the highest level of identified need for economic recovery, regeneration and improved connectivity, but all bids must set the clear Strategic Case for investment.

- Deliverability – the bids must demonstrate the Commercial, Financial and management Cases.
- Value for Money – the overall impact on measures such as social value, local economic growth, environmental benefits, employment outcomes, reduced travel times, increased footfall and crime reduction. There is an expectation that transport projects will deliver the highest VFM as measured through the Green Book ‘Benefit Cost Ratio’.

**c) What is the timetable for implementation?**

38 The table below highlights the LUF programme from its inception by government and the key milestones for the Council.

<b>Activity</b>	<b>Timeline</b>
Budget announcement	3 <sup>rd</sup> March
Guidance issued	11 <sup>th</sup> March – 30 <sup>th</sup> April
Executive Board	21 <sup>st</sup> April
Pipeline review and strategic sift for Round 1	April – May 2021
Letter issued to MPs	30 <sup>th</sup> April
Ward engagement	w/c 10 <sup>th</sup> and 17 <sup>th</sup> May
Consultants commissioned	w/c 10 <sup>th</sup> May
Business case development	10 <sup>th</sup> May – 8 <sup>th</sup> June
Executive Board	8 <sup>th</sup> June
Senior Responsible Officer bid sign off	w/c 14 <sup>th</sup> June
Round 1 bids submitted	18 <sup>th</sup> June
Round 1 bids outcome	Autumn 2021
Round 1 projects start delivery (if successful)	By March 2022
Round 1 project completion	March 2024

## Appendices

Appendix A – Equality Impact Assessment screening form

## Background papers

None.