Plymouth TCF Tranche 2

PLYMOUTH CITY COUNCIL
TRANSFORMING CITIES FUND – TRANCHE 2

ASSURANCE FRAMEWORK

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1 INTRODUCTION

1.1 Purpose of Assurance Framework

1.1.1 This document sets out the Assurance Framework for the Plymouth City Council Transforming Cities Fund (TCF) programme. It details the processes for management, delivery and monitoring of schemes through the TCF programme, following funding award from the DfT.

1.1.2 This document has been produced in accordance with the Department for Transport *'National Local Growth Assurance Framework Guidance'*[1] that ensures Local Enterprise Partnerships (LEPs) and Mayoral Combined Authorities (MCA) have the appropriate mechanisms and processes in place to manage funding delegated to them. The principles of this guidance are presented within this assurance framework. By way of best practice this framework has also drawn upon information within the Assurance Framework for the Heart of the South West (HotSW) Local Transport Board which sets out the processes to manage transport schemes within the Local Growth Fund programme for the Heart of the South West Local Enterprise Partnership (LEP).

[1] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/768356/National_Local_Growth_Assurance_Framework.pdf

2 BOARD PURPOSE, STRUCTURE AND OPERATING PRINCIPLES

2.1 Strategic Objectives and Purpose

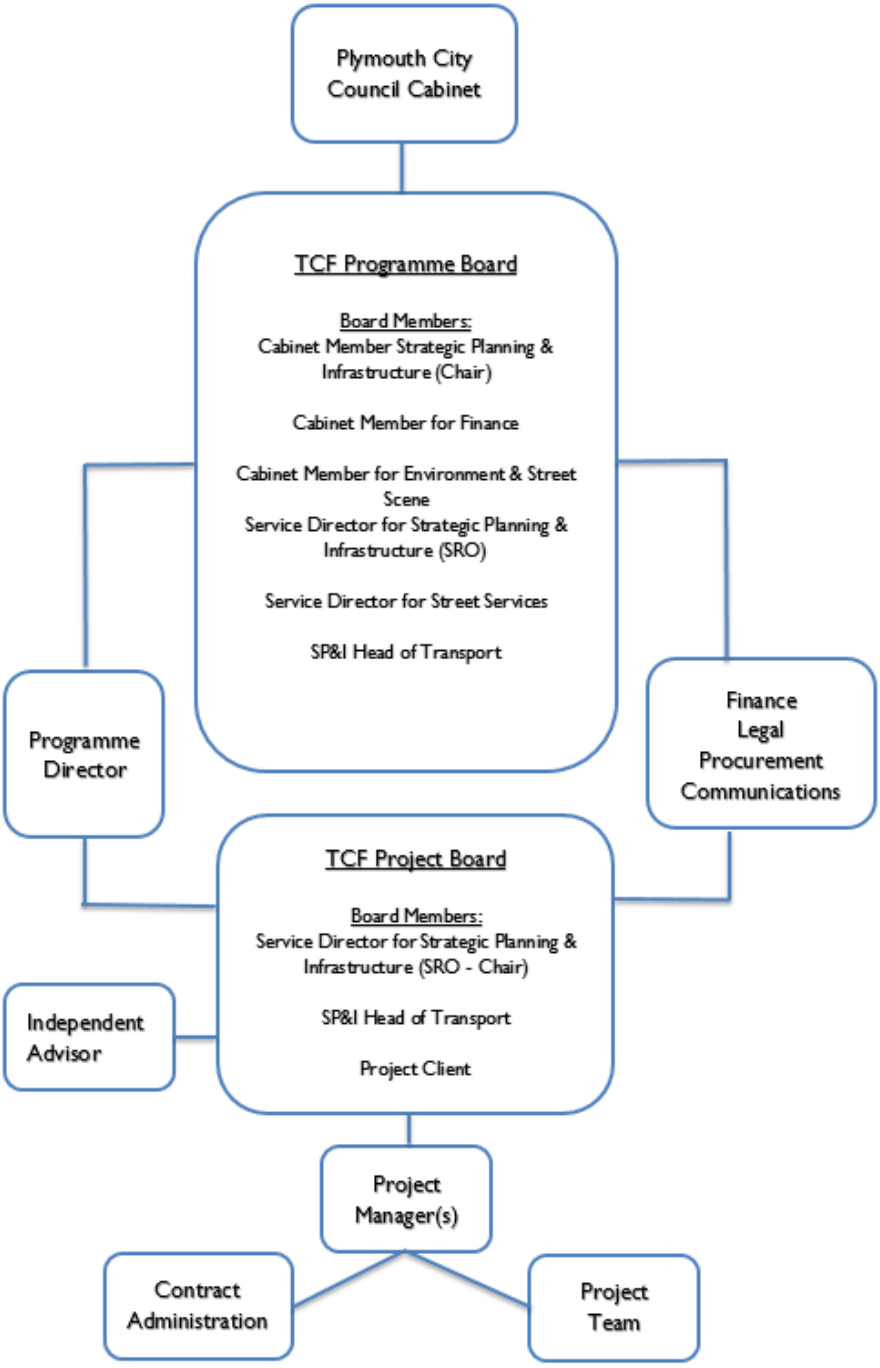
2.1.1 Governance of the TCF programme will be managed by the following boards:

- TCF Programme Board (Member)
- TCF Project Board (Officer)

2.1.2 The role of each of these is set out in the following sections, demonstrating the reporting mechanisms from the project to programme level.

2.1.3 The Governance structure for the programme is shown in the Organogram below:

Plymouth Transforming Cities Project Organogram



2.2 Board Structure and Membership

TCF PROGRAMME BOARD

2.2.1 The Programme Board will oversee the development and delivery of the TCF programme. This member's board will meet on a quarterly basis to review the progress of the programme. The Board will manage by exception, and will delegate the management of projects to the Project Board and Senior Responsible Officer, escalating key issues and decisions as appropriate. Key decisions that are required to ensure the delivery of the scheme will be escalated to the Programme Board, which would be responsible for making these decisions.

2.2.2 The Programme Board will have the following responsibilities:

- Meeting this Assurance Framework which will be agreed with the DfT. This will include accountability for decisions, financial propriety and regularity
- Reviewing the programme progress and delivery risks, and advising on appropriate actions
- Providing strategic direction to the programme
- Accountability for meeting the programme objectives
- Providing necessary approvals from one delivery stage to the next
- Providing direction and support to the Project Board
- Change management and programme assurance
- Ensuring political support to the programme.

2.2.3 For any recommendation that has a significant financial, political or Council Priorities impact that cannot be managed within the delegated authority to the Programme Board, these will be escalated to Cabinet.

2.2.4 As set out in the *'Transforming Cities Fund Tranche 2'*[2] guidance document, the DfT will be able to attend Board meeting with observer status as requested.

TCF PROJECT BOARD

2.2.5 The TCF Project Board will oversee the development and delivery of TCF Projects. This officer group meets on a monthly basis and operates within the authority delegated from the Programme Board at a project level.

2.2.6 The TCF Project Board will have the following responsibilities:

- Reviewing project progress and delivery risks, advising on appropriate actions.
- Providing strategic direction to projects
- Testing Value for Money
- Accountability for meeting the project objectives
- Reviewing project progress from one delivery stage to the next prior to the review and approval stage of the Programme Board.
- Providing direction and support to TCF Clients
- Change management and project assurance
- Ensuring external support to the projects.

2.2.7 For any recommendation that has a significant financial, political or Council Priorities impact that cannot be managed within the delegated authority to the Project Board will be escalated to the Programme Board.

[2] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/786857/transforming-cities-tranche-2-applications.pdf

SENIOR RESPONSIBLE OFFICER AND PROJECT TEAM

2.2.8 The Senior Responsible Officer (SRO) will oversee the successful delivery of the TCF programme, assisted by the Programme Director. The programme is made up of a series of projects. Each project will have a designated Client who ensures the interests of the SRO are represented through the project's life cycle and a Project Manager who deals with the day to day issues that occur during the development and delivery of their scheme.

2.2.9 In consultation with the Client each Project Manager will appoint their Project Team to work on the various stages of the project.

2.2.10 The Senior Responsible Officer (SRO) for the Programme will be the Service Director for Strategic Planning & Infrastructure.

2.2.11 The SRO has overall accountability for the delivery of the programme ensuring that each project remains focused on achieving its objective. They have the authority to make decisions concerning the delivery of the programme within certain delegations.

2.2.12 The SRO is responsible for:

- Providing clear leadership and direction through the life of the programme
- Ensuring that the programme is technically and financially viable and compliant with corporate standards and strategic business plans
- Managing the interface with key senior stakeholders

2.2.13 The Senior Responsible Officer will provide advice and direction on issues that are escalated from the Programme Director or Project Board. If these issues are considered likely to have a significant impact upon the delivery of project(s) within the programme, they are further escalated to the Transforming Cities Fund Programme Board.

TCF PROGRAMME DIRECTOR

2.2.14 The Programme Director will support the SRO to ensure the programme remains on track and projects remain focused on achieving the TCF objectives.

2.2.15 The Programme Director will advise Clients on technical and/or financial matters, escalating issues and recommendations to the SRO as required.

2.2.16 The Programme Director will manage the relationship with DfT, co-ordinating updates and reporting on deliverables. Any proposed changes (scheme additions/subtractions) to the TCF programme will first be agreed with the Funder (DfT) ahead of ratification at the Programme Board.

2.2.17 The Programme Director is responsible for:

- Updating the SRO and Programme Board on the progress of the Programme
- Highlighting any technical or financial issues that exist to the SRO, assisting Clients in making recommendations to ensure the programme remains on track.
- In partnership with the SRO managing the relationship with DfT, seeking agreement to any programme level changes ahead of ratifying changes at the Programme Board.
- Co-ordinating updates and reporting to DfT
- Receiving progress reports and exception reports from the Client and following up as necessary
- Assisting the Client in the resolution of problems, issues and change control.

TCF CLIENT

2.2.18 The Client is responsible for representing the interests of the SRO throughout the project life cycle. The Client owns the transport problem that is being addressed and ensures that the project provides an appropriate solution to that problem. There is only one Client for any project.

2.2.19 The Client is responsible for:

- At the initiation of the project defining the project's objectives, scope and requirements, consulting as necessary with other potential stakeholders and the Programme Director
- Agreeing the project remit with the Project Manager at the start of each project phase
- Agreeing any changes to the scheme requirements during the course of the project
- Managing, leading on and co-ordinating the Independent Assessment of the project at each gateway review
- Receiving progress reports and exception reports from the project manager and following up as necessary
- Co-ordinating the submission of business case(s) to the Programme Board
- Assisting the project manager in the resolution of problems, issues and change control.
- Managing PCC's relationship with external stakeholders with an interest in particular schemes

TCF PROJECT MANAGER

2.2.20 The Project Manager is the individual responsible for managing the development and the delivery of a project on behalf of the TCF Project Board, under remit from the Client and on behalf of the SRO.

2.2.21 The Project Manager leads and manages the project team with the authority and responsibility to run the project on a day-to-day basis.

2.2.22 The Project Manager is responsible for:

- Managing the project on a day-to-day basis within the remit provided by the Client and delegations provided by the SRO.
- Being aware of the business objectives of the project and ensuring that these are satisfied
- Ensuring that the project produces the required products, to the required standard of quality and within the specified constraints of time and cost, in consultation with the Technical Representative
- Establishing the project organisation, defining the roles and responsibilities and deliverables for each team member
- Performing project planning, monitoring and control of the project
- Establishing the safety ethic within the project team and ensuring that the project complies with safety regulations
- Ensuring that the statutory processes are followed and appropriate consents are obtained
- Ensuring compliance with Plymouth City Council standards and processes
- Managing and administrating any consultant or supplier contracts
- Managing project risks, including development of contingency plans
- Initiating corrective action when necessary
- Reporting through agreed reporting lines on project progress
- Managing project resources, including project works contractors

- Ensuring that the Client has relevant up to date information on the project and is involved in major decision making, including independent advisor reviews
- Leading and directing a multi-discipline project team which may consist of development, design and construction, commercial, planning, testing and commissioning and support personnel.

TCF TECHNICAL REPRESENTATIVE

2.2.23 The Technical Representative will support the Client and Project Manager by acting as an advisor for the design, construction, maintenance and operational assumptions made by the project team during the development and delivery of the project. They will ensure the scheme is fit for purpose, will deliver intended outcomes against TCF objectives and can be successfully operated post construction.

2.3 Conflicts of Interest

2.3.1 This section outlines how potential conflicts of interests of members will be managed, for example that members act in the interests of the Council as a whole and not according to the sectoral, geographical or departmental interests that they represent. This is particularly important in the arrangements for agreeing the prioritised programme for funding, reviewing business cases and approving individual schemes.

2.3.2 There are two primary types of conflict of interest – organisational and personal. Organisational conflicts of interest will typically be where a member is voting on a scheme in its area or department, or one that directly affects it. Personal conflicts could occur where an individual has, for example, a business interest that could directly benefit from a scheme.

2.3.3 The system for managing potential conflicts of interest will be through several layers of safeguards:

- There should be a majority of democratically elected members over non-elected members when any vote is taken. A vote cannot be taken if this requirement is not met.
- A collated register of interests for all voting Board members will be held; this will cover personal and business interests across the whole TCF programme area;
- Members should comply with the Council's code of conduct;
- Suitable training will be given to voting members if required to ensure that they have a clear understanding of the approval processes and how interests should be declared (particularly important for members who may not have been involved in a similar process);
- A robust and clear independent level of technical support which will help ensure there are clear reasons for decisions
- An independent audit and scrutiny process

2.4 Support and Administration Arrangements

2.4.1 The support and administration functions required to enable the Board to undertake its functions can be summarised as follows:

- Independent professional technical analysis and scrutiny of schemes including Business Cases;
- Administrative support to the Board;
- Secretariat support including management of records and communications;
- Financial management including monitoring and

- Legal monitoring and support.

2.4.2 Plymouth City Council will provide secretariat support required to maintain records, decisions and communication arrangements on behalf of the Board. This will be part-time support within the scope of existing posts.

2.4.3 Plymouth City Council will also provide financial management on behalf of the Board including the maintenance of suitable financial records and monthly reports. his will be part-time support within the scope of existing posts.

2.4.4 Plymouth City Council's Legal team will provide advice as required to ensure that the decisions and activities of the Board conform with legal requirements with regards to environmental, equality, procurement, state aid and other issues. The legal team will also provide an important role in supporting the Board's communication channels with stakeholders and the public. This will be part-time support within the scope of existing posts.

2.5 Working Arrangements and Meeting Frequency

2.5.1 The Programme Board will meet on a quarterly basis to review the development and delivery of the approved TCF Programme. The Programme Board provides the authority necessary for schemes to progress through each stage of business case development and for scheme construction. In exceptional circumstances urgent decisions on revised scheme funding arrangements can be made in between Board meetings by a special meeting of the Board.

2.5.2 The Project Board will meet monthly to review the progress of projects within the approved TCF Programme, escalating issues by exception to the TCF Programme Board.

3 PRIORITISATION OF SCHEMES

3.1 Sifting and Prioritisation Approach

3.1.1 PCC have carried out a process of identifying potential Tranche 2 schemes and interventions that could form part of the TCF package, and carrying out prioritisation of these schemes prior to commencing more detailed scheme development and appraisal work.

3.1.2 The prioritisation approach has been based on identifying a long list of potential schemes, and sifting these through a two-stage process to identify preferred schemes. The prioritisation approach is summarised below:

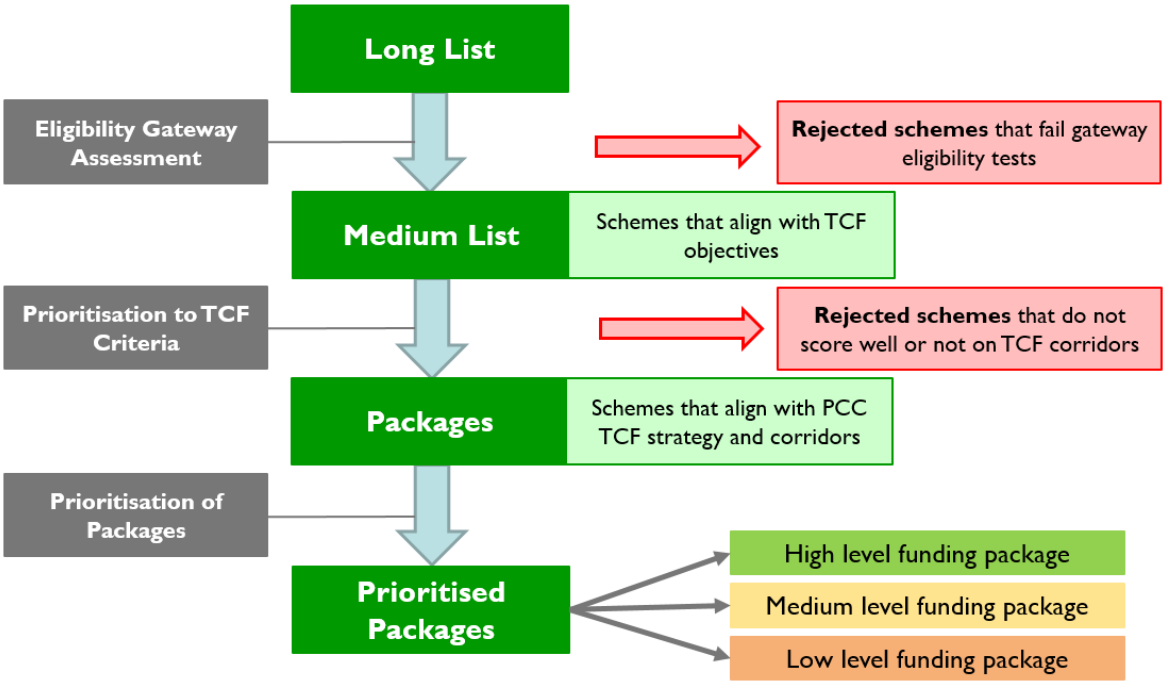


Figure 1: Sifting and Prioritisation Approach

3.1.3 The approach has used a 3-stage sifting and prioritisation process to develop a programme of schemes that are presented in theSOBC for the core, medium and high level TCF investment programmes. The approach used 2 key sifting gateways, where schemes that weren't considered to be appropriate for the TCF programme were rejected. Further details in the process are set out below.

Stage 1 – Eligibility Gateway Assessment

3.1.4 An initial list of potential TCF schemes was developed through consultation with teams within PCC and key stakeholders within the travel to work area. Scheme promoters were invited to submit an initial scheme pro-forma, which set out details of the scheme, key objectives, outputs and a likely scheme delivery cost and programme. This process resulted in a wide range of scheme submissions from PCC and external stakeholders, and schemes that were at an early stage of development.

3.1.5 Submitted schemes were collated and the reviewed against a set of pass/fail criteria, designed to assess whether schemes would be eligible for the TCF programme. These included essential objectives of the TCF fund, as set out in the TCF Tranche 2 guidance, as well as other key requirements. The eligibility criteria used in this assessment are set out below:

- Scheme focusses on improving sustainable transport for commuting trips, and providing access to employment centre, Enterprise Zones and development sites;
- Scheme encourages mode shift and providing sustainable access to employment for commuters;
- Scheme reduces carbon emissions;
- Scheme will represent value-for-money3;
- Scheme is deliverable in the TCF funding period;
- Scheme will provide benefits to key TCF corridors.

3.1.6 Schemes that did not meet all the eligibility criteria set out above were not considered to be eligible for the TCF programme and were rejected.

3.1.7 Schemes that met all the eligibility criteria were carried forward to Stage 2 of the prioritisation process.

Stage 2 – Prioritisation Against TCF Objectives

3.1.8 At Stage 2, schemes were assessed and scored against a range of criteria, aligned to the objectives of the TCF fund. These criteria were weighted against the TCF priorities, which identified essential and desirable objectives of the fund. The criteria and weightings are set out below:

Criteria		Weighting
Focusses on improving sustainable transport for commuting trips, and providing access to employment centre, Enterprise Zones and development sites	Essential	3
Encourages mode shift and providing sustainable access to employment for commuters	Essential	3
Reduces carbon emissions;	Essential	3
Will represent value-for-money	Essential	3
Will help to deliver wider social and economic benefits for the community	Desirable	1
Will support housing delivery	Desirable	1
Will bring about improvements to Air Quality	Desirable	1
Aligns to the Future of Mobility Grand Challenge	Desirable	1

Table 1: Scheme Prioritisation Assessment Criteria

3.1.9 Each scheme was scored against the above criteria using a 4-point scale, ranging from 0 (does not meet objective) to 3 (strongly meets objective). Total scores were produced by multiplying each score against the weighting, and them summing this over all the criteria.

3.1.10 Through this assessment process, each scheme was scored, allowing an initial prioritised list of schemes was developed. At this stage, a threshold was applied to the prioritised list, where schemes that performed well against the assessment criteria were considered to be schemes that aligned strongly with the TCF programme objectives. Schemes below the designated threshold were not considered to be strongly aligned to the TCF aims, and hence were sifted out at this stage.

3.1.11 Schemes above the threshold were considered to be schemes that aligned strongly with TCF objectives and could be delivered within the TCF period. These schemes were taken forward to Stage 3 of the process.

Stage 3 – Forming a TCF Programme

3.1.12 At Stage 3, all schemes that progressed to this stage were considered as part of the development of the core, medium and high level TCF investment programmes. The TCF programmes were developed considering the following criteria:

- Level of deliverability risk;
- Total scheme cost;
- Level of local contribution;
- Value-for-Money category and robustness;
- Scheme delivery programme.

3.1.13 Using the above criteria, the core TCF programme was developed to consist primarily of schemes that scored well against the assessment criteria, had a low level of deliverability risk within the TCF funding period and represented value-for-money. Consideration was given to the individual scheme delivery programmes, to develop an overall balanced programme of schemes that would be spread across the TCF delivery timescales (i.e. schemes wouldn't all be scheduled for construction at the same time).

3.1.14 This assessment has led to the development of the Core, Medium and High Level delivery programmes that are set out in the SOBC.

3.1.15 The TCF funding allocation for Productive Plymouth is £51,263,677. The prioritised list of schemes include:

- Mobility Hubs;
- Better Places Plymouth;
- Royal Parade Bus Infrastructure;
- Mayflower Street Bus Stops;
- Plymouth Station Access;
- Dockyard to City Centre – Walking and cycling improvements;
- Signal Optimisation / ITS;
- Woolwell to The George;
- St Budeaux Interchange;
- Crownhill Road Sustainable Transport Corridor;
- Workplace Travel Package

3.1.16 The schemes held in reserve are those submitted as part of the Core, Medium and High Level delivery programmes set out in the SOBC submission.

4 PROGRAMME MANAGEMENT AND INVESTMENT DECISIONS

4.1 Introduction

4.1.1 The following sections set out the processes for approving schemes through the governance arrangements set out earlier in this document, and for managing delivery of the overall scheme programme.

4.2 Scheme Approval Process

4.2.1 Based on the guidance set out in the TCF Tranche 2 guidance document, schemes that are under £40m in value are able to be approved through the local governance arrangements. Schemes that exceed this threshold will be required to be approved through the DfT. Currently, no Plymouth City Council schemes included within the TCF submission exceed the £40m threshold, and hence all schemes will be approved at a local level.

4.2.2 The scheme approval process will consist of the following stages. The following stages will be applied proportionally to schemes depending on their value, with a more streamlined approval process for small schemes (less than £5m in value) and full approval process for schemes exceeding £5m in value.

- Following funding approval from the DfT for the TCF programme, all scheme will be required to produce a Project Initiation Document (PID) for approval by the Board. The PID will set out the scope, budget and programme for scheme development work to take the scheme through the following approval stage to final approval, and detail out-turn scheme cost estimates, funding breakdown and construction programme at this stage.
- Following approval of the PID, schemes will be developed to Outline Business Case (OBC) stage. This will include outline scheme design, and revisions to the scheme cost estimates, risk registers and construction programmes. Outline Business Cases will be submitted to the Board for approval to progress to Full Business Case (FBC) stage.
- Schemes will then be required to produce Full Business Cases which will be submitted to the Board for final approval, prior to any construction work commencing. FBCs will only be submitted to the Board when all necessary procedural approvals are in place and scheme are ready to commence construction.
- Following approval of the FBC, schemes will progress to the construction stage.

4.2.3 As set out in the *'Transforming Cities Fund Tranche 2'* guidance document, individual scheme business cases and funding approval documentation will be made available to the DfT on request.

Approval Process for Small Schemes (<£5m)

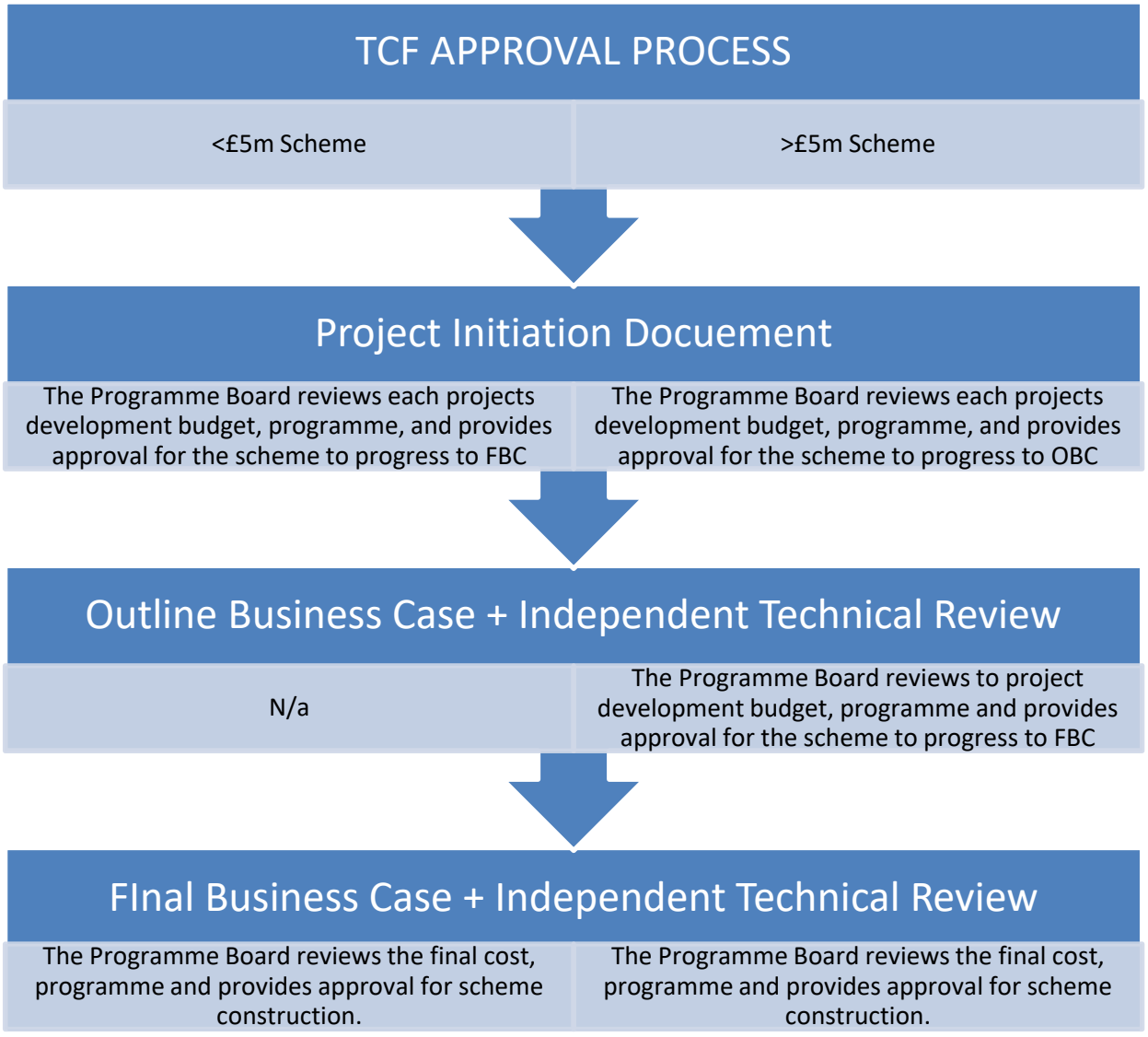
4.2.4 The above approval process will be streamlined for small schemes (<£5m in value) to allow these schemes to progress quickly to the construction stage. Small schemes will not be required to submit Outline Business Cases; hence the approval process will proceed from initial approval of the PID, to the FBC approval stage.

Approval Process for Major Schemes (>£5m)

4.2.5 The full approval process will be applied for major schemes (>£5m in value). Following approval of the PID, these schemes will be required to submit both an OBC and FBC to the Board for approval prior to construction commencing.

Independent Technical Review

4.2.6 All scheme Business Cases (both OBCs and FBCs) will be subjected to individual scrutiny of technical elements, to ensure that technical assessments and design specifications have be carried out correctly and meet the requirements of DfT guidance and the TCF programme. This scrutiny will be carried out by individuals independent of the project team, either through PCC staff not involved in the project or consultant support. The reviewer(s) will submit a report to be the Board (at either OBC or FBC stage), outlining the findings of the independent review, and making recommendations as to whether further assessments are required. The reviewer will attend Board meetings to present the findings from the review if required.



4.3 Value for Money

4.3.1 Business Cases submitted to the Board (both OBC and FBC) will be required to include a value-for-money (VfM) appraisal, in line with DfT requirements set out in the *'Transport Business Case'*[4] (January 2013). VfM appraisals will be completed for each scheme based on methodologies set out in WebTAG.

4.3.2 Scrutiny of the VfM appraisal will be carried out by the Independent Technical Reviewer as part of the OBC and FBC review process. The reviewers report to the Board will detail the findings of this review, and identify any uncertainties in the VfM appraisal that has been carried out. It is anticipated that at FBC stage, the VfM appraisal will consist of an update to scheme cost estimates only, unless any significant changes to the scope or design of the scheme have changed.

4.3.3 Following guidance set out in the DfT *'Transforming Cities Fund Tranche 2'* guidance, schemes will be required to demonstrate that they represent value-for-money. Schemes will be expected to demonstrate a value-for-money categorisation of High or above; the methodology for VfM categorisation is set out in the DfT *'Value for Money Framework'*[5]. Schemes with a value-for-money categorisation below High (i.e. a Benefit-to-Cost ratio<2) will be required to justify why the VfM appraisal falls into a lower categorisation, and will only be approved in exceptional circumstances. Further information will be provided in the business case around any non-monetarised benefits of the scheme along with details of the schemes close alignment with TCF's core and strategic objectives for Plymouth. The board will consider these additions when a decision is taken.

[5] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/630704/value-for-money-framework.pdf

4.4 Programme Management and Cost Control

4.4.1 At FBC approval stage, the TCF contribution to each scheme will be approved. Scheme funding approval, including the proposed funding breakdown, will be set out in the Board minutes. A register of scheme approvals will be produced and maintained by Plymouth City Council.

4.4.2 Given that within the SOBC submission, no schemes currently exceed the £40m threshold, all scheme approvals, and hence management of the whole TCF programme, will be carried out at a local level through the Programme Board.

4.4.3 TCF funding will be capped at the levels agreed at final approval of the SOBC. Should scheme costs increase beyond this, either through the OBC and FBC approval stages or post FBC approval, an exceptions report will be generated and submitted to the Programme Board, setting out the revised scheme costs and proposed funding arrangements.

4.4.4 At this stage, the Programme Board will consider the process for managing scheme cost increases as set out below (in order of priority):

1. If available due to underspend, TCF funding from within the DfT approved programme will be reallocated to cover cost increases; and/or
2. Additional local contributions will be provided to cover cost increases, either from further investment from Plymouth City Council or other public or private funding sources;
3. If additional funding is not available from the above options, consideration will be given as to whether the scope of the scheme can be reduced or whether value engineering could reduce out-turn scheme costs. Any reduction in the scope of the scheme will require re-assessment of the scheme value-for-money appraisal to ensure that the scheme would continue to result in at least High value-for-money, and to the scheme objectives and outcomes to assess any impact as a result in the reduction in scope.

4.4.5 If any scheme is determined to be undeliverable, either due to increases in scheme costs, delays to scheme programme or other deliverability issues, the DfT will be notified to discuss the reallocation of funding. This could include the reallocation of funding within the approved TCF programme (April 2020) or funds could be allocated to a new scheme selected from those submitted as part of the TCF November 2019 submission.

4.4.6 Any programme additions must be selected from those schemes submitted in the TCF November 2019 SOBC submission, with priority given to those schemes submitted within the core scenario. When selecting a replacement consideration will be given to: affordability; deliverability within the time remaining, and value for money to ensure the appropriate addition/replacement is selected.

5 MONITORING, EVALUATION AND REPORTING

5.1 Summary

5.1.1 Project Managers of all schemes will be required to monitor the benefits of schemes post construction, and to evaluate performance against scheme objectives and outputs.

5.1.2 A Monitoring and Evaluation Plan for each scheme will be produced and included as part of the Final Business Case submission; this plan will set out the monitoring requirements in terms of pre and post construction data collection, the methodologies for doing this and how data will be analysed to evaluate the impacts of the scheme. Evaluation indicators will be set out with consideration of guidance in the DfT guidance document 'Monitoring and Evaluation Framework for Local Authority Major Schemes' (September 2012). It should be noted that this guidance is intended for major schemes, but will be considered for all schemes within the TCF programme. The Senior Responsible Officer will be responsible for ensuring that the required data collection and surveys are carried out.

5.1.3 A Benefits Realisation Plan and an Evaluation Plan will be developed to a timetable agreed with the Department. These reports will be made available to the Department and, where possible, published on Plymouth City Councils website.

5.1.4 Regular progress reports will be provided to the Department (frequency, format and content to be agreed) to enable the monitoring of progress and performance. It is likely that this will track progress against key milestones for the entire programme and individual schemes (e.g. approval decisions, start of construction, completion etc), spending data (e.g. forecast spend vs actual), risk summary and a brief narrative commentary on progress and issues.

5.1.5 In the interest of transparency, a single central Transforming Cities Fund page will be published on the Plymouth City Council website which will provide access to business cases and associated Value for Money statements for schemes funded by the Transforming Cities Fund. These (the business case and value for money statement) will be published at least 20 working days ahead of board meetings. Members of the public will have the ability to comment on these, captured through an online survey on the TCF main page. These comments will be presented to the board when a decision is being taken.

5.1.6 Review meetings (frequency to be agreed) will take place between Plymouth City Council and DfT to discuss progress with delivery and decision making. Following the review, the annual profile of funding may be adjusted to match the expected profile of delivery if this changes.

5.1.7 As part of National Evaluation (NE) of the Fund Plymouth City Council will work with the NE team to help build an evidence base on the impacts and benefits of TCF. This will help inform future investment decisions.