Business Case Template

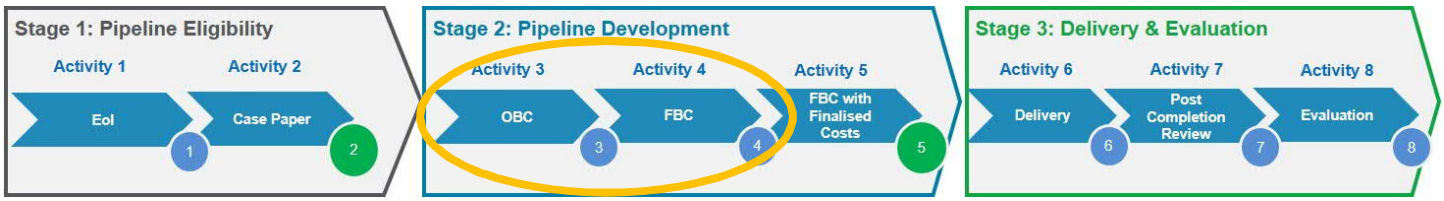
What is the purpose of the Business Case?

The Business Case Template is to be used in providing an Outline of Full Business Case to the West Yorkshire Combined Authority (WYCA) in line with the agreed Assurance Pathway for any given scheme.

The Business Case must be completed by the Scheme Promoter (this is the organisation seeking the funding for a scheme they are delivering), and submitted to the WYCA along with any supporting documentation in order for any scheme to be appraised by WYCA and approved to continue to the next Activity on the Assurance Process.

All Business Cases must be based on the 5 Case Model and follow HM Treasury – The Green Book guidance, and follow guidance as set out in the Leeds City Region Assurance Framework.

All Business Cases should also be proportional to the scale and complexity of a scheme as defined in the Leeds City Region Assurance Framework. For further advice on this, please contact the WYCA PMO and/or the WYCA Case Officer assigned to your scheme.



The Business Case forms a detailed 'five cases' assessment of a scheme, and builds on the evidence presented in the Expression of Interest. Its purpose is to present detailed information about a scheme and evidence that the scheme meets the strategic aims of WYCA, offers value for money a good return on investment, is affordable and deliverable. The Business Case will also form the basis on which any appropriate conditions precedent for a funding agreement can be identified.

Case	Focus
Strategic Case: To set out the need for the scheme, and to define the outcomes and scope of the scheme. Does the scheme have a strong strategic case?	• Revisit the case for change and update accordingly, summarising any changes • Does the case for change still exists? • Confirm that the preferred way forward still stands • Ensure clear evidence of: o Alignment to SEP Priorities o Objectives are SMART o Evidence of the need for intervention/market failure o Clearly identified barrier/opportunities the scheme will unlock o Evidence of stakeholder engagement

Commercial Case: To set out the market demand for the scheme and the procurement strategy. Is there demand for the scheme and is it commercially viable?	• Revisit the Commercial Case and update accordingly, summarising any changes • Is there still a market demand for the scheme? • To prepare the scheme for procurement with high level summary of procurement option(s)/preferred plan (OBC) • Set out detailed procurement plan (FBC)
Economic Case: To include any options analysis and initial value for money assessment. Does the preferred project option demonstrate value for money and a good return on investment?	• Revisit the Economic Case and update accordingly, summarising any changes • Revisit long and short list of options • Set out any options analysis and the initial Value for Money assessment of those short listed options • To set out the detailed economic appraisal that will be undertaken as part of the FBC (OBC) • To undertake initial benefits appraisal (OBC) • Select and set out the Preferred Option (OBC) • Present an assessment of any of the uncertainties i.e. sensitivity analysis (OBC & FBC) • Present final benefits appraisal (FBC) • Set out the detailed economic appraisal of the Preferred Option and the Final VfM Statement (FBC) • Note for transport schemes this should include an Appraisal Specification Report • Note also that the Final VfM Statement should be updated following any procurement exercise
Financial Case: To set out the scheme costs, including the funding and financial profile. Is the project financially viable, affordable and sustainable?	• Revisit the Financial Case and update accordingly, summarising any changes • Update the project costs as detailed in the Initial Cost Plan and the funding profile and provide a Detailed Cost Plan • Set out capital and revenue implications for preferred option • Set out arrangements for dealing with cost risks and confirm 'match' funding is in place
Management Case: To set out the governance and project management arrangements for the project, including how the project will be delivered. Is the project deliverable, are the objectives achievable and have all compliance issues been addressed?	• Revisit the Management Case and update accordingly, summarising any changes • Set out the necessary management arrangements for the successful delivery of the scheme • Set out the project management strategy, change management strategy, benefits realisation strategy, risk management strategy, communications strategy and post project evaluation strategy • Produce and update any related registers to the named strategies e.g. Risk Register, Benefits Realisation Plan

What happens once a Business Case is submitted?

- On receipt of a completed OBC or FBC, the scheme's assigned WYCA Case Officer will check the document to ensure all necessary information has been provided. Including any supporting documentation.
- The WYCA Case Officer will then arrange any necessary appraisal of the Business Case. This may involve internal appraisal by WYCA officers, external appraisal by independent third parties and/or a Peer Review.
- Once the Business Case has been appraised, the WYCA Case Officer will draft a Business Case Appraisal Report, summarising the results of the appraisal.
- This will be presented to the Programme Appraisal Team (PAT) along with the Business Case and or not a scheme will recommend whether should continue to the next activity in the Assurance Process, be rejected, of that further information is required in order for a recommendation to proceed is made.
- Once a scheme has been reviewed by the PAT, the Scheme Promoter and the author of the Business Case will be contacted to confirm the next steps.

Completing the Business Case Template

- All sections highlighted in yellow to be completed by the Scheme Promoter. "Advice for completion" text within yellow boxes should be overwritten. Please do not write in white boxes.
- PLEASE NOTE – If this a Full Business Case, a summary of any key changes and their implications on the business case should be included in each section.
- Once completed, the Business Case should be submitted to WYCA, along with any supporting documentation at pmo@westyorks-ca.gov.uk.
- WYCA will endeavour to respond to applicants within one week to confirm receipt of the Business Case.
- Guidance and examples for completing the form can be found within the template.
- For further information or help in completing the template, please contact WYCA via:
    - Email: pmo@westyorks-ca.gov.uk
    - Tel: 0113 2517421

FULL BUSINESS CASE

A629Halifax to Huddersfield Improvements Phase 2: Halifax Town Centre

July 2020

Applicant Details

Name of scheme:	A629 Halifax to Huddersfield Improvements Phase 2: Halifax Town Centre
Scheme PMO Reference Code:	WYTFP4012
Business Case Stage	Full Business Case (activity 4)
Location of scheme (including postcode):	Halifax Town Centre. Area within, and junctions along lengths of Charlestown Road, Bank Bottom, Lower Kirkgate, Church Street, Square Road, South Parade, Hunger Hill. A629 (from Hunger Hill to Broad Street), Broad Street, Northgate and North Bridge. Halifax Bus Station
Lead Organisation:	The Borough Council of Calderdale
Type of organisation:	Local Authority

Lead contact:	Simon Liversage
Position:	Project Manager – West Yorkshire-plus Transport Fund
Phone number:	07919 579998
Email address:	simon.liversage@calderdale.gov.uk
Postal address:	The Borough Council of Calderdale, Major Projects, 3rd Floor Princess Buildings, Halifax, West Yorkshire, HX1 1TS

Business Case Owner:	Marc Cole, Interim Director, Strategic Infrastructure

WYCA Lead / Programme Manager	Caroline Coy

Is any information in this form is considered exempt from release under Section 41 of the Freedom of Information Act 2000	Yes	
	No	✓

Document Control

Version	Date	Author	Checked
1	July 2020	The Borough Council of Calderdale (with technical support from AECOM)	

Certificate of Approvals

To be completed by WYCA staff:

This business case has been appraised in accordance with the Leeds City Region Assurance Framework and approved by the following:

Note - the required approvals will depend on the agreed approval pathway set out and agreed for the scheme during Stage 1: Pipeline Eligibility, if it does not require a certain approval then mark as N/A

	Approved (Y/N, n/a)	Signed	Date
WYCA Case Officer:			
Appraisal Team/Peer Review Team			
Programme Appraisal Team:			
WYCA Managing Director:			
Investment Committee:			
Combined Authority:			
Other (Please State):			

Contents

List of Appendices

Appendix	Title	Page No.
D1	Halifax Town Centre Delivery Plan	
S1	Regeneration Impact Assessment Report	
S2	Accident Information	
S3	Halifax Railway Station Masterplan	
S4	Statement of Community Involvement	
C1	The Piece Hall Effect Report	
C2	Visitor Economy Strategy 2015-2018 – CMBC Cabinet Report (March 2018)	
C3	Regeneration Impact Assessment Report	
C4	A629 Phase 2 Programme	
C5	Quantified Risk Register	
E1	Phase 2 Drawings (previous submission)	
E2	Phase 2 Drawings (revisions)	
E3	Long-list Scoring	
E4	Appraisal Specification Report	
E5	CSTM LMVR	
E6	CSTM Forecasting Report	
E7	EMME Forecasting Report	
E8	Economic Assessment Report	
E9	EIA Non-technical Summary	
E10	Social and Distributional Impacts Report	
E11	Appraisal Summary Table	
E12	Economic Tables	
F1	Cost Plan	
F2	Quantified Risk Register	
M1	Quantified Risk Register	

M2	Benefits Realisation Plan	
M3	Monitoring & Evaluation Plan	
M4	A629 Phase 2 Programme	

List of Tables

	Phase 2.	
6.5	‘Standard’ and ‘Enhanced’ monitoring and evaluation metrics, DfT, 2012.	136

List of Figures

2.17	You Said, We Did - Examples of how feedback has been incorporated into the scheme proposals	74
3.1	Phase 2 high level phasing programme	83
6.1	A629 Phase 2 Governance Arrangements	121
6.2	West Yorkshire-plus Transport Fund change procedure	137

Glossary of Terms

Acronym	Full Title
ANPR	Automatic Number Plate Recognition
AQMA	Air Quality Management Areas
ASR	Appraisal Specification Report
ASST	Appraisal Specification Summary Table
ATC	Automatic Traffic Count
BCR	Benefit to Cost Ratio
BID	Business Improvement District
BRP	Benefits Realisation Plan
CIP	Corridor Improvement Programme
CMBC	Calderdale Metropolitan Borough Council
CPO	Compulsory Purchase Order
CSF	Critical Success Factors
CTC	Classified Turning Count
DI	Distributional Impact
DMRB	Design Manual for Roads and Bridges
EIA	Environmental Impact Analysis
FBC	Final Business Case
GW1	Gateway 1
HSG	Halifax (Railway) Station Gateway
HGV	Heavy Goods Vehicle

HTCDP	Halifax Town Centre Delivery Plan
LCR	Leeds City Region
LSTF	Local Sustainable Transport Fund
OBC	Outline Business Case
P&D	Pay and Display
QRA	Quantified Risk Allowance
RSI	Roadside interviews
SEP	Strategic Economic Plan
SPD	Supplementary Planning Document
TCF	Transforming Cities Fund
TRO	Traffic Regulation Order
VAT	Value Added Tax
VDM	Variable Demand Model
WYKRN	West Yorkshire Key Route Network

1. Scheme Summary

1.1 Scheme Description:

The Halifax town centre scheme is the second phase of the A629 corridor programme that links Halifax and Huddersfield. The A629 corridor programme has been jointly developed in partnership between Calderdale Metropolitan Borough Council (CMBC) and Kirklees Metropolitan Borough Council (KMBC) and will include highway capacity and operational improvements, investment in public transport, improvements to strategic accessibility and public realm within Halifax town centre to deliver regeneration and growth aspirations.

Phase 2 will improve pedestrian and cycle access into and the town centre area by addressing severance, re-routing of traffic (on the eastern side of the central area) and capitalising on placemaking opportunities through pedestrianisation and the creation of public spaces. In addition to the active mode enhancements, a revised bus network around the town centre will be implemented to provide greater coverage, more buses will be provided, better connecting the railway and bus stations.

This scheme will also play a role in addressing the climate emergency on a local scale for Halifax, through increased quality and facilities for active mode users, as well as improving the bus network around the town centre. To add to this, Phase 2 will also increase the existing number of electric vehicle (EV) charging points. Combined with the active travel and bus network these changes and interventions will, encourage residents to choose lower carbon travel options. There is a proposed decrease in car park provision across the town centre which, when combined with the improvements made across all other modes of transport, will improve the sense of place in Halifax and encourage modal shift.

Summarised in Figure 1.1, key features of the proposals include:

- Gateway entry points to improve the sense of arrival into Halifax town centre from the North, (South) East and (South) West, in particular for pedestrians and cyclists;
- Public realm improvements including the pedestrianisation of Market Street and part of Northgate, and public space at the Eastern Gateway and Butterfly Meadow.
- Following the listing of the Hughes Corporation Building (Square Road/Church Street), the Eastern Gateway has been revised, involving changes to highway alignment and public realm.
- Provision of electric vehicle charging points;
- Creation of an anti-clockwise ‘bus loop’, maximising bus penetration to the town centre core, as well as boosting access to development sites to the East (e.g. Cripplegate and the Library);
- Enhanced bus-rail interchange opportunities at the Eastern Gateway;
- Acquisition and development of Butterfly Meadow;
- Demolition of Nestle office space in the ‘L-shaped building’ and the Autonomous Maintenance Training Building and relocation to Bailey Hall, including development of Bailey Hall to accommodate Nestle staff, and potential further uses;
- Reconfiguration of Navigation Road for access to Butterfly Meadow and Nestle operations;
- Activity to unlock the opportunity (being delivered through Halifax Station Gateway – see section 2.1.3) to extend the Hebble Trail and link the proposed Navigation Road pedestrian / cycle underpass directly connecting the trail and Butterfly Meadow to the railway station and Halifax town centre;
- Re-designation of the eastern corridor (via Church Street, Lower Kirkgate, Bank Bottom

and Charlestown Road) to improve the efficiency and attractiveness of the route, thereby reducing through traffic in Halifax town centre and re-balancing traffic movements on the eastern and western corridors. Achieved through changes to junctions and the realignment of Church Street, Lower Kirkgate and Bank Bottom;

- Modified A629 western corridor to improve the efficiency and attractiveness of the route, reducing through traffic in Halifax town centre.

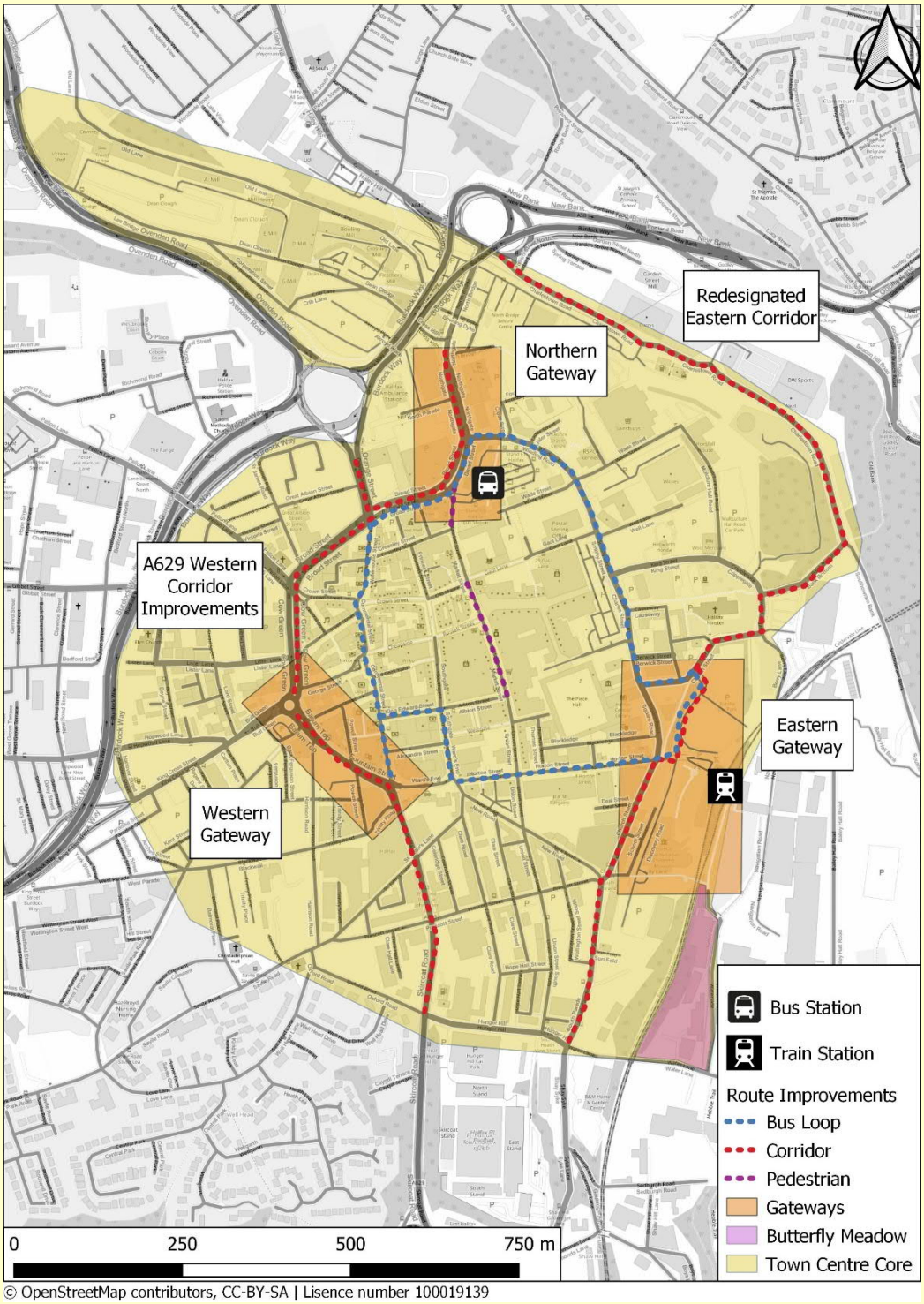


Figure 1.1: A629 Phase 2 Scheme Summary

Once completed, the scheme will:

- Encourage development and inward investment within the town;
- Provide enhanced pedestrian crossing facilities (better aligned with desire lines) and reduce through traffic levels on Square Road/Winding Road and provide better connections between the town centre core, the wider town centre and adjacent communities;
- Deliver enhanced cycling facilities in central Halifax, with designated cycle crossings, on highway non-segregated and on highway segregated cycle facilities and cycle parking;
- Deliver a step change in the quality of arrival within Halifax, through the creation of gateways into the town;
- Create a better pedestrian environment within the town centre through public spaces and the green space in Butterfly Meadow;
- Re-distribute disabled (blue badge) parking provision across the town centre;
- Improve bus-rail interchange, through the creation of the Eastern Gateway and introduction of new bus stops.;
- Improve non-motorised access to the railway station, key employment and leisure sites;
- Provide greater bus coverage around the town centre;
- Provide smart signalling throughout the town;
- Unlock the opportunities of the Halifax Station Gateway Scheme, particularly the active mode links east of the railway to the Hebble Trail;
- Improve connectivity between the Bus Station and the Railway Station, through the revised town centre bus network and public realm enhancements. These schemes provide inter-compatibility and complement each other.
- Be compatible with, complement and be a catalyst for the Eureka!'s aspirations, connecting into Phase 2 through an interactive route between the Eastern Gateway and Eureka!.

The proposals seek to minimise third party land take. Where this is necessary, the relevant processes will be followed.

In identifying the priorities to be delivered for this scheme, a hierarchy of users for Halifax town centre has been agreed (Figure 1.2). With importance being placed on active modes, and those vehicles with a blue badge holder.

Figure 1.2: Hierarchy of transport users in Halifax town centre

Western Corridor

The western corridor component will:

- Address the severance for pedestrians and cyclists on the Western edge of Halifax town centre;
- Provide key gateways into Halifax town centre from the west and north;
- Maximise operational efficiency of the western corridor.

A new *Northern Gateway* is aimed at addressing connectivity issues between the town centre core, Dean Clough and North Bridge Leisure Centre. The Western Gateway seeks to improve connectivity between employment and key development sites along and west of the A629, as well as the areas with greater depravity to the West (e.g. Park Ward). These two gateways will encourage the employees of Dean Clough, Lloyds Banking Group and other companies to utilise and visit boosting the economy of the town centre.

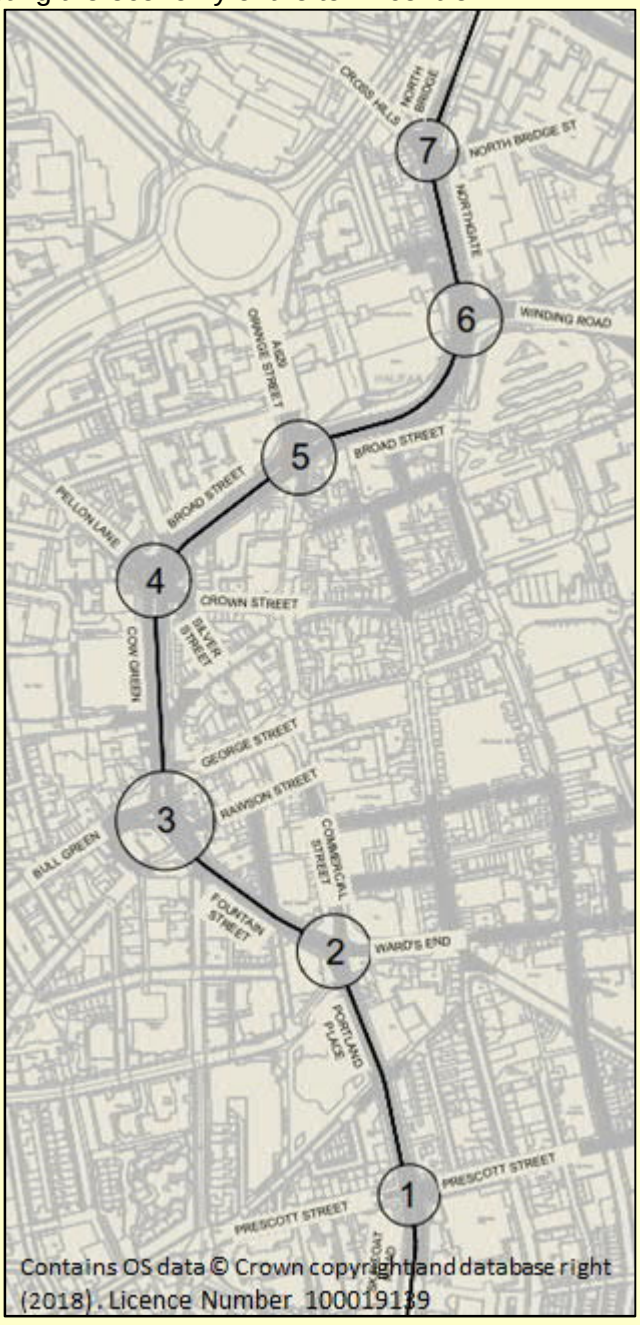


Figure 1.3: Components of the Western Corridor

The components of the Western Corridor scheme (Figure 1.3) are, as follows:

1. A629/Prescott Street – single southbound lane on Portland Place to allow continuous northbound and southbound cycle lanes on the A629 with controlled pedestrian crossing facilities serving key desire lines;
2. A629/Commercial Street/Ward's End – reduced junction footprint with straight across, wide controlled pedestrian crossing facilities serving key desire lines, advanced stop lines for cyclists, cyclist phase in traffic signal sequence, rationalised turning movements and enhanced public realm outside the theatre and Lloyds building to help create a sense of arrival into Halifax town centre;
3. A629/Bull Green – replacement of roundabout at Bull Green with traffic signals to increase capacity and provide enhanced pedestrian crossing facilities, restricted access to Rawson Street (entry from Southbound A629 only), ability to turn left and right out of George Street, enhancing the pedestrian environment on the northern and southern side of Bull Green and advanced stop lines for cyclists. Provision of a minimum of two electric vehicle charging points;
4. A629/Pellon Lane – closure of subway at Pellon Lane, enhanced at-grade pedestrian facilities at junction to reduce pedestrian severance and advanced stop lines for cyclists or designated cycle crossing facilities (signal controlled);
5. A629/Orange Street – enhanced at-grade pedestrian crossing, signal changes to improve pedestrian crossing amenity and advanced stop lines for cyclists;
6. Northgate/Winding Road – enhanced at grade-pedestrian crossings and provision of dedicated cycle facilities (mixture of segregated and on-carriageway) to/from the town centre, advanced stop lines for cyclists, addressing the vehicle dominated environment to create a sense of arrival into Halifax town centre from the north;
7. Cross Hills/North Bridge – new signal-controlled pedestrian facilities across North Bridge Street and Cross Hills and enhanced provision for cyclists, including advanced stop lines for cyclists on key approaches and cycle lanes on Northgate.

Eastern Corridor

The Eastern corridor component will:

- Maximise operational efficiency of the eastern corridor through realignment and junction priority changes (detailed earlier) and to improve the attractiveness of the route, reducing through traffic in Halifax town centre core and improving access to key development sites;
- Provide a key gateway to Halifax town centre at the Eastern Gateway with:
  - Public realm enhancements;
  - Installation of new bus stops (at Albert Street East and Horton Street), improving rail-bus interchange;
- Complement the Halifax Station Gateway and Eureka! masterplans.

Figure 1.4: Components of the Eastern Corridor

The Eastern Corridor improvements (Figure 1.4) builds upon the successful conservation at the Piece Hall, Square Chapel and Central Library, and are aimed at delivering direct access to the Cripplegate site fronting onto the town centre network. Additionally, they will create a gateway through the creation of a public realm and proposals that complement the Halifax Station Gateway (HSG) project. The components of the Eastern Corridor are as follows:

- Realignment of the northern section of the eastern corridor from Winding Road/Smithy Street/Charles Street to Charlestown Road, Bank Bottom, Lower Kirkgate and Church Street;
- A58/Charlestown Road – approach lane capacity improvements on entry to gyratory;
- Charlestown Road Retail Park access – conversion of mini-roundabout to priority junction and replacement and incorporation of pedestrian crossings provided to service

key desire lines;

- Bank Bottom – re-configure junctions and realign Church Street, Lower Kirkgate and Bank Bottom to promote the eastern corridor as the primary route, revised priority junction at Cripplegate facilitates access into the development site (from Cripplegate), new access for Matalan and new alignment at Southowram Bank to assist HGVs (Heavy Goods Vehicles);
- Square Road/Church Street/Alfred Street East – highway realignment utilising the old Church Street alignment (see Figure 1.5). Two new bus stops on Alfred Street East will form the new bus-rail interchange at the Eastern Gateway, with improved wayfinding and pedestrian linkages to the town centre and railway station;

Figure 1.5: Eastern Gateway design

- Square Road/Station Approach/Church Street/ Horton Street – redesigned junction to accommodate the realignment of Square Road/Church Street to the north, installation of new bus stop near Church Street junction, advanced stop lines for cyclists - and to futureproof the junction for any development proposals - to close Station Approach to vehicular traffic;
- Church Street – widening on Church Street to accommodate larger vehicles and higher traffic flows;
- New Road/Prescott Street – conversion of mini-roundabout to signalised junction, northbound and southbound cycle facilities on South Parade and closure of New Road providing an opportunity for urban realm enhancements.

Central Area

The central area component, which builds on and utilises aspects of the eastern and western corridors, will:

- Pedestrianise Market Street (between Old Market and Albion Street) and Northgate (between Broad Street and Crossley Street) as a key placemaking objective of the scheme;
- Create an anti-clockwise ‘bus loop’ (utilising sections of the eastern and western corridors), maximising bus circulation of the town centre core in context with the above pedestrianisation objective;
- Maintain vehicular access to the town centre core with northern and southern access points;
- Installation of new bus stops on Southgate / Wards End link, improving bus penetration into the town centre by allowing buses to use King Edward Street, Southgate and Wards End;
- The central area involves major changes to the town centre bus network, allowing the creation of shared space treatment along Market Street, significantly enhancing pedestrian amenities. These changes are designed in such a way that they can be phased in line with the delivery/realisation of the wider Halifax town centre Delivery Plan (and Local Plan), to ensure the proposals are commercially viable in the widest sense. For example, this phasing will also allow for greater capacity for temporary

accommodation and new bus stops associated with the bus station redevelopment.

Butterfly Meadow and Bailey Hall

The area east of the railway line will be cleared and provide the following:

- Butterfly Meadow (on the area bordered by Hebble Brook, Waterside and Navigation Road).
- Removal of Nestle's Autonomous Maintenance Training and L-shaped buildings, with staff to be accommodated in a refurbished Bailey Hall, the realignment of Navigation Road and the provision of parking spaces (a replacement for the Nestle spaces lost in the vicinity of the buildings to be removed).
- Additionally, this part of the scheme aligns strongly with the emerging Halifax Rail Station Gateway Scheme and combined, will transform Halifax over a larger geographical area and for more people.

Figure 1.6: Butterfly Meadow and Bailey Hall proposals
Image includes Halifax Station Gateway proposals
Source: Adapted from Halifax Station Gateway OBC image

A summary of the proposed changes in the central area is provided, grouped by mode/user group.

Pedestrians

- Market Street – pedestrianisation or widening of footways (where vehicular access is maintained);
- Improved pedestrian route of *Western Gateway* consisting of widened footways and enhanced public realm outside the theatre on Commercial Street and on Trinity Road to provide an improved environment to/from major employment sites (e.g. Lloyds Banking Group and Dean Clough) and improved connectivity for residents (e.g. from Park Ward);
- Creation of public space/realm at Bull Green;
- Streetscape improvements, including green infrastructure, such as planting and trees along with additional seating.

Cyclists

- Creation of high-quality cycle parking hubs at key locations in the town centre;
- Cycle lanes in both directions on key links including the A629 radial from the south, Winding Road and Northgate from the north;
- Segregated contra-flow cycle lanes on Commercial Street (northbound outside the theatre), on Market Street/Union Street (southbound connecting to Horton Street) and Northgate (two-way, connecting Market Street to Broad Street);
- Two 'quiet street' routes (routes with less traffic) connecting to the town centre via the south east (from South Parade) and south west (from Bull Green).

Buses

- Bus station access/egress relocated to Winding Road, with the current access point onto Northgate retained for emergency access to the bus station (note that the bus station scheme will 'return' the egress arrangements to Northgate, and create a new emergency access point on Winding Road);
- Creation of an anticlockwise 'bus loop' around the town centre core, maximising circulation and improving modal interchange between rail and bus, with more services serving one or both locations;
- Removal of bus stops on Market Street (as a result of pedestrianisation, with stops relocated to Ward's End and Horton Street. New bus stops distributed around the eastern bus loop including creation of new bus-rail interchange opportunities at the Eastern Gateway;
- Bus Stop Infrastructure (enhanced shelters, stops and real time information);
- Priority for buses on Charles Street through the inclusion of an enforceable bus gate between the junctions with King Street and Causeway.

Disabled (Blue Badge) Parking

- Relocation of some disabled parking bays across the town centre, with a net increase of 2 bays;
- Where existing bays are being relocated, new bays are being provided in nearby streets, with some new spaces closer to the Borough Market.

On-street Pay & Display Parking

- Net loss of 33 pay & display (P&D) bays. Parking bays along Horton Street and Ward's End are relocated to create free-flowing conditions for buses;
- Inclusion of EVCP infrastructure. EVCP provision for taxi ranks is being developed in conjunction with the Combined Authority and we are working with parking services to identify locations for the installation of strategic infrastructure to provide EVCP facilities at a later date.
- Net increase of 4 P&D parking bays in the northwest quadrant of the town centre core;

- Net loss of P&D parking bays in the southwest quadrant of the town centre core (consequence of re-designating spaces to other uses (e.g.to bus stops, disabled and loading bays));

Taxi Bays

- Northern and southern access points provided to facilitate taxi pick-up and drop-off at either end of the town centre, including two new taxi bays on Market Street (north);
- New taxi bays on Market Street (south), Commercial Street and Albion Street to replace the existing provision on Market Street and Southgate;
- Overall there is a net increase of 5 taxi bays.

Loading Bays

- Overall a net decrease of 2 loading bays;
- Loading will be permitted on Market Street between (16:00 to 09:30 the following day), the same as restrictions in place on existing pedestrianised streets in Halifax town centre (Corn Market and Russel Street).

1.2 Scheme Objectives:

The A629 Phase 2 vision is:

To capitalise on Halifax's unique identity, of placing people, business, connectivity, diversity and heritage at the heart of its inclusive growth, to strengthen Halifax's regional and national significance as a location for business, education, culture and leisure.

This vision for Phase 2 builds on the vision for Calderdale in the Halifax Town Centre Delivery Plan. It also is strongly aligned with the themes of Calderdale 2024 (*distinctiveness*, *kindness & resilience* and *enterprising & talented*) and will contribute to the ambition of being 'the best borough in the north'.

These visions highlight the importance of social inclusion with a diverse population. They also encompass the ambitious vision for Halifax that this scheme and other activity in and around Halifax will facilitate, whilst recognising the unique character and offer that the town has, to achieve inclusive growth for everyone.

Within West Yorkshire, Halifax is unique. The settlement has a composition of a North Yorkshire town attraction, and the West Yorkshire-plus Transport Fund will support and enhance Halifax as a destination and continue Halifax's history and reputation as a trailblazer. Halifax has a strong track record of utilising its heritage and renovating and utilising historical buildings for a 21st Century business and leisure world. The Piece Hall re-opened in 2017 and has quickly become a vibrant social space, home to a variety of independent shops, cafes, bars and restaurants. Dean Clough is a nationally renowned centre for the arts and business, following refurbishment of the main mill buildings.

The SMART objectives (Table 1.1) encompass the Halifax Town Centre Delivery Plan and the wider A629 objectives, which are detailed below and show how each has been included within the objectives for Phase 2.

A629 Corridor Objectives

This scheme is one phase of a wider series of interventions along the A629 (Halifax – Huddersfield) corridor. As such, the specific objectives for this scheme need to consider and contribute to those for the wider corridor programme, namely:

- Improve accessibility to the economic centres of Halifax and Huddersfield;
- Facilitate local development and job creation;
- Improve the natural and built environment;
- Encourage modal shift away from the private car and improve local air quality

Halifax Town Centre Delivery Plan objectives

In addition to the A629 programme objectives, consideration needs to be given to the objectives within the Halifax Town Centre Delivery Plan (HTCDP), available in – Appendix D1, as this scheme looks to support and enhance the projects within the document. A brief overview of how the scheme can contribute to each of the Delivery Plan objectives is given below:

- Unlocking sites to attract investment;
- Attracting people to spend more time in Halifax;
- Providing commercial accommodation;
- Greater recognition to Halifax's heritage status;
- Broadening Halifax's social and cultural offer;
- Providing space to support skills and education.

Table 1.1: Scheme Objectives

Objective No.	Scheme Objective
1	Increase footfall by 20% five years after scheme delivery.
2	Air quality levels at monitoring and evaluation sites DT2P2, DT3P2, DP10P2, DP11P2 and DT12P2 will meet the relevant standards by 2026.
3	Noise levels ($L_{A10,\ 18hr}$ values) at monitoring and evaluation sites ML1, ML3, ML5 & ML6 will not exceed 68dB by 2026.
4	5% increase in the percentage of commercial units occupied five years after scheme delivery.
5	42% reduction in casualties, five years after scheme delivery.
6	Increase bus patronage in Halifax town centre by 25%, five years after scheme delivery.
7	20% increase in traffic using the eastern corridor by five years after scheme delivery.
8	300% increase in cyclists crossing the Halifax town centre five years after completion of the A629 corridor programme.

1.3 Key activities to be funded:

The funding will be used to pay for 100% of the project, which includes development costs, land purchase and realigning the highway.

Scheme Programme:	Scheme Start Date	Scheme End Date
	Forecasted Full Approval Date: 2021	Forecasted Completion Date: 2024
Total Scheme Cost (£m):	£51,150m	
WYCA funding (£m):	£51,150m	
WYCA funds as % of total scheme investment:	100%	
Total other public sector investment (£m)	None	
Total other private sector investment (£m):	None	
Applicable Funding Stream:	Growth Deal – West Yorkshire-plus Transport Fund	
Strategic Economic Plan Priority Area:	Priority Area 4 – Infrastructure for Growth	

2. Strategic Case

The purpose of the Strategic Case is to set out the strategic drivers for this investment and the associated strategies, programmes and plans both locally and nationally. This should be based upon a robust evidence base which demonstrates a case for change.

Note – All sections should be reviewed and updated if this is the Full Business Case. A summary of any key changes and their implications on the business case should be included.

2.1 The Strategic Context

2.1.1 What are the strategic drivers for this investment?

The A629 Phase 2 scheme provides an excellent opportunity to transform the centre of Halifax, capitalising on its heritage and shifting focus towards sustainable and active travel. This section will demonstrate the strategic importance of A629 Phase 2 in facilitating the socio-economic development of Halifax and further strengthening its position as the epicentre of economic and social activity within Calderdale. This strategic case will also show how the scheme enhances the contribution of Halifax, and Calderdale, in the role they play in Leeds City Region and Yorkshire.

Strategic Drivers for Investment

Leeds City Region

The Leeds City Region (LCR) is the largest UK economy outside of London and is critical to the future economic success of the North and the UK. The LCR's population exceeds 3 million and has an annual GVA of £70bn, which shows not only the vibrancy of the area, but also that it is a region with huge and untapped potential.

The LCR has ambitions to transform travel for residents and visitors. The recent successful Transforming Cities Fund bid acknowledges this ambition, focussing on sustainable travel and connecting residents of the LCR to employment, education and leisure opportunities in a sustainable, affordable and inclusive way.

Calderdale within Leeds City Region

Figure 2.1 shows Calderdale in the context of West Yorkshire (light blue coloured districts) and the wider LCR region. The district is strategically situated within the M62 corridor and on the Calder Valley railway line. Calderdale is served by train services operating between Lancashire, Manchester and Yorkshire, serving several settlements within Calderdale, including Halifax. Rail provides an important link between the outer communities of West Yorkshire to the major economic centre of Leeds, in addition to Manchester. Consequently, patterns of commuting to employment and education facilities are very complex, and further emphasise the underlying need for good and reliable connectivity via car, public transport and non-motorised travel modes, to ensure residents can access key goods and services. Furthermore, the strategic location provides opportunities to harness economic and social development synergies with other towns and cities in West Yorkshire (i.e. Bradford, Wakefield Huddersfield, Dewsbury, Keighley) and the larger cities of Leeds and Manchester, the influences of which can be felt within the district.

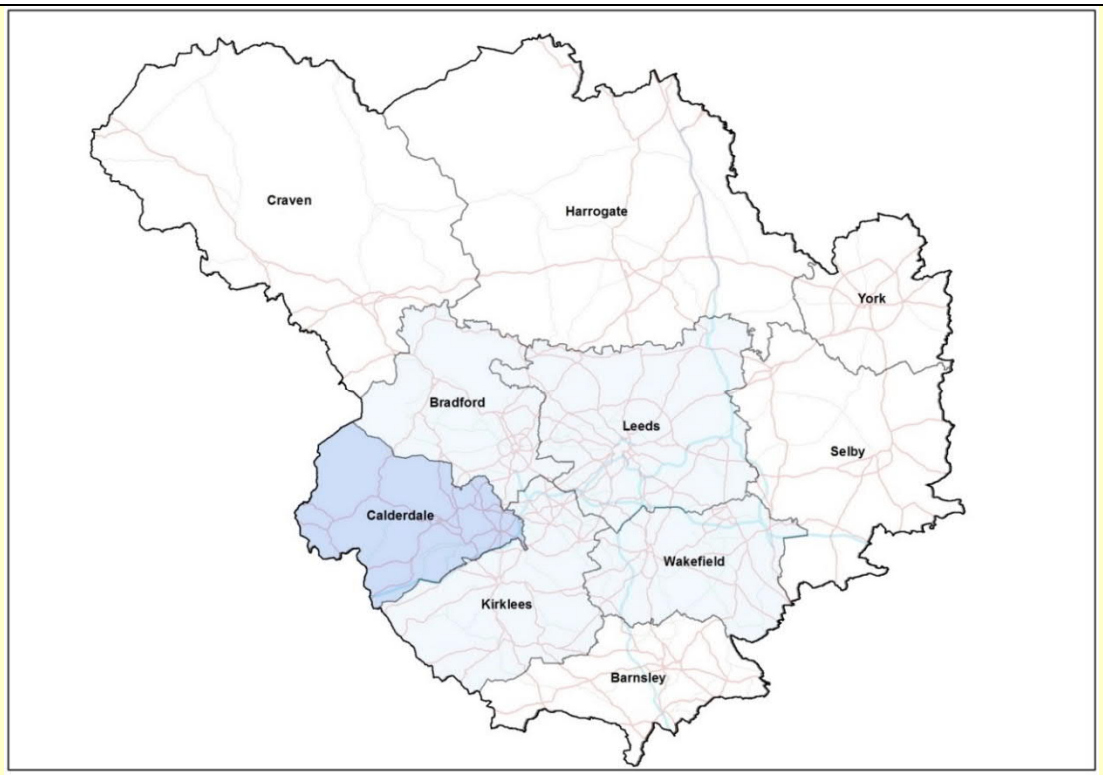


Figure 2.1: The Leeds City Region
Source: Outline Business Case Submission

Calderdale itself is among the more deprived local authority areas, with areas of deprivation cantered around Halifax, the A629 corridor and the west of the county (Figure 2.2).. Halifax and its neighbouring areas are also relatively deprived, with all of the inner town centre being within the 20% most deprived areas within the UK (Figure 2.3).

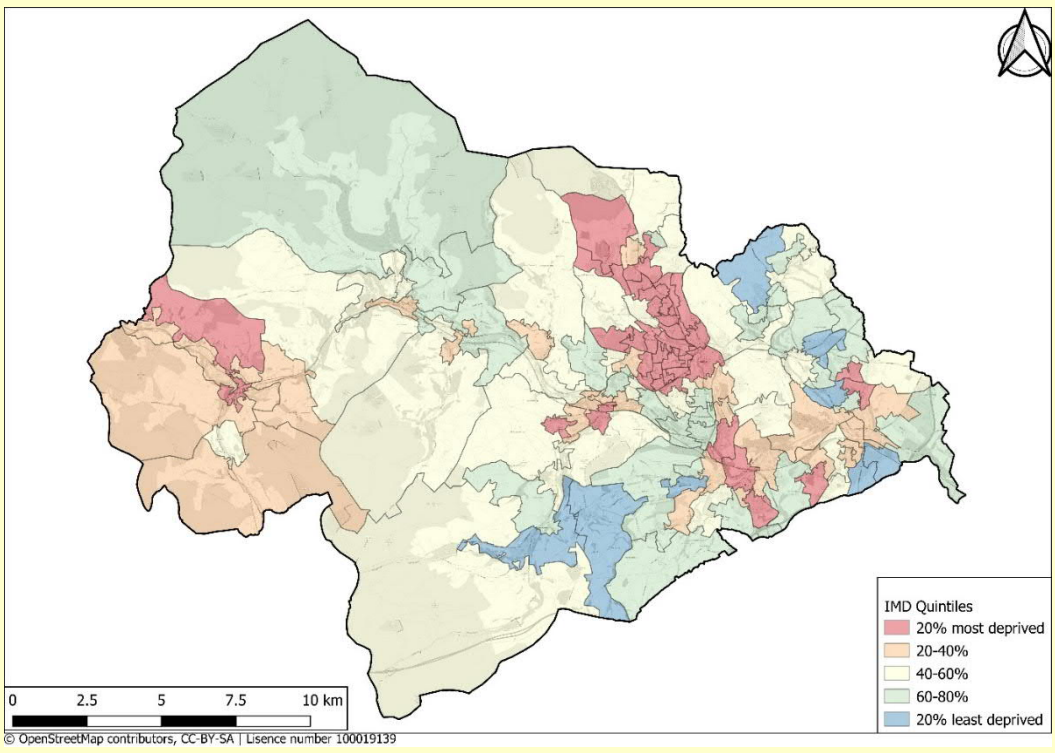


Figure 2.2: IMD across Calderdale

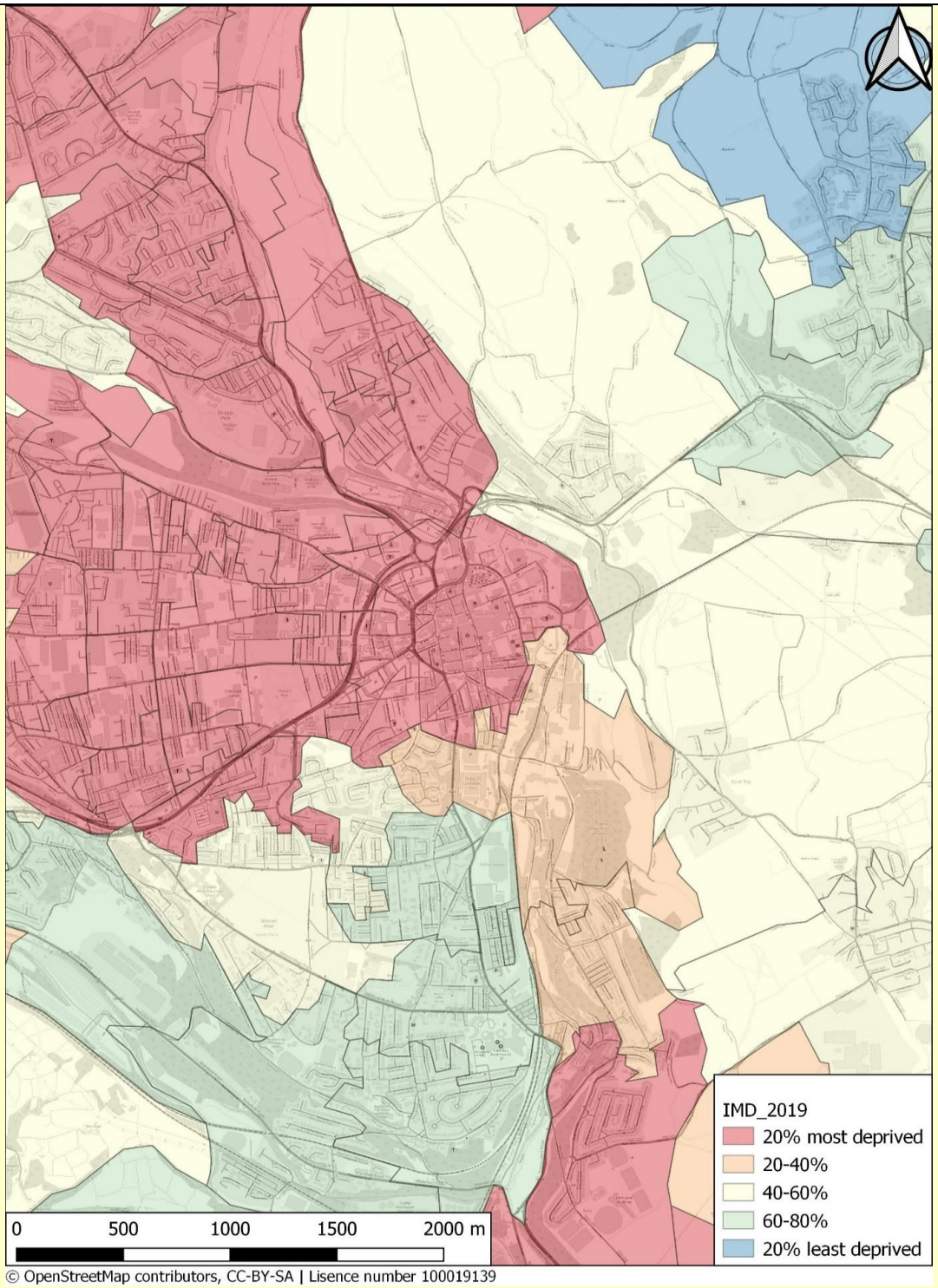


Figure 2.3: IMD of Halifax

Calderdale, and Halifax in particular, is home to major employers across manufacturing and the service industries, Halifax contains around 50% of employment opportunities in the district. Within its population, Halifax generally has low levels of car ownership, and therefore residents are more dependent on buses and active modes for transport. Therefore, these modes play an important and vital role in connecting residents to employment, education and training opportunities, all of which can be found in central Halifax. Halifax also has a strong presence of independent businesses. The following box provides some key statistics for the LCR and Calderdale.

Key facts and figures about Calderdale and the wider City Region

Leeds City Region

- Leeds City Region has a £64.6 billion economy.
- With a population of over 3 million.
- And a workforce of 1.4 million.

Calderdale

- Calderdale is among 30% of the most deprived local authority areas.
- 28,200 residents live in the 10% most deprived areas of the country.
- The population of Calderdale is 200,000 and expected to grow by 13% in the next 20 years.
- Of 82,000 jobs in Calderdale, 50% of these are in Halifax.
- 8,000 businesses exist in Calderdale;80% of business employ 10 people or less.
- 50% of residents commute outside the district.
- Manufacturing is a significant sector (20% of Calderdale workforce).
- Major employers include Lloyds banking Group, Royal & Sun Alliance, Covea, Nestlé, Marshalls and Crosslee.
- There is a 3.6% unemployment rate in Calderdale (March 2017) – though variations exist across the district.
- At March 2017, Calderdale had an employment rate of 77.2% (UK is 78%).
- GVA per filled job in Calderdale and Kirklees is £41,492, whereas Yorkshire & Humber is £43,211 (2015).
- Agglomeration benefits from clustering of financial and professional services occurs.
- Creative and digital business – of increasing importance in Calderdale's economy (18% of businesses and 5% of employment).
- There are concentrations of independent businesses, retailers and sole traders.
- There is business community support available (e.g. Leeds Beckett University Centre in the Piece Mill).

Phase 2 will reduce the severance experienced by the neighbouring communities around Halifax by improving bus and active travel connectivity to the town centre,. In addition to this, the walking and cycling facilities proposed are of high quality, which is likely to increase user numbers. Improvements have been made to these modes both due to the air quality benefits they will provide, but also because of the low levels of car ownership seen across Calderdale as a whole. Those dependent on buses and/or walking as their main mode of transport will experience greater connectivity to Halifax, and ultimately the jobs and education available in the town centre.

The A629 Phase 2 scheme provides an opportunity to transform the town centre of Halifax, increasing its attractiveness for business investment and as a leisure destination. Thereby, strengthening the town's position within Calderdale, West Yorkshire and the City Region.

Halifax within Calderdale

Within Halifax there is a range of residential and economic activity including:

- 82,500 residents;
- 47,000 households;
- 41,000 jobs (50% of all jobs in Calderdale);
- Four Higher Education Establishments which provide further education for 16-18-year olds (Trinity Academy, North Halifax Grammar School, Crossley Heath and Calderdale College), and development of a brand new 6th Form College adjacent to the bus station which will eventually be able to accommodate up to 1,000 students once fully occupied;
- Two significant employment sectors of manufacturing and wholesale/retail trade;
- Major employers including Lloyds Banking Group Headquarters (Trinity Road) which employs 3,000 people; Nestlé (Bailey Hall Road) which employs 700 people in their factory; Royal Sun Alliance moving into Northgate in January 2021 which employs 600 people and Calderdale Royal Hospital;
- The listed Dean Clough mill office complex, located 10 minutes' walk from the town centre, hosts a range of businesses including Towergate and Covea Insurance, employing almost 4,000 people, and a complementary offer of restaurants, bars, theatres, a gallery and hotel;
- Major business parks including Lowfields Business Park which is home to 50 units;
- Concentrations of independent businesses, retailers and sole traders – as shown by Westgate Arcade, the Borough Market and the Piece Hall;
- National retail chains are concentrated in the Woolshops Shopping Centre, Market Street and Southgate areas.

As noted above, Halifax plays a key and important role within Calderdale and this is shown with 50% of Calderdale jobs being located in the town, and the presence of major employers (e.g. Lloyds Banking Group) located within a short distance of the town centre core.

Due to the topography of Calderdale highway demand is focused on onto a small number of routes, many of which converge in Halifax (as is shown in Figure 2.4). The Calder Valley Railway Line runs parallel to the A646 from Halifax towards Todmorden, there is also a line linking to Brighouse and Kirklees district (to the South East of Halifax) and the railway line also travels North West into Bradford (and onto Leeds).

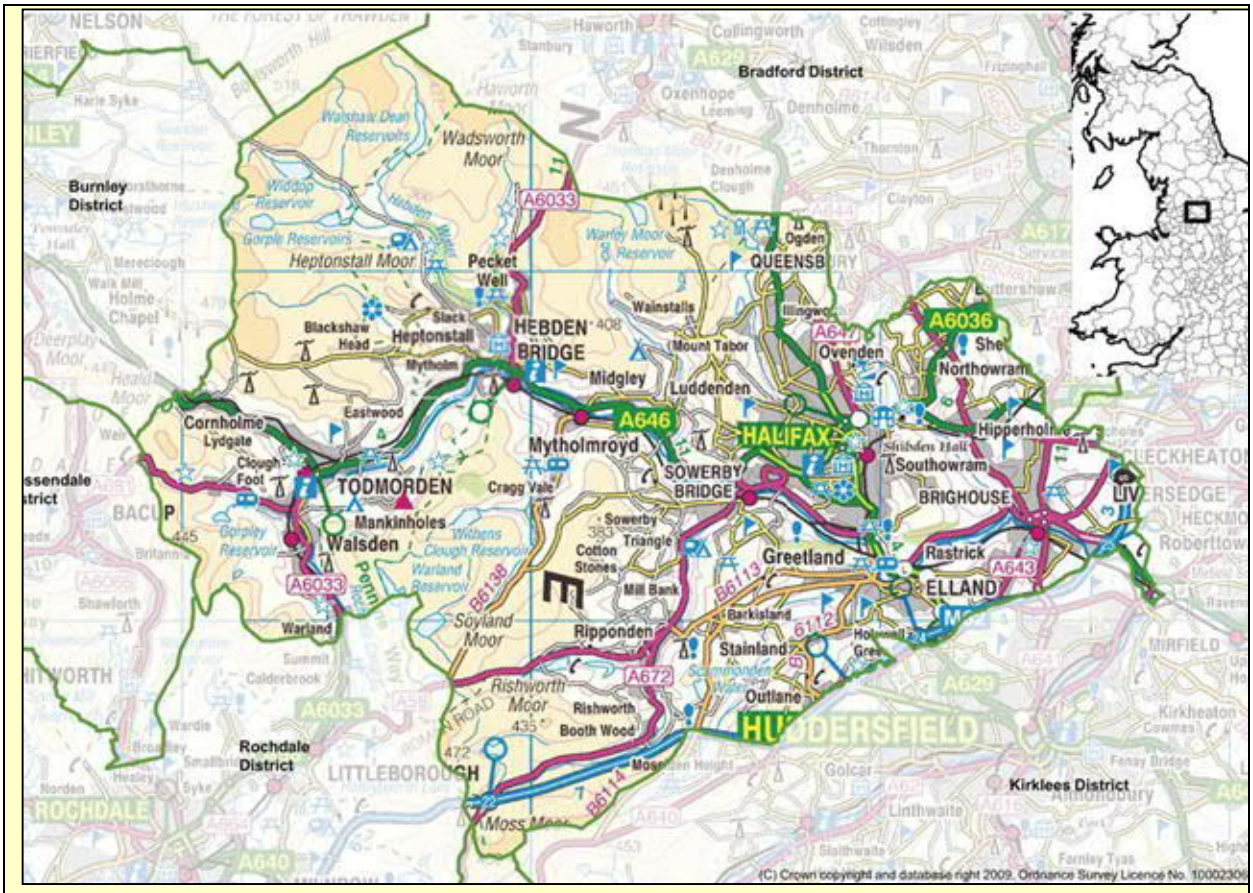


Figure 2.4: Calderdale's Strategic Connections

Source: Outline Business Case Submission

The Vision for Halifax

CMBC are committed to transform and enhance connectivity throughout the district. They have delivered and are developing schemes that will continue to improve economic growth and place Calderdale in a strong economic position in West Yorkshire, the LCR and across the North (see section 2.1.3). As part of these ambitions, CMBC's Vision for 2024 contains a number of bold concepts, shown in Figure 2.5.

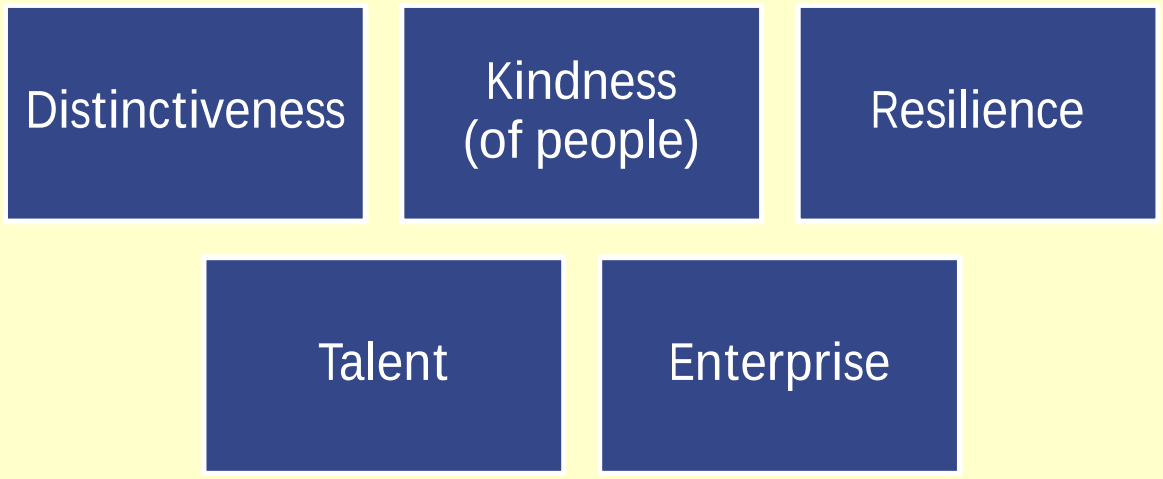


Figure 2.5: Concepts within the Calderdale 2024 Vision

These concepts and ambitions are district-wide ambitions but guide and inform the aspirations for Halifax. Given the strategic importance of Halifax within Calderdale, it is important for the economy to thrive and attract economic investment and enable good and sustainable growth. To do this requires improved transport provision that better caters for all modes, but in particular, walking, cycling and public transport

Vision for the A629

The vision for the A629 Phase 2 scheme is consistent with the wider ambitions for Halifax. Noting the geographical coverage of scheme and range of interventions proposed within it, it also has strong synergies that will support the CMBC Vision for 2024. The vision for the A629 Phase 2 scheme is:

To capitalise on Halifax's unique identity, of placing people, business, connectivity, diversity and heritage at the heart of its inclusive growth, to strengthen Halifax's regional and national significance as a location for business, education, culture and leisure.

This vision capitalises on the strong identity for Halifax as the key administrative centre for Calderdale District, with a distinctive urban core built upon its historic origins. Halifax is the focus of economic and retail activity for the District, focused in the areas of the Woolshops Shopping Centre, Cornmarket and Southgate, connected by Borough Market and Russell Street. Within this context, the ambitions for Halifax town centre is to create a vibrant, accessible, attractive and high-quality space that reflects and enhances Halifax's unique townscape. The proposals for Phase 2 A629 will transform Halifax town centre into a diverse shopping, leisure and cultural hub, generating new opportunities for clean, sustainable economic growth and social development that will secure the future prosperity of the town. These ideals are embodied in the vision for Halifax. In addition, the vision seeks to connect businesses into the heart of the town centre, through expanding this area to include major employment sites including Dean Clough and improve sustainable travel links to travel hubs (bus and railway stations).

Achieving the Vision

The vision for the A629 Phase 2 and Halifax, will be achieved by focusing on five key themes, all underpinned by the overarching desire to conserve and showcase the town's heritage.

1. **Space** – utilising the unique historical townscape to create high-quality public realm and spaces for people to live, work and relax. These spaces will build upon the success of the Piece Hall and will serve the needs of the residents, workers and visitors, thereby encouraging use of these areas and contributing to a vibrant and successful Halifax.

   Phase 2 will deliver a number of spaces across the town centre, that include high-quality public realm (e.g. by the theatres and Eastern Gateway) and within the central core itself, by moving away from vehicle dominated streets and placing people and active travel at the top of a user hierarchy. Additionally, the green space of Butterfly Meadow will be brought into regular use, with improved access between the town centre and the meadow being provided by the Halifax Station Gateway (HSG) scheme. Not only does the butterfly meadow provide a safe and green space for residents to use and enjoy, it also connects the Hebble Trail with the town centre of Halifax, which could encourage greater levels of physical activity from the residents. Additionally, the green space strengthens the ties between Nestle and the rest of the town centre and will integrate this major employer into the town centre. The HSG scheme forms the connection between the Bailey Hall and Butterfly Meadow site and the direct route from the town centre to the urban green space of Butterfly Meadow.

2. **Streets for people** – with strong synergies to the space theme, streets for people challenges the historical car dominance of recent times, placing the focus on active and sustainable travel modes, whilst retaining vehicular access for those with disabilities.

   Phase 2 provides the opportunity to transform the central core of Halifax town centre through the revision and enforcement of the user hierarchy. This is evident through the closure of Market Street/Northgate (part of) to vehicular traffic, in addition to providing new cycle infrastructure (including dedicated cycle crossings) on the approach routes to the town centre and provision of cycle facilities across the central area. This scheme will also deliver higher quality and safer crossings for pedestrians, and with a large number of kerb widening and levelling seen across the scheme, reducing severance and providing level access to the town centre.

3. **Active and sustainable travel** – recognises the climate emergency (declared by CMBC in 2019, and by Leeds City Region partners) and promotes the use of active (cycling and walking) and sustainable (e.g. bus or rail) travel as being of utmost importance in responding to the environmental challenges faced locally, regionally, nationally and globally. This theme has strong links to the recently announced Transforming Cities Fund (Transforming Halifax Walking, Cycling and Bus Transformational Package) and the schemes to be delivered in Halifax as a result of the funding (see section 2.1.3.

   Phase 2 will deliver cycle infrastructure on routes into/out of Halifax including dedicated crossing facilities, provide more cycle parking facilities across the town centre to encourage greater cycling levels. Walking routes will also be improved, and the central core will see pedestrian improvements through road closures and public realm space enhancements. As for sustainable travel, the bus network around the town centre will be revised, with the majority of buses operating around the bus loop and providing improved bus-rail interchange opportunities. The deliverables of Phase 2 will have strong synergies and will be further enhanced by the deliverables of the

TCF (see section 2.1.3).

4. **Connectivity** – connectivity to Halifax from residential communities and businesses both within the town, Calderdale and wider region is important. It is these links that have shaped Halifax and are vital to the towns continued economic and cultural success.

   Phase 2 seeks to address the 'last mile' connectivity of users as they arrive into Halifax through the three Gateways and fully integrate the residential communities and neighbourhoods of Halifax, particularly those on the periphery of the town centre. New cycle infrastructure will enable cyclists to cross over the A629 and direct into the central core of the town. New and improved pedestrian crossings will improve the experience for walkers and reduce severance between the central core and communities on the periphery of the town centre. The bus network will be revised providing an improved service across the central area and new interchange opportunities with rail at the Eastern Gateway for sustainable travel trips involving travel outside of the town.

   In addition to the 'last mile connectivity', Phase 2 will also enhance local connectivity around the town centre. Better connections between the railway and bus stations will be provided (via the Eastern Gateway) and connections to major employment and development sites will be provided (often addressing severance issues), thereby expanding the town centre core to include Dean Clough, Cripplegate and Bailey Hall.

5. **Looking to the future** – When delivered, these ambitions for Halifax will create a strong economy for a vibrant town that offers employment, education and training opportunities.

   Phase 2 is just one scheme for Halifax to transform the town and generate investment and leisure visits and encourage clean and good economic growth, that benefits the town, Calderdale district and the wider LCR. Active travel is capitalising on the opportunities of climate concerns, encouraging sustainable travel that will reduce users' impact on the environment.

The five themes identified above seek to capitalise on Halifax's history, through the conservation and incorporation of its past into its future, emulating the successes of the Piece Hall and Dean Clough. Phase 2 and other forthcoming schemes will deliver high quality development, that is rooted in a strong understanding of place and the uniqueness of the Halifax townscape.

<u>A629 Phase 2 contribution</u>

As identified, Halifax plays an important role within Calderdale, and the town's position needs to be consolidated and strengthened to ensure it continues to serve Calderdale and West Yorkshire, whilst capitalising on the unique elements that make Halifax the settlement it is.

The A629 Phase 2 scheme seeks to begin the transformation that will enable Halifax to remain competitive in West Yorkshire by attracting investment and visitors. The scheme seeks to encourage economic growth by reprioritising traffic movements and modes in and around the town centre, improving connectivity with bus-rail interchange opportunities at the Eastern Gateway and transforming space through improvements to spaces for people (e.g. Butterfly Meadow), and routes taken by pedestrians.

The following section looks at the existing situation and reasons for change.

Existing situation and reason for change

Development context

The emerging Local Plan (not yet adopted) will guide the spatial distribution of employment and housing growth throughout the District in the future and will confirm that Halifax will continue to be the main economic driver within Calderdale.

The Local Plan will:

- Provide the strategic justification for where investment in the transport network is needed to accommodate increased economic activity
- Locate employment in established business centres, including Halifax town centre, due to the existing focus of the transport network and the potential agglomeration benefits that stand to be gained.

The economic constraints identified, and the principles of the emerging Local Plan are therefore major drivers for improvements in connectivity, particularly in relation to Halifax town centre.

The town centre already has a strong identity as a sustainable and vibrant centre for the Calderdale District. Being the administrative centre for Calderdale, Halifax performs a range of civic functions, containing the CMBC offices and the central public library. It also provides the focus of retail activity for the district supported by other local centres, with the main focus of retailing located within the areas of the Woolshops Shopping Centre, Cornmarket and Southgate, with the Borough Market and Russell Street connecting these areas.

Tourism is of particular importance to the town (with over 6m visitors in 2018) and there is a diverse and extensive range of social and cultural venues for sport, theatre, art, music, cinema and dance within the centre of Halifax accommodated both in buildings of architectural and historical significance and in new purpose-built developments as illustrated in Figure 2.6. Within Halifax, one of the biggest attractors for tourism is the Piece Hall, which has solely generated an estimated £4.5m net increase a year (since its 2014 reopening). The Piece Hall is also an employer for the Halifax region, supporting around 107 jobs with £37,000 gross value added averaged per job. In addition to these economic statistics, there is recent social and cultural interest in the area, with Halifax serving as the backdrop in several TV and film features including ‘Gentleman Jack’ and ‘Last Tango in Halifax’. The presence of Halifax within TV shows increases tourism to the area, TV show Gentleman Jack resulted in a 700% increase in visitors to Shibden Hall, with a large portion of these trips coming from the USA.

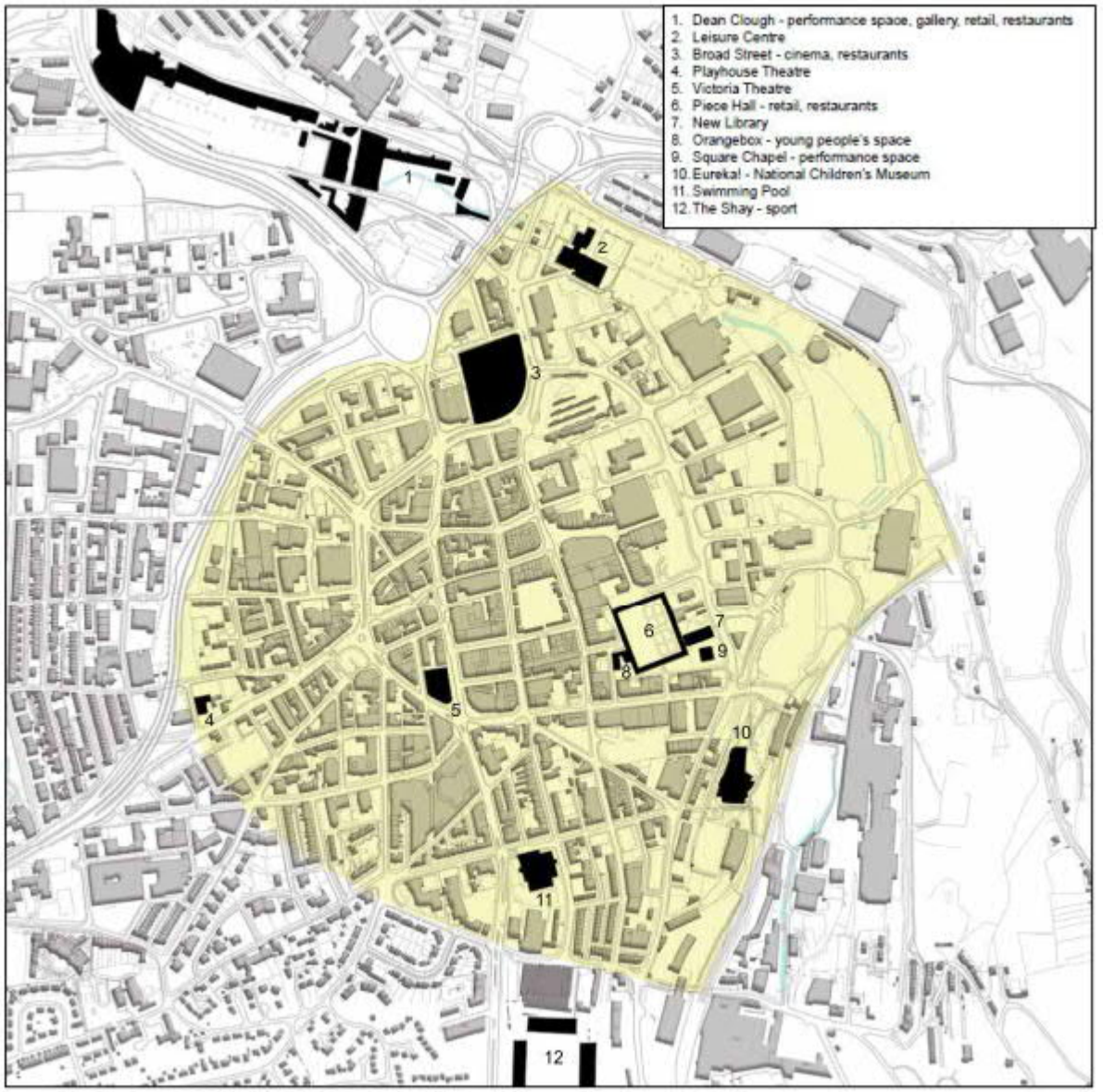


Figure 2.6: Social and Cultural Assets in Halifax
Source: Outline Business Case Submission

The town centre has retained much of its historic character and townscape quality, however many of its assets are currently underutilised. For the town to develop and build upon its strengths, what is currently on offer needs to improve. This requires a sensitive, unique, high quality approach, rooted in a strong understanding of place. A longstanding framework for regeneration of the town centre is set out in the following documents:

- The Yorkshire Forward Renaissance Towns Programme: 'Halifax: Streets Ahead!' (2004);
- The Halifax Town Centre Supplementary Planning Document (SPD) (2009);
- The Town Centre Masterplan (2010).

As part of this regeneration programme, Halifax town centre is undergoing a period of transformation with a number of significant projects recently completed including:

- Comprehensive regeneration and restoration of the Piece Hall (opened August 2017);
- The Central Library (opened in September 2017);
- The Borough Market Project (phase 2 to be completed late 2020)
- The £50 million Broad Street Plaza (phase 1 opened August 2012);

- Dean Clough continues to see investment and a number of business have located to this site, providing employment opportunities in variety of industries and provides some night-life opportunities.
- The Council is investing in, and rationalising, its office estate, which included transformation of a prominent Grade II listed Princess Building in the heart of the town (complete);
- Refurbishment of the Northgate House site as a mixed used development. Occupiers of the development will include a new sixth form college (part of Trinity Multi Academy Trust), retail opportunities, along with offices and/or living accommodation. The college initially has a student intake of 600 (potentially rising to 1,000 students after a couple of years operation), with the retail and office/residential expected to open for business early 2021 with employment for over 500 staff

There are a number of other schemes coming forward (section 2.1.3), to continue the regeneration and transformational programme including:

- Transforming Cities Fund;
- Halifax Bus Station;
- Future High Streets Fund;
- Halifax Station Gateway.

Submitted as part of the Outline Business Case submission, the *Regeneration Impact Assessment Report* by GVA Grimley Ltd (Appendix S1) identifies the rental values within Halifax town centre and details constraints. This report highlights issues such as, developers are unwilling to bring forward sites, because they are projected to be unprofitable (due to large viability gaps). The report highlighted the example of the New Retail Quarter proposal on the Northgate House site, where developers would not invest because of negative land values. However, the report also acknowledges that there were changes in the retail market and that positive land values are likely to become increasingly obtainable, despite past evidence showing viability concerns with town centre developments. Taking this into account, Phase 2 seeks to improve accessibility to and/or viability of development sites coming forward in Halifax town centre as part of the HTCDP.

Spatial analysis

The historic urban structure of the town centre remains broadly intact, retaining many Victorian buildings as well as some significant earlier buildings including the Piece Hall and Square Chapel.

Largely pedestrian friendly streets which form the town centre core around Borough Market, are bounded by a series of roads which are designed predominantly for vehicle movement and create barriers to pedestrian and active travel movements. For example, the A629 dual carriageway on the western corridor increase severance of western communities from the town centre core, with limited at grade crossing locations, particularly around Bull Green and Cow Green.

The do-minimum situation and the proposed situation are illustrated in Figure 2.7. The minimum/current situation shows the peripheral town centre area (yellow shading) are severed from the town centre core (orange shading) by the highway network. The proposed scheme will reduce severance and incorporate the peripheral developments into the town centre core, through a revised town centre bus networks and better non-motorised user interventions.

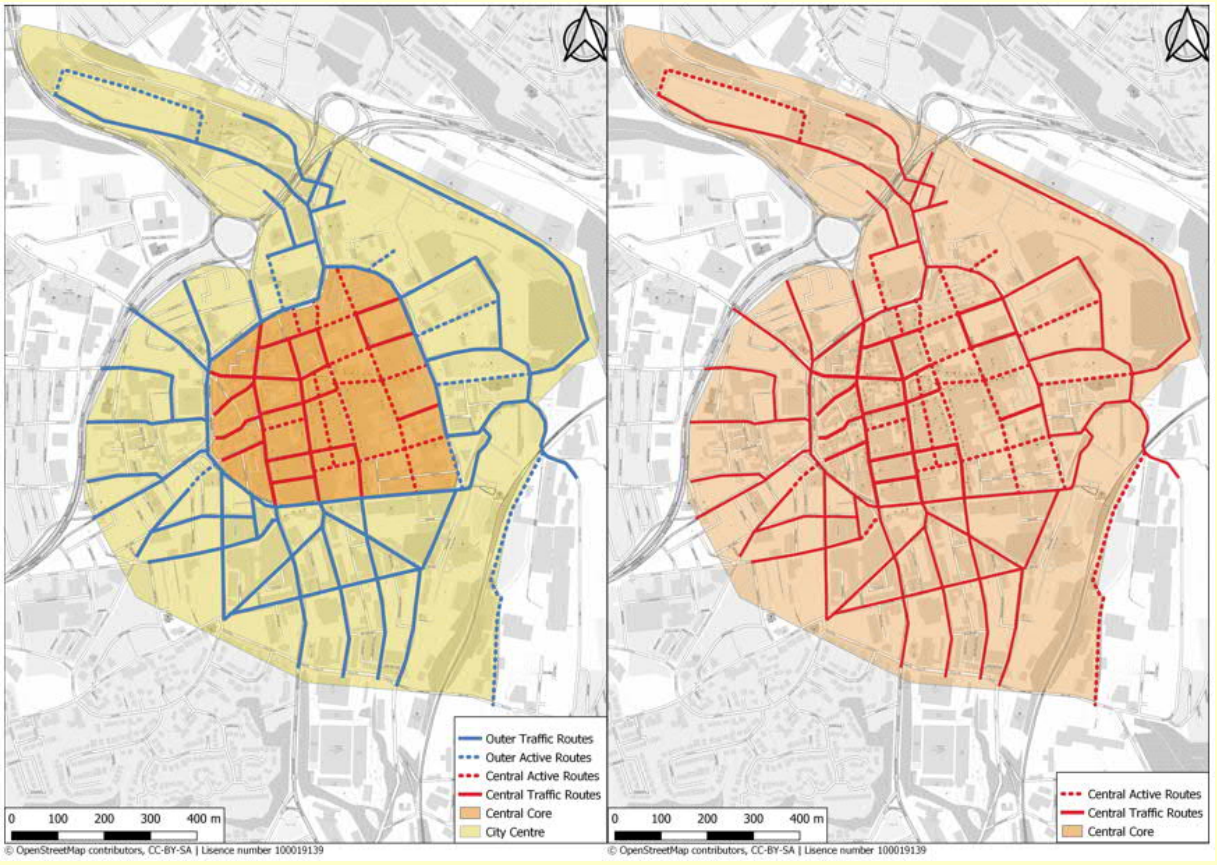


Figure 2.7: Current Situation (left) and Do Something (right)

Economic analysis

Halifax town centre is a key location for future employment growth and the plans for housing growth across the district (through Calderdale's Local Plan) mean that there is likely to be increasing travel demand to the centre. In particular, recent developments such as Northgate House and improvements at Trinity Academy will generate a significant increase in trips to the town centre, with people benefiting from a more efficient, and multi-modal setup. The current spatial form of the town centre is having a detrimental impact on businesses and will also constrain future expansion and growth.

The Delivery Plan will identify that an improved public realm and transport network can improve visibility, accessibility and strengthen the sense of unique identity. The Delivery Plan can frame a series of development opportunities, serving as a catalyst to bring them forward more rapidly.

Clear evidence exists to suggest investment in public realm (better streets and places) has a positive impact on retail footfall, turnover, property values and rental yields, particularly for well-designed projects. A study conducted by Living Streets (2018) observes that improvements to public spaces in town and city centres can boost commercial trading by up to 30%, with footfall increasing by around a third. Closer to home, public realm improvements in Hebden Bridge by CMBC resulted in an increase in footfall of 100% on the upgraded streets, and 25% for the town as a whole.

Improving rental values within Halifax town centre is a key priority, as commercial and retail developments are currently unviable or marginal based on current values, making developers reluctant to bring forward scheme s. GVA Grimley's Regeneration Impact Assessment Report notes that the impact on rental values can also be significant with rises in commercial and

retail rents of as much as 24% and 22% respectively (Appendix S1).

The provision of suitable access to key sites identified in the Delivery Plan has been a key consideration in the design of future interventions so that as these sites come forward. The scheme will reinforce the sustainability of planned investment at Dean Clough by better connecting it with the town centre core whilst encouraging employees to capitalise on the wider town centre offer. The listed Dean Clough mill office complex, located 10 minutes' walk from the town centre, hosts a range of businesses including Towergate and Covea Insurance, employing almost 4,000 people, and a complementary offer of restaurants, bars, theatres, a gallery and hotel which will support Halifax's night-time economy. The scheme will also assist with securing the long-term future of existing businesses such as Lloyds Banking Group Trinity Road), with 7,000 employees), and Nestlé (Bailey Hall Road), with 700 employees, whilst allowing prospective investors to have greater confidence in bringing forward new sites.

A summary of the more specific status of, and the issues relating to, the key sites for development that have been identified in the Delivery Plan are detailed below.

Nestlé and Butterfly Meadow area

- Potential development site. Nestlé would relocate their security & offices, enabling the realisation of a DDA compliant path (being delivered under the HSG scheme) under the railway line linking the town centre and Butterfly Meadow;
- Water Lane bridges prevent servicing being relocated away from Bailey Hall;
- Potential for links with the Hebble Trail path, but connectivity to/from the town centre is severed by the rail alignment;
- Building is listed, under consideration as a site for National College of Advanced Manufacturing;
- These elements complement the space and public realm aspirations of Phase 2, providing a green area for residents, visitors and workers to utilise. Phase 2 would expand the town centre eastwards and include this area, with direct connectivity under the railway line being provided by the Halifax Station Gateway scheme. The scheme, along with HSG, will address some barriers to user numbers here including low levels of natural security, lighting and fencing, to create an area that people will visit.

Cow Green

- Cleared site, temporary use as a car park, and is earmarked for residential development in the future;
- Phase 2 will significantly increase the public realms surrounding the area, in addition to pedestrian access to the site.

Cripplegate

- This site is on the periphery of the town centre core. Phase 2 will improve the eastern corridor, thereby increasing accessibility of this location for all modes.
- Several options for housing, retail or commercial use;
- The two landowners of the site (CMBC and Birch Sites) are to form a joint venture to put site to market;
- Accessibility constraints are undermining its viability for a range of uses as identified within the Delivery Plan;
- A new improved access to this site, and increased traffic flow on an upgraded highway immediately adjacent to this site, will improve viability of this site's development.

Eureka! National Children's Museum

- Eureka! are updating their estate masterplan and considering development opportunities;
- Eureka! Saw the highest number of visitors in 20 years, with 313,538 visitors during 2019, and believe that this number can be increased further;
- Plans to increase visitor numbers and increase stay duration at the site and within Halifax;
- Identified a disconnect, perceptually and physically, between their site and the town centre, and estimate circa 10% of their visitors go into Halifax town centre;
- Feel that there is no sense of arrival in Halifax;
- Desire to build on the success of the Piece Hall and own plans to complement and work together in being attractors;
- A revised junction at Horton Street/Church Street/Square Road/Station Approach with improved pedestrian facilities will improve connections between the town centre and Eureka! via the Eastern Gateway. Eureka's own masterplan and the Halifax (Railway) Station Gateway project will further improve access between Eureka! and the town centre.

Northgate House and surroundings

- Sixth form college relocated to Northgate House to increase capacity and allow the expected 600+ pupils and 500 staff on site
- Several retail and office/residential units to open in the coming months, including Royal Sun Alliance who will be moving in within the next year;
- The transformation of this building will be strongly supported by the adjacent pedestrianisation public realm elements of the scheme on Northgate, Market Street and the neighbouring bus station redevelopment.

Piece Hall

- Completed £25 million renovation;
- Now a major visitor destination in Halifax (2.6m annual visitors in 2018);
- Provides number of new business units supporting job growth within the town centre (£4m annual GVA);
- The creation of the Eastern Gateway will assist in transforming this entry point into the town centre, particularly for visitors arriving by rail.

Royal London Site, Horton Street

- Currently a lease for part of the site to operate as a car park;
- With the revised town centre bus network and the changes to the eastern corridor, there is likely to be an increased number of potential customers/users to visit this site, should it be developed for commercial/retail in the future.

Swimming Pool and Leisure Centre

- Sell the swimming pool site and constructing a combined swimming pool/sports hall facility on existing North Bridge Leisure Centre site, providing facilities that meets the needs of an increasing population and attract more visitors.;
- The *Northern Gateway* will not only provide an enhanced welcome to visitors arriving from the north, but also provides enhanced active mode connectivity to the swimming pool and leisure centre site, through improved pedestrian crossings and introduction of segregated

cycling facilities on Northgate.

Dean Clough

- Located on periphery of town centre;
- Successful site with major employers (e.g. Covea), and hosts a range of industries from hotels, to offices and restaurants. Supports the night-time economy with its restaurant offer.
- Poor linkages into the town centre core, isolating the development;
- Isolation constrains the way in which Dean Clough and the town centre can work together to attract investment to Halifax;
- Potential economic activity lost from the town centre as employees of Dean Clough are deterred from using the town centre facilities;
- Improvements to active mode links between Dean Clough and the town centre will be delivered, with improved pedestrian crossings and cycle facilities through the *Northern Gateway* into Halifax town centre Core.

Broad Street Plaza

- Located just to the North in the town centre, the plaza was upgraded and developed, opening in 2014, and is now home to a number of high street leisure brands;
- The site is also home to a variety of popular restaurants and pubs, a fitness centre, a hotel and an NHS drop in centre;
- The plaza is bounded by Broad Street and Winding road, and opposite Market Street, the latter of which directly feeds off the busy A629 dual carriageway. Pedestrian access across the A629 from the Town Centre core are limited and not placed on desire lines.;
- Broad Street and Winding Road will both experience improvements to the pedestrian experience through safer and more frequent crossings. Market Street is set to be pedestrianised, which will improve the user experience and encourage sustainable travel to the plaza;
- Cycle infrastructure improvements in the vicinity will increase the number of cyclists to this site.

Whilst it is evident that agglomeration of similar industries is taking place within Halifax, there are concerns this agglomeration is being constrained and that businesses are struggling to capitalise on the opportunities on offer (including the local skills base) due to connectivity issues. These connectivity issues (including congestion and perceived remoteness) are contributing to the lowering of business productivity and, as such, are deterring future investment and threatening the retention of businesses in the longer term. Recent stakeholder interviews have indicated that the lack of connections across the town centre already pose issues for existing businesses.

Economic analysis undertaken for Outline Business Case approval, (Appendix S1) indicated that the viability for development of many types, both private and public, is marginal. The topography of Halifax currently limits the number of large-scale development sites that are available and many of those that do offer development potential, currently suffer from poor accessibility that undermines their commercial viability. Therefore, one area in which intervention can be made to influence this is the improvement of the quality of access into and within the town centre. The growth scenario in the Local Plan requires Halifax to be more accessible to workers and shoppers, to enable Halifax to be successful economically and attract new business to the town.

Traffic flows and delays

Halifax town centre is bounded by two principal highway routes – the A58 to the north (linking Leeds and Rochdale) and the A629 to the west (linking Keighley and Huddersfield). The section of the A58 immediately adjacent to the town centre comes from the east and is elevated above North Bridge, intersecting the A629 at Orange street roundabout (just north of the town centre), before continuing west. Both of the principal roads link to the strategic road network at M62 motorway junction 26 (for the A58) and junction 24 (for the A629).

The A629 forms a nominal western boundary to the town centre core and is principally a dual carriageway route with pedestrian crossings provided at a series of signalised junctions. There are also pedestrian subways at the junction of the A629 and Pellon Lane, and on the A629 Broad Street, between Pellon Lane and Orange Street, to provide connectivity between the town centre and the north/western communities along this section of the A629.

The eastern boundary of the town centre is currently formed by the route along Shaw Hill/Shay Syke/South Parade/Church Street/Square Road/Charles Street/Winding Road, which is a single carriageway link. These routes are illustrated in Figure 2.8.

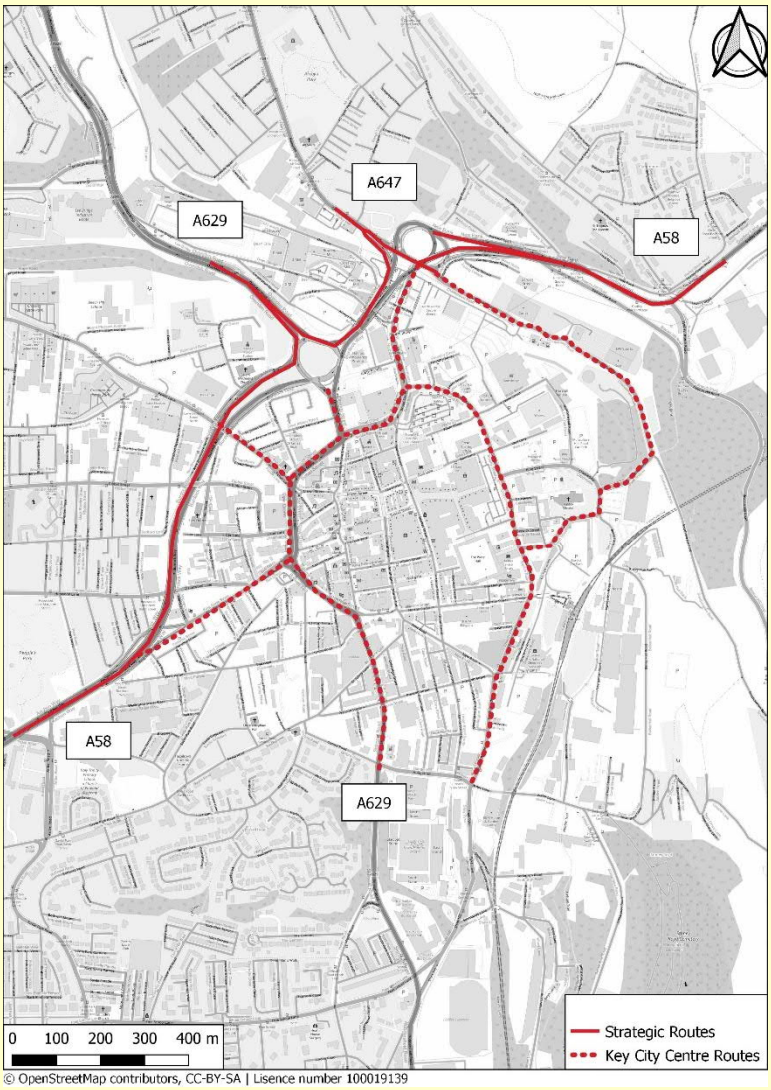


Figure 2.8: Strategic and key town centre routes

Of the two corridors that surround the town centre, traffic flows are highest on the western corridor (A629). This is to be expected given the corridor's designation as an A road and its

strategic importance in connecting Halifax with the M62 and Keighley. The western corridor carries between 15,000 and 21,000 vehicles over 12 hours. The eastern corridor also has considerable traffic flows, a maximum of 15,000 over 12 hours.

In terms of vehicles accessing the western town centre core (bordered by A629, Ward's End, Market Street and Broad Street), manual surveys show that whilst there are flows throughout the 12 hours surveyed, the flows are busiest between 09:00 and 18:00 coinciding with office and retail hours (over 80% of the 12-hour flows)

Public transport: Buses

The 2011 Census reveals 9.3% of all journeys to work were made by bus in Calderdale. A strategic review of Calderdale's bus network undertaken in 2013, highlighted the continuing decline in bus patronage as a result of slow end-to-end journey times and bus infrastructure deficiencies, resulting in the poor penetration of the town centre.

Halifax bus station is used by up to 5 million people per year and is located on the northern side of the town centre, adjacent to the northern gateway and the Woolshops Shopping Centre. In addition to the bus station, there are a few on-street bus stops in the northern part of the town centre. The southern end of the town centre is served by on-street stops, clustered in the vicinity of Commercial Street and King Edward Street. Surveys have shown that more people board buses at the bus station than alight, an occurrence that is likely to be a result of the topography of the town centre.

A Bus Accessibility Study was undertaken by CMBC in 2015, to inform the scope of required interventions in Halifax town centre. The report identified the following issues that may discourage bus usage and penalise pedestrians:

High number of bus routes operating on selected streets

A congested central area from a high number of buses and other traffic reduces journey time reliability and has discouraged commercial activity whilst causing severance to pedestrians.

Ill-suited distribution and concentration of bus stops in the town centre

Several bus routes currently terminate on-street, using on-street facilities during layovers, causing air quality issues and occupying town centre space. Redistributing stops and layover provision around the town centre could free up some current bus highway space (e.g. stops and stands) that could be used improved pedestrian facilities (e.g. wider footpaths), and/or retail/commercial activities (e.g. street cafes or street vendors), whilst the carriageway remains operational. Bus stop facilities are not located where new demand is likely to be generated as a result of town centre projects or developments coming forward, on the eastern side of the town centre core.

Low usage of the bus station stands

As a result of the high number of buses stopping on street, the bus station is currently underutilised. Several stands are either not used or are served by a negligible number of services each day. It has been acknowledged by the West Yorkshire Combined Authority that the facilities the bus station offers are also not fit for purpose in the long term. For example, the travel office is small for the functions it needs to perform, the security office is small and not located in the best location, the disabled persons provisions could be improved, and the operational design of the bus stands are no longer in accordance with West Yorkshire Combined Authority best practice.

Poor railway station accessibility (by bus)

The Draft Local Plan includes significant development aspirations for North Halifax, increasing the need for better connectivity to Halifax railway station, providing access to

employment and training opportunities across the region. The current railway station facility is served by few bus routes, due to a weight restriction on Station Approach overbridge, restricted turning space and no layover facilities, and the absence of other services using the eastern corridor.

Whilst both the bus station and railway station are situated on the peripheral edge of central Halifax, the railway station is the least connected to the town centre, wider Halifax and Calderdale. There is limited opportunity to interchange onto buses in the vicinity of the railway station, with most buses serving the town centre and/or bus station (walks of up to 600m). The proposed scheme seeks to address all of the above issues through a revised bus network and greater interchange opportunities (bus/rail and bus/bus).

Phase 2 will help to alleviate some of these challenges through re-designation of the eastern corridor (via Church Street, Lower Kirkgate, Bank Bottom and Charlestown Road) to improve the efficiency and attractiveness of the route, thereby reducing through traffic in Halifax town centre. This will be done by changes to junctions and the realignment of Church Street, Lower Kirkgate and Bank Bottom. Bus penetration into the town centre will be retained through the routing of buses along King Edward Street and Southgate, with buses also serving the Eastern Gateway to provide new connectivity and modal interchange opportunities.. In addition, the A629 western corridor will be modified to improve the efficiency and attractiveness of the route, reducing through traffic in Halifax town centre.

Further, Phase 2 aims to improve the efficiency of the bus loop, and the overall user experience, so there are several new bus stop locations planned along the Eastern Gateway. These stops will be of higher quality (e.g. sheltered, clearer signage etc.) and located in convenient locations such as closer to the train station. The bus station itself will also be upgraded in a parallel scheme, which will compliment these interventions.

Halifax Bus Station redevelopment will address the issues at the bus station and complement the wider series of interventions to Halifax's bus network being delivered by Phase 2.

Public transport: Rail

The railway station is used by 1.84 million people per year (ORR 2018-19 entries and exits) and forms an important gateway into the town. However, first impressions upon arrival is one of a car dominated space. Years of under investment in appropriate major works mean that the current railway station and surrounding public realm infrastructure has been unable to keep pace with population and economic growth. This history has resulted in the railway station failing to provide a positive gateway to Halifax. (as noted in the OBC, reported by Lloyds Banking Group). The inability of the current environment and facilities to meet passenger needs is being further exacerbated by the railway station's geographic severance from the rest of the town centre, poor pedestrian links and a lack of bus-rail interchange opportunities (see above).

The HSG scheme will transform the arrival into Halifax for rail users; the area between the railway station and the *Eastern Gateway*, where the HSG scheme integrates with the A629 proposals. Combined, these two schemes will enhance the welcome for rail users from the railway station as they progress into the heart of the town, including via routes such as the Heritage trail (TCF funded) incorporating a sustainable travel route from the railway station. Eastern Gateway, Piece Hall, bus station and Dean Clough.

Pedestrians

Key junctions along the eastern and western corridor, along with Horton Street, Charles Street, Smith Street and Winding Road act as entry points into the town centre core. The junctions of radial roads and the western and eastern routes are vital for orientation and, at some of these points, gateways, landmarks and other features make them memorable

places. For example, the junction of Commercial Street and Fountain Street is enhanced by attractive corner buildings, such as the Civic Theatre, which define and frame the space.

However, many of these junctions are dominated by traffic, and offer poor quality gateways for people on foot. For example, the junctions of Bull Green/Barum Top, Cow Green/Broad Street, Broad Street/Northgate, and Northgate/Dean Clough are dominated by vehicular traffic at the expense of pedestrians and cyclists (Figure 2.9). These junctions lack a sense of place and pedestrian connections between neighbouring areas are poor. The scheme, as noted earlier, seeks to deliver non-motorised users with increased priority in these spaces (and across the town centre) than is currently provided.

Figure 2.9: Traffic dominated environment of Bull Green

Source: Google

Figure 2.10 illustrates the main pedestrian desire lines and routes across the town centre, as well as the key links and nodes within the existing network. A mixture of staggered and at-grade pedestrian crossing opportunities are often only at traffic signal junctions,, not on pedestrian desire lines and are timed to improve vehicle throughput rather than offer fast crossing times for pedestrians. Pedestrian subways can also be found at the junction of the A629/Pellon lane junction and midway along Broad Street (between Pellon Lane and Orange Street junctions). The use of guardrails segregating pedestrians from traffic further contributes to the feeling of severance, detracts from the townscape in this area and act as a restraint on bringing forward development sites in the future.

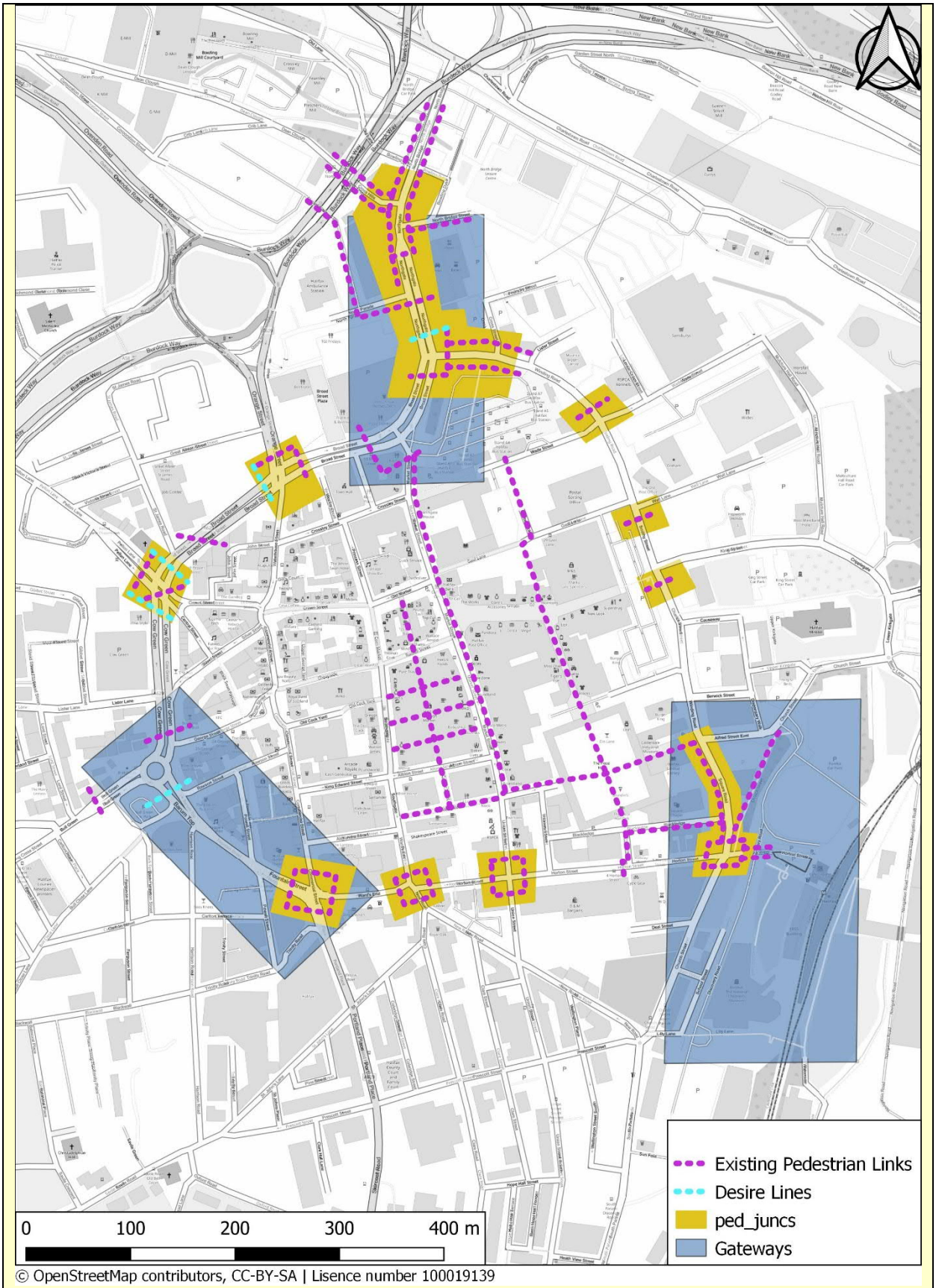


Figure 2.10: Halifax town centre pedestrian desire lines, links and nodes

Within the town centre itself, much of the highway network consists of routes with frontage

activity, bus stops and on street parking. There are pedestrianised areas running between the Piece Hall and Northgate House, encompassing the Woolshops Shopping Centre and along Corn Market, adjacent to the Borough Market. There is a marked contrast in the quality of the public realm along Market Street, which is dominated by bus traffic. The college on Northgate will inevitably increase the number of young people in the area during the day attending lessons and socialising in the vicinity and town centre.

The pedestrian environment is impacted upon by a lack of green space in the town centre, limited civic and other public open spaces and also limited public art or cultural references within the streetscape. This lack of public space was addressed, in part, through the opening of the redeveloped Piece Hall in August 2017. However, the surrounding pedestrian network and the connectivity this provides must be strengthened, in order to mark this location as a principal civic destination in the town; with this scheme providing the opportunity to rejuvenate and enhance these connections.

The overall quality of the public realm offer is variable, with the traffic-free area focused upon Southgate to the west of the Borough Market being an award-winning highlight, whilst much of the rest of the town is dominated by vehicles and the use of guardrail, segregating pedestrians from traffic. In general, the overall lack of quality public realm restricts and limits the pedestrian experience, especially given successes such as the Piece Hall in stark contrast. The A629 Phase 2 scheme will provide high-quality public realm thereby improving the pedestrian experience. These improvements include features such as level pavements, and the addition of greenery and benches. This, along with other projects in Halifax (e.g. HSG), create placemaking gateways to the town and ensure wellbeing benefits are received following the reformation of the town's transportation infrastructure.

Cyclists

A study by Living Streets in 2014, found that investment in better streets and spaces for walking can foster social inclusion, have employment benefits and support regeneration. A study by We Are Cycling UK in 2016 also noted that cyclists benefit the economy as workers and consumers, in addition to indirect savings in public health. The report also shows that cycling infrastructure can aid disadvantaged groups acquire skills and access employment opportunities.

There are no defined or advisory town centre cycle routes in Halifax, other than the Hebble Trail. The Hebble Trail runs parallel to the A629 and provides a traffic-free, paved route along the Calder and Hebble Canal from Jubilee Road to the southern edge of Halifax town centre, where it stops. Halifax Station Gateway seeks to extend the Hebble Trail into the town (via Phase 2's Butterfly Meadow), and Navigation Road, before traveling under the railway and subsequently re-joining Phase 2 at the Eastern Gateway.

There are opportunities to provide a significant increase in the amount of cycle infrastructure within and penetrating into Halifax town centre, providing cycling connections to key destinations and provide additional cycle parking in locations desired by users and to cater for increased cyclists. Longer-term, the aim is to connect the town centre to the to the Hebble Trail, with a connection beneath the railway line linking directly into the Eastern Gateway.

Safety

Between February 2013 and January 2017, there were a total of 143 accidents within the town centre. Of these, there were no fatal accidents, 21 serious and 122 slight accidents. Figure 2.11 shows the spatial distribution of these accidents across the town centre. Between May 16 and May 20 there were no fatal accidents, 12 serious and 53 slight accidents.

Appendix S2 provides more details of the severity and the mode used by casualties in addition to summarising the cause of accidents (mainly collisions).

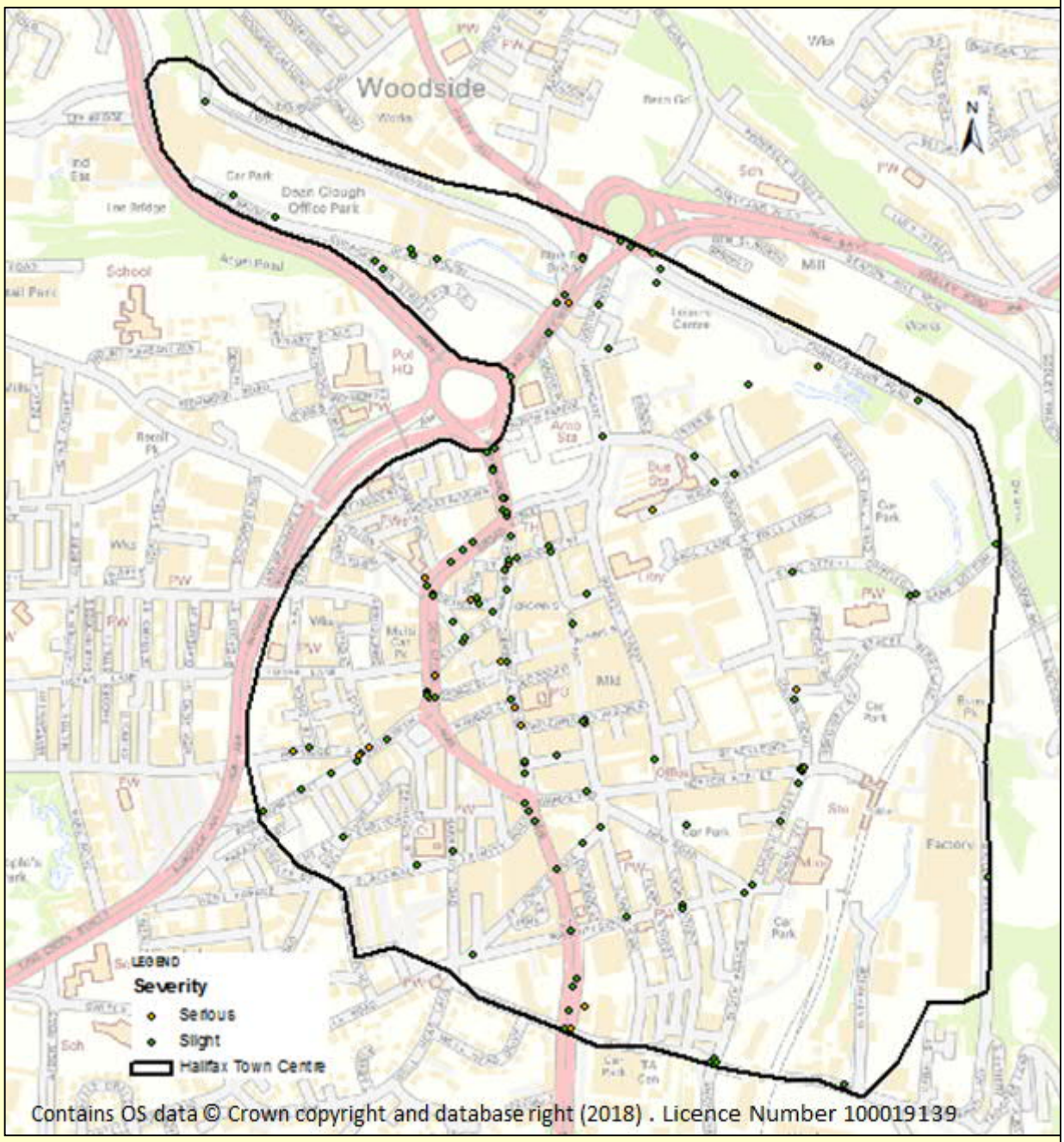


Figure 2.11: Accident locations within Halifax town centre (2013-2018)

Air quality

The quality of air, especially in the more populated urban centres, plays a key role in the general health of the population. In West Yorkshire in 2013, poor air quality was said to account for 4.5% of deaths (equivalent to 86 deaths) in Calderdale, due to exposure to fine particulate matter alone. As such, maintaining clear air is essential to the long-term success of places, improving peoples' health, which in turn improves the productivity of the workforce and creates good growth. Air quality is of greater importance in CMBC since 2019, following signing up to the Climate Emergency declaration.

An AQMA has been declared on the A58 New Bank Road. A small section of this AQMA area coincides with the edge of the Phase 2 scheme (in the vicinity of the Charlestown Road/A58

junction). There are a further two AQMAs in Halifax near Calderdale Royal Hospital and at the Salterhebble junction. Whilst not within Phase 2's scope, they fall within the wider A629 corridor and other phases.

The Environmental Statement submitted as part of the planning application included a detailed assessment of local air quality. This identified 2 receptors within the scheme area that are estimated to be in exceedance of (>40.0 µg/m3) and 1 receptor estimated to be at risk of exceeding (>35.9 µg/m3) the air quality objective value for annual mean NO2, in the 2023 do-nothing scenario. These receptors are located at properties adjacent to A629 Fountain Street, at the junction with Commercial Street and Wards End, and locations within the Salterhebble and Huddersfield Road Air Quality Management Area. Elsewhere, annual mean concentrations of NO2 are not predicted to be at risk of exceeding the national air quality objective for that pollutant in 2023 (without the Proposed Development in operation). Annual mean concentrations of PM10 and PM2.5, and exceedances of the daily mean PM10 objective are predicted to be well below the relevant air quality standards at all sensitive receptors considered.

The detailed assessment identified 3 receptors, within the scheme area, that are estimated to be in exceedance of (>40.0 µg/m3) and 4 receptors estimated to be at risk of exceeding (>35.9 µg/m3) the air quality objective value for annual mean NO2 in the 2023 do-something scenario. The receptors included properties adjacent to New Bank, within the new Air Quality Management Area declared there, properties adjacent to Winding Road, on the approach to and from Halifax Bus Station, locations adjacent to the Bull Green roundabout, and locations within the Salterhebble and Huddersfield Road Air Quality Management Area. Elsewhere, annual mean concentrations of NO2 are not predicted to be at risk of exceeding the national air quality objective for that pollutant in 2023 (with the Proposed Development in operation). The results of the detailed assessment showed exceedances of the annual mean objective generally at locations where exceedances are already known to occur (i.e. within the Salterhebble and Huddersfield Road Air Quality Management Area and the New Bank Air Quality Management Area), although limited new exceedances are predicted at properties located adjacent to Winding Road.

Air quality is likely to deteriorate if sustainable travel modes are not made more appealing, as the housing and employment growth forecasted to take place in accordance with the Draft Local Plan will generate additional person trips. This highlights a need to plan for active modes as well as the more efficient and managed movement of vehicles through the network to reduce air pollution and improve public health through greater physical activity.

Summary
Without the investment, the potential of the opportunity is severely reduced. Space, placemaking and public realm ambitions would be reduced in scale, delayed or, at worst, not happen at all. The renovation of the Piece Hall demonstrates how space can play an important role in the future of Halifax. The opportunity to transform travel is also affected, the step-change in cycle and pedestrian provision would be delayed, thereby not addressing the severance caused by the A629 and other traffic routes for cyclists to access the town centre and fully participate in the economy.

This section outlines strong strategic drivers behind the A629 Phase 2 scheme, and the wider ambitions of Halifax. CMBC has ambitious plans for economic growth in the town, and without addressing these identified issues, Halifax will find it increasingly challenging to achieve these, raise the town's profile, both regionally and nationally, and fail to meet its economic and environmental objectives.

The strategic drivers for transformational change in Halifax are focused on the desire to generate good clean economic growth, by encouraging investment from business, providing

employment, education and training opportunities to residents of Calderdale and West Yorkshire. The A629 Phase 2 scheme, in conjunction with the wider programme of works for Halifax, will enhance space and public realm opportunities in the town centre to encourage more visitors, extend the duration of visits and encourage people to explore more of what is on offer in Halifax. Failure to realise these ambitions for Halifax, will constrain the economic potential of the town and deter businesses from locating in the town and discourage visitors.

The scheme seeks to improve traffic flow around Halifax town centre. Increased traffic and congestion will negatively affect air quality and noise levels and make the town centre increasingly inaccessible. These impacts will affect the ability of Halifax to attract investment and fail to capitalise on its assets, to improve the local economy and enhance the town's status across the region.

The A629 Phase 2 scheme is an essential element of the ambitions for Halifax, given both the geographic coverage of the scheme and all its essential component parts. It also has strong synergies with other projects and schemes around Halifax, including those being delivered through the Transforming Cities Fund and Future High Streets Fund (see section 2.1.3). Collectively, these schemes will be transformative for the long-term benefit of the people of Halifax and the wider region.

Covid-19

In recent months, Covid-19 has become a global pandemic. At the time of writing, what the future looks like in 2024 is uncertain. This submission acknowledges that the pandemic is likely to affect behaviour and have short-term changes to travel and shopping behaviour as a result of restrictions on people's daily lives. With regards to the medium- and longer-term (2024 onwards), it is currently presumed that life will have returned to a picture similar to that seen in late 2019/very early 2020 prior to the pandemic. Therefore, this submission takes a positive view of the future, which complements the ambitions for Halifax to transform the town centre. It should be noted that the Phase 2's active travel proposals, and closure of Market Street, will be beneficial in any situation where behavioural change as a result of Covid-19 continues into 2024 as they support the promotion of active travel, and the closure of Market Street will enable social distancing.

2.1.2 How will the scheme contribute to the achievement of the Leeds City Region's Strategic Economic Plan (2016)? (please refer to the plan here)

Leeds City Region - Strategic Economic Plan

The Leeds City Region (LCR) Strategic Economic Plan (SEP) 2016-2036 is the ambitious, long-term strategy to fulfil LCR's exceptional economic potential, and cement its place as a growth engine for the North, and the nation as a whole.

Refreshed in 2016, the vision is *"to be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone"*. To meet this ambition, a key priority of the SEP is to accelerate job creation, deliver new homes and secure more private sector investment in key strategic locations.

The SEP sets out ten, large scale 'game changing' initiatives across four priorities, that will achieve real progress towards delivering the vision of the City Region. The A629 Phase 2 scheme will strongly contribute to priority 4 (infrastructure for growth) and also, initiatives 8 and 9.

Initiative 8. Deliver 30+ West Yorkshire-plus Transport Fund schemes and make progress towards a single 'metro style' public transport network, connected to major national/northern schemes such as HS2 and Northern Powerhouse Rail.

Initiative 9. Develop and regenerate integrated spatial priority areas, supporting employment, quality environments and the building of 10,000-13,000 new homes per year.

The SEP identifies Halifax as an 'Urban Growth Centre', one of the three types of spatial priority areas identified. This classification emphasises the importance of improving connectivity in Halifax town centre, given the potential it has to support the 'good growth' principles of the LCR.

Good growth
The SEP details that "*good growth*" is achievable through four components, with this scheme promoting good growth as the part of the places component.

- "High quality and connected places"
- "Our distinctive variety of places will offer outstanding quality of life through their unique business, physical and environmental assets, as well as their diversity of culture and heritage"
- "Vibrant, regenerated town and city centres will be people friendly, no longer dominated by the car, with clean air and the highest quality green infrastructure and public realm"
- "Places will be connected by high quality transport and wider infrastructure that serves the needs of businesses and people. Movement between towns and cities will be easy and fast, based on a single 'metro style' public transport system that connects residents to jobs and companies to their markets with ease and reliability".

Table 2.1 highlights how the scheme contributes to these components of "good growth".

Table 2.1: The A629 Phase 2 contribution to "good growth"

Scheme aspect	Component 1 (places)	Component 2 (quality of life)	Component 3 (vibrancy)	Component 4 (connectivity)
Revised bus network in the town centre	✓			✓
Bus-rail interchange	✓		✓	✓
Pedestrian wayfinding	✓			
New pedestrian infrastructure	✓	✓		✓
New cycle infrastructure	✓	✓		✓
Connectivity and/or accessibility of key attractors in	✓	✓	✓	

the town centre				
Butterfly Meadow	✓	✓	✓	
Delivery of public realm enhancements	✓	✓	✓	
Eastern Gateway announcing arrival into the Town Centre	✓	✓	✓	✓
Western Gateway announcing arrival into the Town Centre	✓	✓	✓	✓
Eastern corridor for through traffic	✓		✓	✓

Strategic Priority 4 (Infrastructure for Growth)
In setting out the SEP's approach to delivery of Strategic Priority 4 (Infrastructure for Growth), the document notes "efficient inter and intra City Region transport, along with international connectivity, are essential to the functioning of a modern economy. They underpin business efficiency, stimulate investment, connect people to job opportunities and open up competition and trading routes".

The SEP identifies Halifax as an "Urban Growth Centre", with the classification emphasising the importance of improving connectivity in Halifax town centre given the potential it has to support the 'good growth' principles.

The scheme will stimulate transformation for Halifax. It will:

- Respond to 'placemaking' aspirations, environmental concerns and unlock development sites and opportunities (e.g. Bailey Hall);
- Improve connectivity and accessibility by bus, rail and active modes (including interchange opportunities) as a result of investing in the infrastructure to realise the opportunity;
- Enhance and reinforce Halifax's position as a destination for tourism, business, training and education;
- Secure Halifax's future as a centre for business investment, supporting and strengthening the investment experience seen in recent years, but currently being constrained by the current issues outlined earlier in this strategic case. The scheme will enable to the town to capitalise on future rail investment (e.g. HS2).

Detailed in the SEP are the principles on which transport investments will be considered. Those applicable to this scheme are detailed below, alongside how the scheme contributes to these principles:

1. Development of an integrated, accessible transport system which meets the needs of people and business and connects new and existing centres of work and of population;

including transport infrastructure and services to support the growth and regeneration of spatial priority areas.

2. Establishment of a fully integrated 'metro style' City Region public transport network, further enhancing rail travel and spreading the benefits to communities of rail schemes such as HS2 and improved Trans-Pennine rail links and integrating a bus network (e.g. A629 Phase 2's Eastern Gateway) that delivers what customers want and which supports growth, inclusion and accessibility.
3. Establishment of cycling as a major mode of transport, with increased active travel benefiting health.
4. Ensuring that transport systems serve all communities, including disadvantaged and rural ones.

Table 2.2 details how the scheme supports and achieves these four principles.

Table 2.2: How Phase 2 contributes to Infrastructure for growth principles

Scheme aspect	Principle 1 (integrated, accessible transport)	Principle 2 ('metro-city' transport network)	Principle 3 (cycling as a major mode)	Principle 4 (transport for everyone)
Redevelop Halifax town centre	✓			
Pedestrian facilities	✓			✓
Cycle facilities	✓		✓	✓
Reduction in severance	✓		✓	✓
Accessibility by bus	✓	✓		✓
Rental value uplift	✓			
Bus-rail interchange	✓	✓		✓
Cycle hubs	✓		✓	✓
Designated quiet routes			✓	✓
Butterfly Meadow			✓	

Strategic Priority 2 – Skilled People, Better Jobs

The proposed improvements through Phase 2 partially aligns with the SEP's priority for delivering skilled people and better jobs, specifically '*employability, access to jobs and realising potential*,' through the scheme's role in facilitating positive connections between health, jobs and prosperity. By tackling the known challenges and issues which currently exist around the town centre (described in section 2.1.1), the scheme will capitalise on the opportunity to will boost residents' connectivity to employment, education and training opportunities, healthcare and services in and around Halifax Town Centre.

Trinity Academy Sixth Form College (in the old Central Library), will offer a good academic route into university undergraduate degrees, technical vocations and better jobs through its offer of a range of A-level and applied courses. Upon opening in September 2020, the new

college is expected to initially accommodate 650 students, which is expected to rise incrementally to 1,000 by 2023. Phase 2 will also improve connectivity to the nearby North Bridge Leisure Centre, Dean Clough, and Northgate House, the latter of which is expected to support around 600 skilled office-based jobs upon its completion in late Spring 2021.

Strategic Priority 3 – Clean Energy and Environmental Resilience

Phase 2 seeks to promote sustainable travel, with a re-routed bus network, serving more areas of the town centre and encourage active travel, cycle infrastructure penetrating the town centre and improving pedestrian routes by addressing severance at major junctions which are currently vehicle dominated. Furthermore, additional electric vehicles charging points will be introduced at Bull Green, which will support the growth in electric vehicles.

The scheme will help towards delivering good growth in an environmentally sustainable way by encouraging greater active travel and bus use, Following the declaration of a Climate Emergency in June 2019, these approaches within Phase 2 contribute towards the Leeds City Region's long-term aspirations of becoming carbon neutral by 2038.

As with all projects, CMBC seek to learn from past experiences, especially those of similar schemes across West Yorkshire, the wider region and the UK as appropriate. This experience will advise the delivery of the scheme and be used to maximise the benefits each component part of the scheme brings.

2.1.3 Does the scheme link to other activity being delivered either within the City Region or nationally?

The strategic drivers identified in Section 2.1.1 identified that there are a number of schemes under development and being implemented across Halifax, Calderdale and the wider Leeds City Region (LCR). These planned investments, in addition to the A629 Phase 2, will harness the economic strengths to turn Halifax into an investment and employment hub and therefore positioning it as a key benefactor of the northern economy.

This section will first identify other activity being delivered through the West Yorkshire-plus Transport Fund, then the recently announced Transforming Cities Fund and finally, other schemes to be delivered through other sources of funding.

West Yorkshire-plus Transport Fund
A fund in excess of £1 billion targeted specifically to increasing housing, employment and economic growth across the LCR. The West Yorkshire-plus Transport Fund identified a core 10-year package of measures that would enable change and deliver economic growth in the short to medium term.

A629 Halifax to Huddersfield Corridor
The A629 Halifax to Huddersfield Corridor comprises a multi-modal corridor improvement scheme, which has been allocated £125.6 million to drive economic growth by addressing transport and accessibility issues. CMBC and Kirklees Metropolitan Borough Council are jointly developing and promoting the range of interventions proposed along the corridor, which include:

- Strategic accessibility and public realm within Halifax town centre to deliver regeneration and growth aspirations (this scheme);
- Capacity and operational improvements;
- Review of bus services along the corridor;
- Promotion of greater mode choice by enhancing multimodal accessibility;

- Improved economic and employment opportunity throughout the district;
- Reduced congestion and bi-directional journey times for all modes on A629 corridor.

In prioritising the A629 corridor at the time of the fund's inception, justification for the investment was provided using evidence from West Yorkshire Combined Authority's Urban Dynamic Model (UDM), which forecast the scheme's ability to unlock development potential in both Calderdale and Kirklees and create 1,740 jobs by 2026. Such benefits were predicted as achievable on the back of a range of the package outcomes, including congestion relief, reduced journey times for general traffic, improved pedestrian/cycle accessibility and a reduction in end-to-end journey times for buses.

Delivery of the full corridor strategy will take a number of years to achieve, due to the complexity and extent of the numerous proposals. The package has therefore been split into a number of phases for the purposes of development:

- Phase 1: Southern Section (Elland Bypass to Free School Lane)
  - £27.4 million mandated for the development and delivery of this phase;
  - Phase 1a has been delivered;
  - Phase 1b delivery starting in late 2020 or early 2021;
- Phase 2: Halifax Town Centre
  - This scheme.
- Phase 4: Ainley Top (M62 Junction 24) and Wider Strategic Interventions
  - £25.92 million mandated for the development and delivery of this phase
  - Outline Business Case approved in July 2019. Procurement for consultants to take project through to FBC is in progress. FBC submission anticipated in late 2021;
  - Strategic review of bus services and journey times (for all modes) along the corridor, including interface with Phase 2;
  - Any risk to the advancement of the town centre scheme prior to the completion of this strategic review of the corridor is, therefore, minimised.
- Phase 5: Ainley Top to Huddersfield (promoted by Kirklees Council)
  - Outline Business Case submitted in 2018;
  - £12.09 million mandated for the development and delivery of this phaseJunction improvements at A629/Blacker Road/Edgerton Road and A629/Birkby Road/East Street;
  - Parking restrictions from Cavalry Arms junction to Birchencliffe Hill Road;
  - Approach lanes to Ainley Top roundabout to be lengthened, new signal controlled left slip to A629 Blackley New Road (for M62) and dedicated northbound cycle lane to junction from Yew Tree Road.

<u>A58/A672 Corridor</u>

A corridor scheme worth £6.024m to facilitate measures that improve highway efficiency along the A58/A672 between Halifax and the M62 Junction 22 (via Sowerby Bridge, Ripponden and Rishworth). Improvements will address key issues such as journey time variability between peak and off-peak time periods, particularly for public transport, and poor air quality due to congestion, both of which deter development along the route. There are proposals for modifications to bus stop locations/ facilities and changes to on-street parking locations to improve the network operation and environment. The A58 forms part of the principal route network in Halifax, so any improvements will benefit Halifax town centre

positively. A Full Business Case is underway (submission anticipated Summer 2020) with a delivery timeframe of Spring 2021 – Spring 2023.

A646/A6033 Corridor

The A646/A6033 corridor is a principal cross-boundary link between West Yorkshire, Lancashire and Greater Manchester. £5.092m is earmarked to deliver improvements at identified pinch points in order to encourage modal shift along the network. This scheme's measures will also increase the accessibility of Halifax from the west and help to stimulate sustainable economic growth in Halifax around economic centres like Copley. A Full Business Case is underway (submission anticipated Summer 2020) with a delivery timeframe of Spring 2021 – Spring 2023

A641 Bradford-Huddersfield Corridor

The A641 between Bradford, Brighouse and Huddersfield, including the A644 between Brighouse and the M62's Junction 25 is an important manufacturing corridor that suffers from significant traffic congestion in a number of locations. The proposed scheme would aim to reduce journey times along the route and will increase economic investment in the area by unlocking land for employment and housing growth, notably in the South East Calderdale area, including Clifton Enterprise Zone and the Garden Suburbs. The full range of measures is still under scoping by Bradford, Kirklees and Calderdale councils. It is expected to incorporate improvements to active travel modes and public transport facilities, with an estimated budget of £75.4m.

A629 (N) Halifax to Keighley

Recently identified, this corridor is including within the Corridor Improvement Programme Phase 3 SOC. This scheme will be developed over the coming month and will interface with Phase 2 to the north of the town centre.

The Ogden corridor improvement scheme seeks to introduce a range of interventions including junction remodelling, active travel routes, bus infrastructure and highway environment improvements. These will address identified key problems of low sustainable travel mode share, poor quality highway environment, severance, junction inefficiency and road user conflict in the north Halifax area. The scheme will contribute to the wider West Yorkshire Corridor Improvement Programme objectives to deliver improved journey time reliability for all road users, environmental benefits in terms of supporting reduced carbon and other transport emissions, improved health through support for active modes and improved air quality and improved safety whilst providing capacity for growth to support Calderdale's Local Plan aspirations.

Leeds City Region - Transforming Cities Fund

With Tranche 2 funding announced in March 2020, the Transforming Cities Fund (TCF) is a major investment programme that aims to deliver transformational infrastructure in some of England's largest cities and regions. LCR secured £317m to deliver their vision:

"To support delivery of Inclusive Growth across the Leeds City Region, through an innovative and coordinated walking, cycling and bus package, which provides genuine sustainable and healthy travel options for our communities along our corridors of greatest economic need, and transforms accessibility from new development sites and accommodates growth at key public transport hubs."

LCR's TCF builds upon the success of other successful transport programmes and projects, including the West Yorkshire-plus Transport Fund, City Connect and Leeds Public Transport Improvement Programme.

The funding is aimed at proposals to improve public transport along four key routes in the

Leeds City Region and upgrade connections to eight rail stations. The *HS2 Hub - Bradford - Halifax and the Calder Valley* key route will provide the opportunity to complement and strengthen the cumulative impact of all programme's schemes within Halifax. The Halifax Station Gateway will transform the rail gateway into the town, the bus station will do the same for bus users, whilst an active mode schemes will encourage walking and cycling between communities to the town centre.. Specific TCF schemes for Halifax are detailed below.

Halifax Bus Station

A new build bus station is planned for Halifax, on the site of the existing facility. The new bus station is a single, fully enclosed passenger concourse with improved facilities for users and staff (Figure 2.12). Connectivity to/from the bus station will be improved to key destinations within the town centre (e.g. Dean Clough and the Piece Hall), thereby complementing the A629 Phase 2 proposals. The scheme will cost £15.8m, and the scheme's FBC was submitted in June 2020. The bus station scheme interfaces directly with the A629 Phase 2 scheme on Winding Road (bus station access) and Northgate/Broad Street (bus station egress).

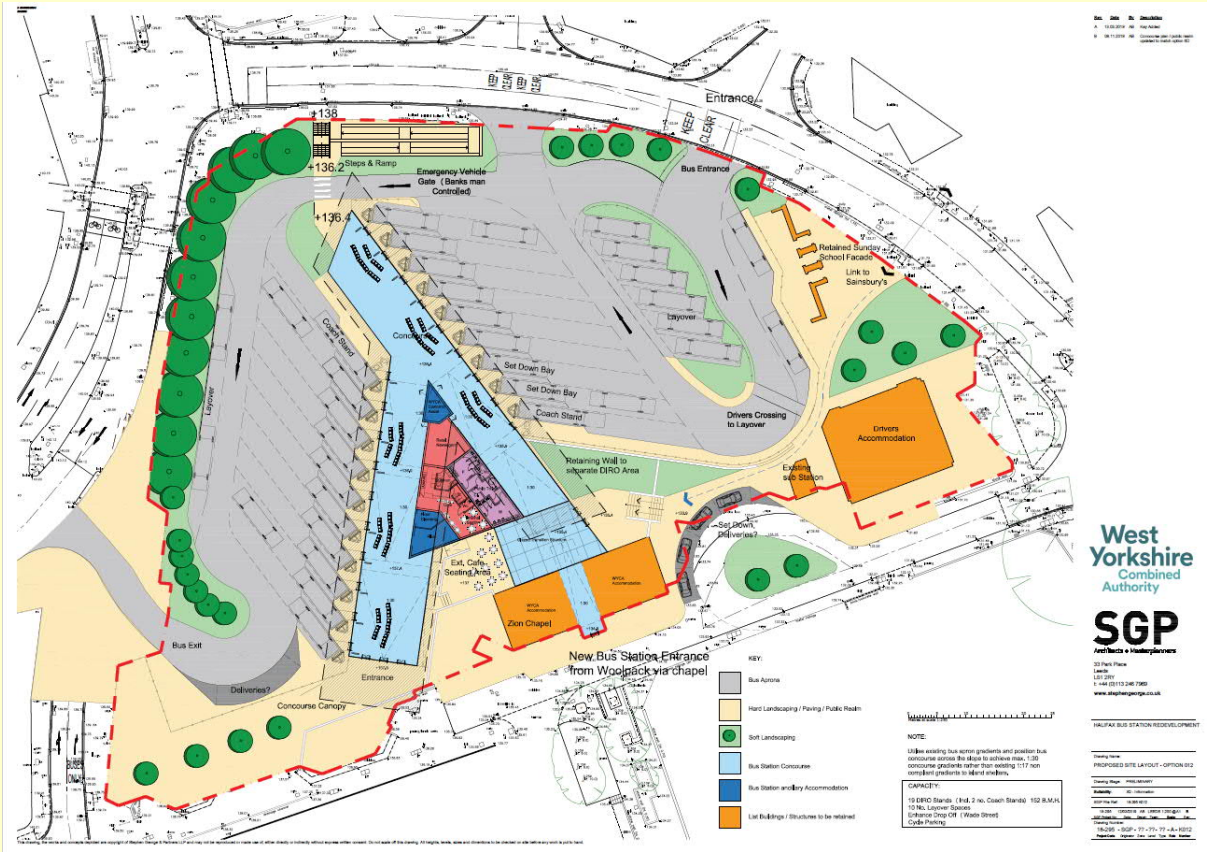


Figure 2.12: Proposed bus station design

The new bus station provides the necessary capacity uplift to cater for future demand, strengthening links between employment and training opportunities in central Halifax with communities in the town and across Calderdale. As the new bus station is designed to modern standards, it addresses barriers to travel and is fully accessible to all users.

Given the other activity through the West Yorkshire-plus Transport Fund, the re-developed facility will have strong links to the corridor schemes (identified earlier) which will bring significant commuter, education and strategic journeys, using the district's comprehensive bus network, into Halifax bus station.

The new bus station is situated within the Phase 2 proposals and has strong links with the revised town centre bus loop network. The new building complements the wider space aspirations within the town centre, and the closure of Northgate/Market Street creates an attractive pedestrian route from the facility into the retail heart of Halifax.

It is necessary to implement the pedestrianisation of Market Street after the delivery of the new bus station, to allow for greater flexibility and maximum on-street bus stop capacity in the diversion of bus services to the existing and temporary on-street stops, while construction works are underway at the bus station. Work commenced in early Spring 2020 on drawing up temporary bus routeing and stopping arrangements during the construction period for both the Halifax bus station project and the A629 Phase 2. This involved colleagues and officers from Combined Authority's Transport Operations Team and Calderdale Council's Major Projects, Network Management and Highways teams.

Neither scheme is dependent on the other, however there are strong synergies between the two. When these two schemes are combined, there will be significant improvements for bus users as a result of the bus station and bus loop created as part of Phase 2. Additionally, the improved pedestrian facilities, reduction in parking, and the closing of Market Street to general traffic has the potential to reduce the number of people travelling to Halifax by car and increase the use of public transport. By improving the bus station, itself, these combined measures are likely to have a positive impact on the number of private cars in Halifax and the numbers that use public transport.

Halifax Station Gateway

A new build rail station is planned for Halifax on the site of the existing station, with current proposals at Outline Business Case. The Halifax Station Gateway (HSG) scheme seeks to transform both the welcome to rail users into Halifax and the quality of access to the station by sustainable modes., in addition to addressing severance caused by the railway line will be removed, through the re-opening of Navigation Road underpass. The new build rail station Changes at the station will deliver increased circulation space for rail station users, enhanced station along with a new station building, facilities and retail offer.

The new railway station buildings will be linked to the Eastern Gateway via a new footbridge that complements the space and public realm deliverables of the A629 Phase 2 scheme. In addition, the new link via Navigation Road underpass will provide a short, direct route between the Town Centre to the eastern elements of Phase 2 (Butterfly Meadow and Bailey Hall) in addition to the Hebble Trail and employment opportunities (e.g. Nestle and the businesses on Water Lane) east of the railway.

There will also be changes to Eureka!'s car park arrangements, to cater for a new station drop-off and taxi facility, adjacent to the new station building (as the current over bridge will be removed). The HSG scheme will also deliver a car park south of the main Eureka! complex, with pedestrian links to Eureka!, the northern (existing Eureka!) car park, Eureka!, HSG including the Navigation Road underpass and Phase 2.

The current HSG project masterplan is shown in Figure 2.13, along with Butterfly Meadow (labelled "amenity space").

Figure 2.13 – Halifax Station Gateway Concept Masterplan (RIBA2/GRIP3)
Source: HSG Outline Business Case Submission

The HSG scheme's red line boundary directly interfaces with the red line boundaries for the A629 Phase 2 project to the west (Church Street, South Parade) and north (Berry Lane). In the west, the interface location is focused on walking and cycling trips. At Berry Lane in the north, the interface is focused on walking and cycling but also considers vehicle movements including HGVs.

This scheme has strong links to the Phase 2 proposals, linking the town centre to the Nestle and Butterfly Meadow area. It also complements and expands on the transformational space and public realm offer in the town.

Although the A629 Phase 2 and HSG schemes are not directly dependent on each other,

there are a number of complementary interdependencies between the schemes as follows:

1. Phase 2 will significantly improve the pedestrian amenities at the Horton Street / Church St junction and the proposed footbridge landing location for the new station bridge.
2. Church Street is realigned to the east of its current route, closing Square Road, directing through traffic past Halifax Minster and Matalan. This creates the opportunity for the provision of the Eastern Gateway, the bus box and bus infrastructure adjacent to Halifax Rail Station on Church Street, which has been designed to improve bus-rail interchange to support the (pre-COVID 19) predicated growth in passenger numbers.
3. The Bailey Hall elements delivered by Phase 2 are required to enable the successful delivery of a DDA complaint Navigation Road underpass.
4. The alignment of the respective project programmes will be constantly monitored, and the latest position will be presented at each project's assurance stage and key milestone i.e. in the A629 Phase 2 Planning and this FBC submission and in the HSG FBC submission currently programmed for 2021.

Halifax Walking and Cycling Transformation Package

North West Halifax has communities classed within the most deprived 20% in England, along with high levels of unemployment and low car ownership. This package will transform travel opportunities for these communities by providing connectivity to key employment, education and training opportunities.

Park Ward Healthy Streets

Park Ward is the smallest in Halifax and covers the densely populated communities west of Halifax town centre (Figure 2.14).

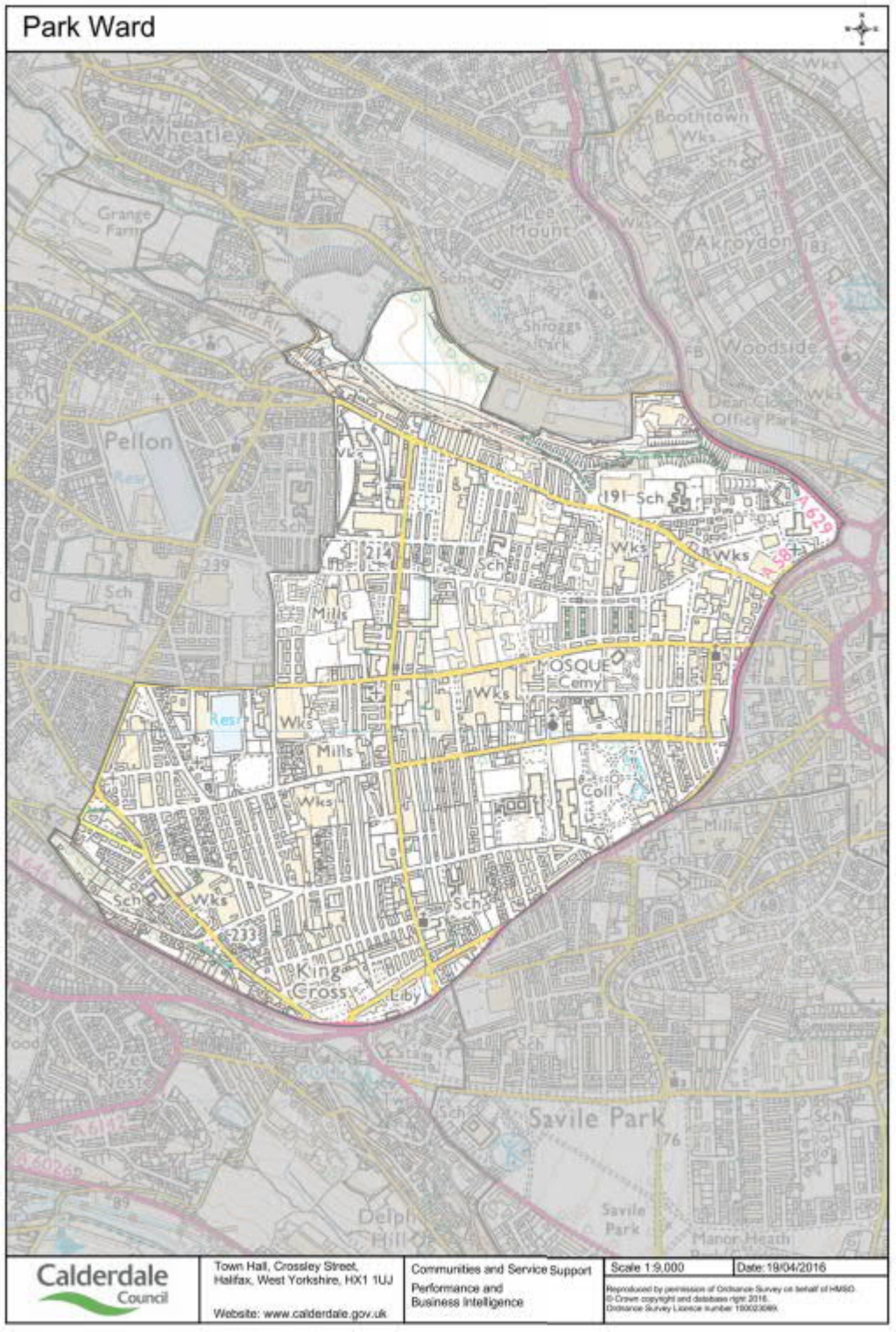


Figure 2.14: Park Ward's location within Halifax

The TCF proposals for this area focus on walking improvements identified through the first phase Local Cycling and Walking Infrastructure Plan (LCWIP), addressing barriers to accessing Halifax town centre for residents. In particular, severance caused by main roads (e.g. the A58).

In addition to the walking improvements, there will be enhanced bus priority measures in north Halifax, providing improved journeys from deprived communities to employment, education and training opportunities in the town centre.

Cycle Superhighways
Cycle Superhighways would connect the centre of Halifax with the communities of Mixenden, Ovenden and Illingworth, as identified in Calderdale's Cycling Strategy. The provision of these facilities will improve the health of users from some of the most deprived areas of Halifax.

Whilst there are no dependencies between the walking and cycle package and the A629 Phase 2, they both complement each other and provide a step-change in cycle provision between the town centre and communities in the northern part of Halifax. They also improve active mode provision from Park Ward to Halifax, supported by the reduction in severance of the A629 through the delivery of improved crossing opportunities and facilities in Phase 2.

An OBC for these packages is expected in January 2021, with an FBC in October 2021. Construction is anticipated to commence in December 2021, with delivery completed by October 2022.

Future High Streets Fund
This fund recognises the importance of high streets within local communities and economies and the changing way in which people shop and use these spaces. The fund seeks to help economies and communities adapt to this change and create vibrant town centres. CMBC have bid for a share of the £1bn fund to enhancing the public realm offer, display public arts and improve the environment on the core streets within the town centre.

The package submitted seeks to further deliver the Halifax town centre Delivery Plan (HTCDP), and it will complement the elements being delivered through other funding streams (e.g. A629 Phase 2). The overall aim is to boost footfall, visitor spend and business performance within the town centre, capitalising on the retail, entertainment and the food & drink offer available.

The package comprises eight schemes:

- Borough Market enhancements;
- Victoria Theatre enhancements;
- George Square / George Street and key street/alleyway public realm improvements;
- Public Art Plan;
- Westgate Quarter Phase 2;
- Bringing key empty properties back into use;
- Car parking improvement options.

The schemes identified through the Future High Street Fund and the A629 Phase 2 are not dependent on each other. Together they work to deliver the HTCDP and transform Halifax, putting it in a strong position to tackle the changing role of the high street and place the town on a strong economic foundation for the future.

West Yorkshire Bus Alliance
Following on from the success of Bus18, West Yorkshire Combined Authority and its bus operator partners launched a West Yorkshire Bus Alliance in early 2019. Lasting until 2021, the alliance is based on legal provisions recently introduced by Government. The West Yorkshire Bus Alliance has three core themes, each with a number of work streams:

Customers at the heart
- Network legibility.
- Ticketing and retail – improved ticket sales opportunities within a single enclosed passenger concourse at the new bus station.

- Ticketing and affordability.
- Travel information – enhanced real-time information within a single enclosed passenger concourse at the new bus station.
- Customer service – enhanced staff visibility in a single enclosed passenger concourse at the new bus station
- Communication and engagement.

Keep buses moving

- Highway infrastructure – bus priority at the entry and exits to the new bus station.
- Service provision – the new bus station allows for growth in bus services.

A sustainable bus network

- Clean bus technology – provision for electric bus charge points at the new bus station.
- Economy of the bus network – the new bus station allows for bus services and passenger growth.

Addressing the accessibility and health and safety challenges (detailed in 2.1.1 above) will also boost connectivity between homes and sites of employment, training and education. Given the variety of opportunities within Halifax town centre, residents will be able to access the new Trinity Academy, employment opportunities with employers within the town centre across a range of industries. Combined with the Alliance's efforts of improving ticketing and affordability for young people, will help towards making bus travel a natural choice for future pupils accessing the college, particularly for those without access to a car.

Other schemes

Northgate House and former library

The redevelopment of these former council offices and former library has seen the building transformed into a modern architectural piece, right in the heart of Halifax town centre. The new build now provides 12,000 sq. ft. of flexible retail space and 40,000 sq. ft. of high-quality office space across five storeys. Royal Sun Alliance have signed a 20-year lease on office space in Northgate House, with occupation in March 2021. a new sixth form establishment delivered in partnership with Trinity Multi-Academy Trust and Rastrick High School is opening in September 2020 in the former Library. The college will contribute to the local education offer, by providing another option so that students within the borough can continue their 17 plus education outside in Calderdale, as opposed to sixth form colleges in Rochdale, Burnley and Huddersfield, as was previously the case. In addition, the provision of retail and office space will add to the vitality and vibrance of the town centre through increased footfall and more economic opportunities.

City Connect 2

West Yorkshire Combined Authority has been successful is securing funding through the Department for Transport's Cycle City Ambition Grant alongside local match funding, to deliver the scheme referred to as City Connect. The money is ring fenced for spend on cycling and walking improvements totalling around £40m of investment. One of the projects prioritised for investment is the Calder Hebble Navigation Towpath Improvements. Improvements will include resurfacing, widening the towpath, coping stones and improved signage and to improve the existing route between Todmorden and Brighouse, following the National Cycle Network Route 66.

The A629 Phase 2 scheme will provide increased cycle facilities to enable cyclists to safely complete their journey into Halifax town centre, having utilised City Connect 2 facilities.

Utilities works and on-going highway maintenance

In the planning for the delivery of the A629 Phase 2 scheme, consideration has been given to other programmes, including works by utility companies that require access to the highway network included within the scheme and whether consecutive working can be achieved (i.e. one project directly following another in the same highway space). Consecutive working will minimise disruption to users of the area. Where this is possible, scheduled works will be programmed so that the finish to the highway will be to a high-standard. The expectation is that any further works here in the future would be emergency works.

Impacts if funding not secured for Phase 2

A629 complements the schemes above, and there are few interdependencies between schemes. Therefore, if Phase 2 did not secure funding, the impact on delivery of the other schemes would be limited. The notable exception is Halifax Station Gateway, given that Bailey Hall elements delivered by Phase 2 are required to enable the successful delivery of a DDA complaint Navigation Road underpass.

2.1.4 How does the scheme meet other national, sub-regional and local strategies and policies?

National

Transport Investment Strategy (July 2017)

- The Government's Transport Investment Strategy is "this Government's plan for Britain, a plan to build a stronger, fairer country, with an economy that works for everyone, in which wealth and opportunity are spread across the country and we are set up to succeed in the long term".
- The A629 Phase 2 seeks to better connect Halifax town centre with the wider transport network, through the bus loop, and the bus-rail interchange at the Eastern Gateway (for intermodal journeys). This scheme is in relation to the identification of Halifax as an "urban growth centre" in the LCR SEP, and the investment is in response to local growth priorities and to ensure that Halifax has an economy that works for residents and visitors to the town.

Cycling and Walking Investment Strategy (March 2015)

- The Government's Cycling and Walking Investment Strategy details the ambition to make active modes the choice for shorter journeys and longer journeys.
- The A629 Phase scheme provides cycle infrastructure that penetrates the town centre, connecting to communities outside the centre of the Halifax. Pedestrian improvements will address severance issues. Combined Phase 2 seeks to make shorter journeys attractive for walkers and cyclists.

National Policy Planning Framework (July 2018)

- The National Policy Planning Framework sets out the planning policies of the government and expectations regarding application.
- The scheme seeks to address barriers to development, promote the town centre environment and encourage sustainable transport through high quality design and conservation of the historic assets of Halifax.

Industrial Strategy (2017)

- This strategy identifies the importance and emergence of technology and its contribution to

the economic growth of the United Kingdom. The strategy identifies how the UK will build on its strengths to capitalise on opportunities in the future.

A629 Phase 2 will address barriers to economic growth in Halifax, through increased emphasis on sustainable travel and connectivity into the town centre and the economic opportunities within. The scheme connects people with employment and opportunities that complement the Industrial Strategy (ideas, people, places infrastructure and business environment). Cycling and Walking Investment Strategy (March 2015)

- The Government's Cycling and Walking Investment Strategy details the ambition to make active modes the choice for shorter journeys and longer journeys.
- The A629 Phase scheme provides cycle infrastructure that penetrates the town centre, connecting to communities outside the centre of the Halifax. Pedestrian improvements will address severance issues. Combined Phase 2 seeks to make shorter journeys attractive for walkers and cyclists.

Pan-Northern

Draft Strategic Transport Plan (January 2018)

- The Plan establishes the argument for investment in strategic transport infrastructure through to 2050. The vision in the Plan is of *"a thriving North of England, where modern transport connections drive economic growth and support and excellent quality of life".*
- The Strategic Transport Plan highlights the opportunity that Calderdale, and Halifax, can capitalise on by being a bridge for flows across the north and attract investment and growth through the town's connections to the rail network and strategic and major road networks.

Regional (Leeds City Region)

Leeds City Region HS2 Growth Strategy (2018) and Leeds City Region HS2 Connectivity Strategy (May 2018)

- The HS2 growth Strategy details how the LCR will work with partners and stakeholders in realising the benefits of HSR for the City Region and achieve the vision of *"HS2 to be a catalyst for accelerating and elevating the Leeds City Region's position as an internationally recognised place of vitality, connecting the North and creating an inclusive, dynamic economy, accessible to all"*. The Connectivity Strategy sets out how connectivity needs to see a step change to capture the transformative impact of HS2 to be realised across the LCR
- The Halifax town centre scheme provides a distinct opportunity to deliver improved interchange opportunities (at the Eastern Gateway) with Halifax railway station, thus putting travellers in a strong position to benefit from the arrival of HS2 and capture the wider benefits to Calderdale and the LCR.

Leeds City Region Energy Strategy (Summer 2019)

- Following the declaration of a climate emergency in June 2019, West Yorkshire Combined Authority have developed its Energy Strategy to achieve an ultimate ambition to make Leeds City Region a zero-carbon energy economy. Through action areas resource efficiency, energy generation and efficiency, smart grid integration and efficient and integrated transport.
- Phase 2 will integrate the transport network, providing improved bus-rail interchange at the Eastern Gateway, and provide more accessibility of the town centre for bus due to the

revised bus network around the town centre.

County (West Yorkshire)

West Yorkshire Transport Strategy (August 2017)

- The West Yorkshire Transport Strategy sets out the vision for travel in and around West Yorkshire in 2040, where travel will be easy and reliable, *"using a high class, modern, well connected transport network that enhances business success and people's lives"*.
- The scheme will contribute to achieving the three overarching objectives by reducing congestion, removing constraints on development, reducing emissions in the town centre core and delivering a positive impact on the quality of life for those visiting.

West Yorkshire Bus Strategy (August 2017)

- Acknowledging the importance of the bus mode, the West Yorkshire Bus Strategy is a major aspect of the West Yorkshire Transport Strategy and the SEP, as demonstrated through the objectives of economic growth through connectivity, environmental aspirations and supporting local communities.
- This scheme will involve the re-routing of most bus services within central Halifax providing greater network coverage around the town centre, improving the air quality along Market Street (which will be closed to traffic), improved bus-rail interchange opportunities at the Eastern Gateway and between different bus services (around the 'bus-loop' or at the bus station).

West Yorkshire Low Emission Strategy 2016 to 2021 (August 2016)

- The West Yorkshire Low Emission Strategy outlines the key challenges in relation to air quality within West Yorkshire and how cleaner air can be delivered to create a healthier place for people to live, work and visit.
- It is expected this scheme will produce beneficial results for the town centre core following the pedestrianisation of Market Street and reallocation of buses away from the main pedestrian areas.

West Yorkshire Key Route Network

- The West Yorkshire Key Route Network (WYKRN) has been established to better coordinate the management and investment in the 7% of the highway network across West Yorkshire that carries 60% of the traffic.
- With Calderdale's key route network centring on Halifax, this scheme will strongly increase Halifax's position as a centre for business investment through the town's proximity to the key and strategic road networks in this area of West Yorkshire.

West Yorkshire Devolution Deal (March 2020)

- This agreement sets out the ambitious devolution deal for West Yorkshire announced in the March 2020 Budget. The agreement covers topics such as an elected Mayor, powers regarding transport, housing and planning. It also provides control of funds for investment to support growth and local priorities,
- The Phase 2 scheme has close alignment to these themes, through improving connectivity to employment jobs, and training opportunities within Halifax to drive economic growth.

West Yorkshire Zero Carbon Pathways work

- Following the Climate Emergency declared by the West Yorkshire Combined Authority,

and its partners in June 2019, a Carbon Pathway strategy is being prepared to help realised the 2030 and 2038 carbon neutral goals

- Phase 2 seeks to encourage active and sustainable travel, by addressing issues to these trips through improved crossing facilities across key traffic orientated junctions, cycle parking and a revised bus network around the town centre. Electric vehicle charging points are also being provided at Bull Green car park.

West Yorkshire Green and Blue Infrastructure Strategy (June 2019)

- The Green and Blue Infrastructure strategy focuses on the ultimate goal of making Leeds City Region 'a zero-carbon economy'', is underpinned by high quality green and blue infrastructure. These terms refer to blue infrastructure (water elements, like rivers, canals, ponds etc) and Green infrastructure (trees, lawns, hedgerows, parks etc.)
- Phase 2 will help to realise this ambition through the incorporation of green infrastructure and soft landscaping throughout its measures. These include the creation of the Butterfly Meadow, which will increase the biodiversity and ecological value of Halifax, as well as planters and trees along the road schemes and Market street, in order to enhance these pedestrianised spaces and enrich the town centre environment.

District (Calderdale)

Draft Calderdale Local Plan (2018)

- Calderdale's Local Plan will, once adopted, guide the spatial distribution of employment and housing growth throughout the district up to 2032. In doing so, it provides the strategic justification for where investment in the transport network is needed in order for increased economic activity to be accommodated.
- The A629 Phase 2 scheme will play a role in making the delivery of the Local Plan as sustainable as possible. The revised town centre bus network results in more buses serving the railway station (via the Eastern Gateway) and the eastern side of the town centre. This network will bring development sites in the town centre closer to or onto to the bus network (thus increasing their attractiveness/viability). It also provides a sustainable travel option for developments away from the town centre through the wider coverage by bus, in addition to the rail network connectivity through the new bus-rail interchange.

Calderdale Cycling Strategy (April 2016)

- Capitalising on cycling successes in the region (Tour de France and Tour de Yorkshire) Calderdale's ambition is to create an integrated cycling network that caters for all abilities and trip purposes.
- The A629 Phase 2 scheme looks to increase cycle facilities into Halifax town centre through on-street provision of cycling infrastructure, including cycle only manoeuvres at specific junctions, to provide access to/from the town centre core and railway station. The provision of cycle infrastructure will enable cycling to become a mode of choice for commuters and contribute to the cycling targets within the strategy.

Active Calderdale: Physical Activity Strategy (February 2017)

- The strategy seeks for people to take up more physical activity through an approach that suits the individual, with the aim that Calderdale becomes *"the most active Borough in the North of England by 2021"*. The strategy focuses on various methods of community engagement and opportunities; it highlights the need for infrastructure in relation to cycling to enhance opportunities for this in the district.
- There are opportunities for this scheme to deliver infrastructure (cycle lanes) and indirectly

and discretely encourage physical activity (e.g. walking) through better wayfinding and signage in and around the town centre. More buses serving the bus station will also provide alighting opportunity for residents to access the North Bridge Leisure Centre and Dean Clough, using active modes from this location.

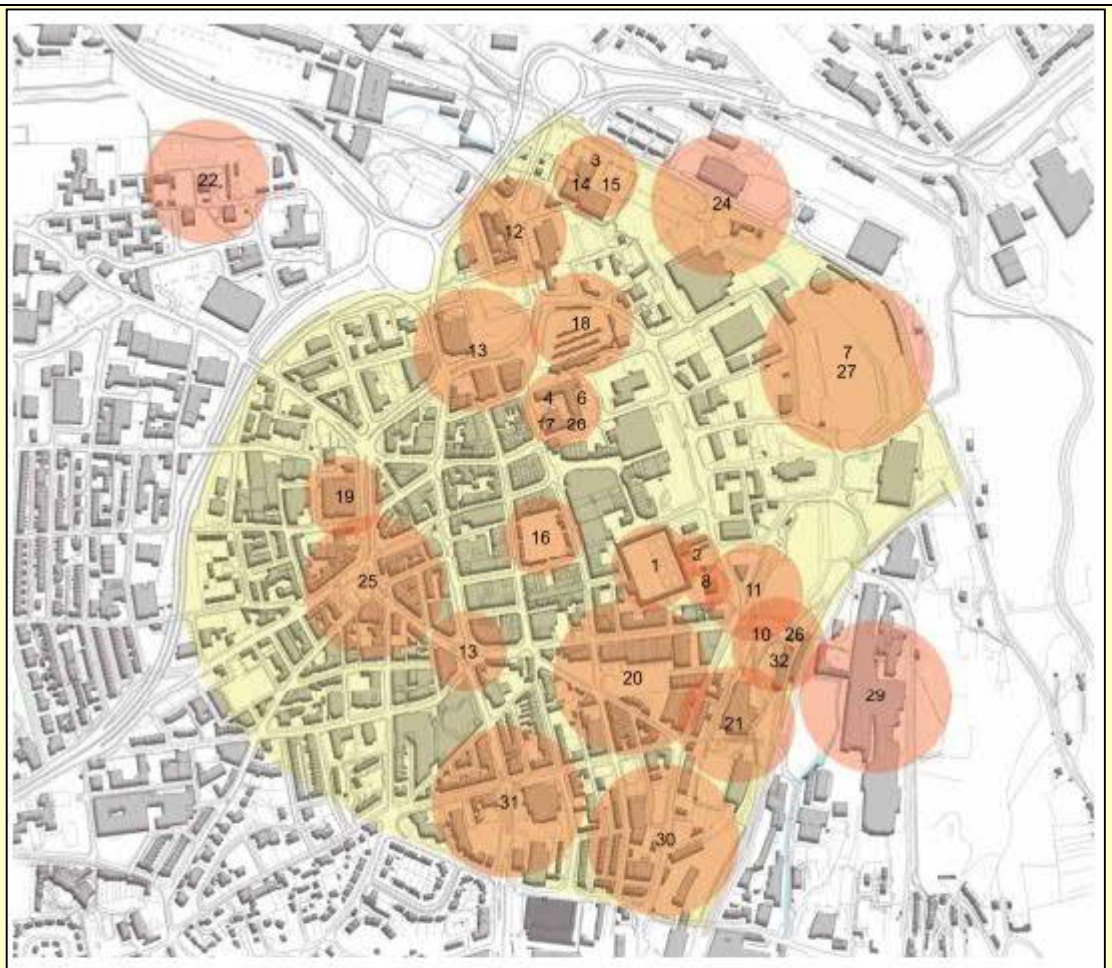
Calderdale Transport Strategy (January 2016)

- This strategy outlines a vision for Calderdale that will underpin economic prosperity, help established industries and enable sites identified in the Local Plan to be developed, with objectives for the strategy falling into the areas of growth, connectivity and people and environment.
- The A629 Phase 2 scheme will help to overcome the topographical and limited opportunity to expand highway capacity, and connectivity shortcomings by orientating investment around public transport, interchange between sustainable modes, and sustainable modes and enhancing public realm to increase productivity and improve people's quality of life.
- CMBC have recently received approval for the enforcement of bus lanes across the district to help buses receive the maximum benefits from dedicated bus infrastructure and reduce non-authorised use of these measures.

Town (Halifax)

Halifax Town Centre Delivery Plan (November 2014)

This plan is a key document that is instrumental in supporting the ambitious plans for Halifax Town centre. It aims to unlock development sites, broaden the offer of Halifax town centre, encourage people to stay longer on their visits and provide accommodation for and to support businesses, skills and education. Projects identified through the Town Centre Delivery Plan are shown in Figure 2.15.



1. Piece Hall Transformation
2. New Central Library
3. Leisure Centre/Swimming Pool Feasibility Study
4. Council Owned
6. Northgate House & Surroundings: Marketing
7. Cripplegate: resolve legal & technical issues
8. Square Chapel
10. Station Access Improvements
11. Eastern Highway Improvements
12. North Bridge Gateway
13. Western Highway Improvements
14. Northbridge Leisure Centre
15. Leisure Centre/ Swimming Pool
16. Borough Market
17. Northgate House & Surroundings: Site Preparation
18. Bus Station
19. Cow Green Car Park
20. Horton Street
21. Implementation of Eureka! Site wide Master plan
22. Beech Hill
24. Eastern Highway Improvements
25. Western Highway Improvements
26. Station Access Improvements
27. Cripplegate: Delivery
28. Northgate House & Surroundings: Delivery
29. Nestle/Bailey Hall Factory
30. Eastern Highway Improvements
31. Western Highway Improvements

Figure 2.15: Halifax town centre Delivery Plan Projects

Source: Outline Business Case submission

Directing West Yorkshire-plus Transport Fund investment into Halifax town centre is expected to address residual accessibility constraints that serve to restrict growth in Halifax and the wider Calderdale/Kirklees area. This scheme will contribute to the realisation and delivery of a number of projects identified in Halifax.

Halifax Railway Station Masterplan

The Railway Station Master Plan (Appendix S3) contains the visions and aspirations for the railway station and the environs around it, including Eureka! and their car park, that supports the delivery of Halifax's town centre Delivery Plan. Since the Masterplan was produced in 2016, there have been changes to the vision, as elements have been developed through interrelated projects in Halifax, namely this scheme (A629 Phase 2) and Halifax Station Gateway (HSG). Collectively, the schemes will meet many of the objectives of the

masterplan.

Halifax Business Improvement District

The Business Improvement District (BID) promotes and supports Halifax's businesses and their interests through partnership working with CMBC. In compiling the BID prospectus, consultation was undertaken with local businesses identifying issues they perceived and important measures they would like to see implemented to support business. The results are shown in Figure 2.16.

Figure 2.16: Issues and measures for local businesses in Halifax

Source: Halifax Business Improvement District

This scheme will help address transport issues (with improvements to bus coverage and rail-bus interchange) and alter traffic flows (re designating the eastern corridor and making it more 'HGV friendly'). The scheme is also designed, indirectly, to help change the business and retail offer in the town by uplifting rental values through urban realm improvements and increased accessibility and connectivity. Other policies and strategies, described above, will also assist with helping to move Halifax forward and improve the results reported in Figure 2.11.

2.1.5 Why is WYCA funding (Grant or Loan) required in order to carry out this scheme?

The placemaking and highway elements of this scheme cannot be delivered by the market and can only be led and delivered by CMBC. Whilst Halifax is a popular location for business; there have been few developments coming forward, as many are unviable. To ensure Halifax experiences continued good growth, it is essential these sites come forward for development

to create jobs. This scheme will act as a catalyst to bring forward of these developments through improved accessibility and connectivity.

Halifax stands to secure considerable benefit from a number of schemes (as identified in Section 2.1.3) which have similar delivery timescales, where the benefits of all schemes combined will be greater than the individual elements. These schemes are investments in public buildings and services, as well as investment in transportation. Combined, these schemes provide a unique opportunity to significantly increase the economic performance of Halifax, delivering on the ambitions for the town, and City Region from the investment.

The funding being sought is the minimum necessary to deliver change. Implementing the junction improvements in isolation would not solve many of the issues and constraints identified throughout this strategic case. The various component parts of this scheme work as a package.. Likewise, the corridor and junction improvements are necessary to deliver the planned pedestrianisation.

The A629 Phase 2 scheme has been refined since the Outline Business Case submission, and the requested funding is the minimum required to deliver the transformed town centre and unlock the opportunities at Nestle and Butterfly Meadow area.

Do-nothing (failure to secure funding)
The funding opportunity being sought is an excellent opportunity to further develop Halifax's economy and prevent it from stagnating and/or declining if issues and constraints are not addressed.

If the Combined Authority and CMBC do not address the key issues and constraints that the proposed scheme addresses, this will negatively impact the local economy. Other significant areas of increasing public policy concern - identified below - would also be negatively impacted.

Economically
Without being able to deliver the scheme, the constraints and issues identified will remain unaddressed. All these constraints and issues have an economic impact. Although there are many new and good developments in Halifax, it will not reach its full potential in the short-medium term without further investment acting as a stimulus for further and better growth.

The impact of under investment is likely to be increasing congestion, severance and poor accessibility by all modes. This will deter investment in the town and sites will remain undeveloped. This is true of most towns and cities, and Halifax in this respect is no different, although it has a very strong base to build upon, following on from recent successes. At worst, current occupiers may relocate to somewhere where these influences will have less of an impact on their businesses.

These issues will also deter visitors from visiting the town, and those that do visit, may not access the whole of Halifax town centre, resulting in less money being spent in the local economy, affecting the viability of businesses and attractions.

Heritage assets
Halifax has many unique heritage assets that are attractions in their own right. The Piece Hall has recently been completely renovated, with the site - since reopening in August 2017 - becoming an important destination and social space within the town centre.

Failure to secure funding will limit the ability of heritage and cultural attractors in central Halifax to capitalise on these unique assets due to the accessibility, connectivity and congestion constraints and issues identified above.

Spaces/Public Realm/Placemaking
Placemaking is increasingly important in urban environments and is often utilised in Gateways to important areas of an urban environment. Halifax's gateways into the town centre are currently car dominated and not attractive for pedestrians or rail users.

Halifax currently has limited public spaces for social activities, the Piece Hall being a notable exception. The recent opening of the Piece Hall has been successful with the site regularly being used as a social space for people to take a break from their day, catch-up with colleagues and friends and experience the heritage and cultural benefits of this building.

Failure to secure funding for the proposed scheme will severely limit the ability to create attractive gateways into the town centre for residents, workers and visitors. Equally it would not be possible to create further social spaces across the town centre, including those at Eastern Gateway, Market Street and Butterfly Meadow.

Unlocking development sites
The proposed scheme seeks to improve the Eastern Corridor; not only making it more attractive as a through route, but also to aid the unlocking of development sites. Many of the development sites on the Eastern Corridor have remained undeveloped for some time and have been identified as key sites within the town centre to enable Halifax to advance economically. Failure to address the access issues, by all modes, will ensure that these sites continue to remain undeveloped, as they are currently not viable sites for developers.

Accessibility and connectivity to key attractors
As with access to development sites, accessibility to parts of the city centre by bus is currently limited, especially to Halifax Railway Station.

Failure to address the bus network and provide priority where needed around the town centre, will see the bus to continue to be an unattractive choice of mode, as it doesn't meet the needs of commuters, residents and visitors. Currently, it fails to serve many locations without incurring a penalty in having to walk further, or for a lack of modal interchange opportunities.

Local businesses highlight the poor accessibility and connectivity issues around the town centre; failure to secure funding will not improve this situation and where connectivity does exist, could potentially get worse as unmanaged traffic demand increases.

Severance
The peripheral areas of Halifax town centre are perceived as being disassociated from the core area. Many major employers (Dean Clough and Lloyds Banking Group) and attractors (Eureka!) are located in the town centre periphery.

Workers and visitors to these sites are less inclined to venture into the town centre and spend time and money there. Eureka! estimate that a small proportion of their visitors (circa 10%) visit the town centre core.

Without investment, this proportion is unlikely to increase, and the benefits of increased visitors would not be felt economically.

Highway measures
With the convergence of several key routes in the centre of Halifax and the attraction of the

town centre for business and leisure activities, the road network is increasingly reaching capacity.

With the anticipated growth in housing and employment, congestion levels will only deteriorate, making Halifax less attractive as a town to invest in.
Key employers such as Nestlé, state that the current conditions negatively impact efficiency and connectivity, and they would benefit from productivity benefits through more reliable journeys and more suitable swept paths for HGV access if changes and key improvements - such as the proposed scheme - are forthcoming. Such benefits will not be realised in a do-nothing scenario.

Increasing, unchecked congestion will also result in ever greater environmental concerns, particularly in locations near to air quality exceedances. Calderdale has a number of existing town centre AQMA designations across the district and failure to address congestion will undoubtedly lead to poorer air quality and further AQMA designations.

Summary
The funds that are being sought provide an excellent opportunity to transform Halifax town centre, addressing numerous issues and constraints and grow the local economy. The scheme will further benefit from the others planned alongside this one, that when delivered collectively, should drive the economy for years to come.

Without funding, the proposed scheme would be undeliverable in the current scope and scale and a great opportunity would be missed for Halifax and the benefits lost to the wider region.

There are limited other funding sources to be able to deliver a scheme of this significance, size and scope and securing private sector investment for this type of intervention on this scale is highly unlikely.

2.1.6 What engagement/consultation has taken place with the main stakeholders and beneficiaries affected by the scheme?

Beneficiaries of the scheme
The beneficiaries of this scheme will be all residents of, visitors to and business of Halifax, particularly those in/who use the town centre. This scheme will provide particular benefits to cyclists, pedestrians and bus users due to the nature of the improvements such as improved crossing facilities, cycle infrastructure, but also the re-route town centre bus network. Changes to the eastern corridor are designed to reduce the dominance of the western corridor and provide improved connectivity to locations such as the retail offer on Charlestown Road.

The council and West Yorkshire Combined Authority will benefit from increased business rates. Additionally, it is likely that the pedestrianisation of Market Street will increase the footfall in this area and will have positive implications for the businesses in this area. Landowners will benefit from land uplift values. Residents will have better accessibility to the town centre for jobs and leisure activities.

Stakeholders and engagement activities
A comprehensive engagement programme has been undertaken with key stakeholders and the wider public, throughout the development of the scheme. Key stakeholders include West Yorkshire Combined Authority, CMBC's Leader, Portfolio holders and Elected Members, CMBC Senior Officers, other CMBC project teams, local businesses, taxi organisations, car park operators, bus operators, local specialist groups and organisations, key attractors, nearby developments and utility companies. Appendix S4 contains details on the key stakeholders consulted and the engagement focus.

In addition to the key stakeholders above, a public exhibition was hosted on Tuesday 18th July 2017, between 16:00 and 19:00) in Halifax Town Hall. To maximise attendance and reach, the event was held in a central location and the material remained on display until Friday 28th July for those who were unable to attend the staffed drop in session. The drop-in session was attended by project teams covering a range of technical specialities to respond to comments, questions and queries on the proposals.

The exhibition consisted of display boards and plans that provided context of the West Yorkshire-plus Transport Fund, the vision for the project and proposals themselves (including a demonstration of the Aimsun model). Key information on display was provided as handouts for visitors to take away, share and discuss with others. Feedback from visitors was captured on a comments form, which included questions on what features people would like to see included in the public space at various locations within Halifax.

Continuing with this proactive public engagement approach, a secondary exhibition was hosted at the Halifax Central Library throughout May 2018. The boards displayed the most recent plans and gave an overview of how the project contributes to wider Halifax regeneration, directly linking it to Halifax Station Gateway and the Town Centre Delivery Plan. The exhibition was widely promoted through the local press and digitally, with over 17,700 social media impressions. The aim of the exhibition was to keep the public up to date with how plans had developed, how stakeholder and public feedback had shaped the project, and what the next steps were.

Exhibition visitors were given the opportunity to fill in feedback forms and 100% of the respondents supported the plans for the project. Respondents focused on air quality, improvements for cyclists and improvements for Halifax town centre as key reasons why they support the project.

All the information from consultations was also uploaded onto the *Calderdale Next Chapter* website.

Following the withdrawal of the initial planning application in early 2019, further design work was undertaken to incorporate the former Hughes Corporation building into the design and to respond to other concerns raised from the initial planning application. On-going stakeholder engagement was undertaken during this process.

Feedback from key stakeholders and the public have been included within the design proposals. Figure 2.17 demonstrates how feedback has been included within proposals.

Figure 2.17: You Said, We Did - Examples of how feedback has been incorporated into the scheme proposals

Consultation feedback from the 2019 detailed design stage is summarised in Table 2.3.

Table 2.3. Detailed design consultation feedback and impact on proposals

Theme	Feedback	Response to feedback
Pedestrianisation	Concerns were raised regarding the impact that that pedestrianisation of Market Street will have on pedestrian footfall. Concern that reduced bus drops will reduce footfall and removal of loading will have a negative impact on market traders.	This was addressed by explaining that the bus box (town centre loop) will allow alighting to the market at King Edward Street, where there are existing bus stops.
Cycling	Concern that the project doesn't go far enough to address cycling movement throughout Halifax	Concerns were addressed with information on other Council projects that link with this project and will deliver further cycling improvements. These include the A629 Phase 4 and Halifax Station Gateway, which will link the Hebble Trail to the Eastern Gateway. The provision of cycle infrastructure will enable cycling to become a mode of choice for commuters and contribute to the Calderdale Cycling Strategy target for cycling.
	Suggestions for improvement to	These suggestions were

	the cycling proposals in order to improve journeys and flow, including increased cycle lane provision, consistent use of Advanced Stop Lines, and cycle hubs.	addressed as part of the 2019 meetings with the Calderdale Cycle Forum and changes were introduced to improve the cycling provision
Motorcycling	The Motorcycle Action Group provided very positive feedback on the proposals. Suggested the use of shared space for motorcycles in bus lanes.	The Applicant's transport team are investigating the possibility of introducing shared motorcycle and bus lanes Calderdale-wide. If this is introduced borough wide it will form part of the Proposed Development.
Congestion	Concerns were raised that the eastern gateway improvements will not encourage traffic to use that side of town.	These were addressed with detailed information about the improvements and their anticipated impact.
	Concern that the investment will not have the intended positive impact on improved traffic flows.	To follow up, the details of the project were shared, showing the journey benefits as a result of the project.
Pedestrian and cycling routes	Clarity was required regarding the provision of pedestrian and cyclist infrastructure crossing the western corridor.	It was explained that in the western corridor there is cycle infrastructure on the approach to town and pedestrians will benefits from improved crossings.
Air quality	Concerns were raised regarding the focus on motor vehicles for the Traffic Regulation Order (TRO).	It was explained that the TRO is so heavily vehicle focused because of the significant changes to the way traffic moves through the town. The Applicant shared the ambition of the wider A629 improvement programme to champion sustainable travel modes.
Bus routes	Concern that the bus box will make bus access to town less accessible and the extended bus journey will increase journey times.	The benefits of the changes to bus movements were shared. These include; more buses serving the bus-rail interchange to improve rail connectivity, improved bus-bus interchange opportunities at more locations around the town centre, and improved journeys as a result of the bus only road on Charles Street.
Parking	Clarity was required regarding the impact on pay and display bays in areas of town that were not clarified on the plans.	It was explained that this was because there were no changes to the parking arrangements in these areas. It was also clarified that pay and display bays are proposed to be introduced on Deal Street.

The planning application was approved at planning committee on 16th June 2020. The members expressed their support for the scheme and the decision to approve was confirmed 5-1.

Engagement with key stakeholders will continue throughout project delivery and will include both project updates and discussions regarding resolution identification for concerns and problems, thus minimising disruption during the construction phase (e.g. impacts on bus services as a result of works).

3. Commercial Case

The purpose of the Commercial Case is to demonstrate the demand for the project and that there is a sound procurement strategy for the project that will ensure that the Scheme Objectives are realised over the life span of the project.

Note – All sections should be reviewed and updated if this is the Full Business Case. A summary of any key changes and their implications on the business case should be included.

3.1 The Case for Change

3.1.1 What evidence is there to support the market demand justification for this project?

Calderdale's population is expected to grow by 12% over the next 20 years, with significant growth in jobs to accommodate this population growth. Improved connectivity between housing, jobs and between businesses/external markets will be essential for this growth to be realised. Parallel growth is expected in employment throughout the district with around 106,000 jobs expected by 2033 as key development sites come forward as part of the Calderdale Local Plan realisation.

Calderdale Council has ambitions to create well-connected places as a key driver for economic regeneration. As noted in the strategic case, Halifax experiences significant commuting flows in and out of the district to surrounding towns of Huddersfield and Bradford, and elsewhere within Leeds City Region.

Halifax experiences the benefits from agglomeration effects. However, there is limited supply of suitable accommodation within the town centre and as a consequence, businesses are locating to more peripheral areas of the centre or elsewhere, with little support to the wider Halifax economy (i.e. employees visiting and spending money in Halifax town centre).

People need good, reliable and secure transport connections and connectivity to and around Halifax town centre. This is a key element of this scheme, both to all areas of the town centre core and between the peripheral and central core. Extensive consultation with key stakeholders and with residents of Calderdale showed strong support for the scheme, with 77% of all respondents being strongly in favour of the proposals for the town centre. Feedback from these engagements informed refinements to the plans (see Section 2.1.6). Furthermore, the survey results indicated that 35% of all those that responded to the consultation, indicated an increased frequency to Halifax town centre should the proposals go ahead. 82% of respondents acknowledged that as a result of the proposed changes, there would be less traffic accessing the town centre core and 75% felt the pedestrian environment would be significantly improved. These results demonstrate the desire for change amongst residents and visitors. These responses provide a strong justification for the delivery of A629 Phase 2.

Additional travel demand will be generated from Halifax's ambitious plans to regenerate the Town Centre, its status in the SEP a Spatial Priority Area and the local plan developments throughout Calderdale. All of these developments will create additional trips to and through Halifax. Of particular note is the opening of Trinity Academy Sixth Form College which will initially have capacity to accommodate 600 students upon opening in September 2020, growing to 1,000 student places by 2023. These will be supported by up to 80 members of staff. The Travel Plan for the new Sixth Form college reveals that the student catchment area covers all of the Calderdale District, and emphasises a preference for access to the college

by sustainable means such as bus and rail.

Furthermore, the limitations of Halifax town centre, especially with regard to lack of connectivity, was raised by key stakeholders and major businesses/employers who expressed the need for improved connectivity between key locations in the town centre. Five identified issues, that this scheme seeks to address, are:

1) Severance

Feedback from key attractors and employers in Phase 2's OBC has highlighted how Key attractors (e.g. Eureka!) and employers (e.g. Dean Clough) feel severed from the town centre by inadequate pedestrian links across the eastern and western corridors. This disconnection from the centre of town deters visitors from spending more time in Halifax or employees from venturing into the town centre and support the local economy through the retail and tourism offer within.

2) Connectivity and access

There are a number of development sites in Halifax town centre, particularly along the eastern corridor, that would benefit from increased connectivity from the public transport network and this connectivity would assist with bringing the sites forward for development. This problem is further exacerbated by poor rail/bus interchange facilities and accessibility between the rail and bus station. For freight and deliveries, the current eastern corridor alignment is a less favourable route for larger vehicles. Thereby, limiting the opportunities for deliveries in the area, adversely impacting the economic potential of sites on this corridor.

In addition to connectivity and access to the town centre, during OBC interviews major employers have expressed a desire for improved connectivity between key locations within it. This can be achieved through severance reduction, better wayfinding, improved public realm and a revised town centre bus network.

3) Sense of arrival

It has been noted that the sense of arrival into Halifax town centre is underwhelming. This feeling is particularly noticeable for people arriving by rail, who arrive into an area dominated by parked vehicles and taxis with limited wayfinding information. A strong sense of arrival, will encourage people to venture further into the town and spend more time in the area, thereby supporting the local economy.

4) Highway network constrains transport operations

The movement of HGVs around Halifax is constrained by the topography of the local area, limiting the number of access routes to and from locations these types of vehicles need to access. Without addressing some of these problems, current constraints are a major influence on encouraging increased commercial activity in the centre of town, as well as future plans for existing industrial sites (e.g. Nestlé), which raises concerns for long term competitiveness of Halifax for these types of industry (e.g. food manufacturing).

5) Placemaking

The demand for creating attractive and sustainable public spaces can be demonstrated in the successful refurbishment of Piece Hall (see The Piece Hall Effect Report (Appendix C1). This venture has attracted 5 million visitors since opening in 2017. In its first year there were 2.4m visitors (considerably above the 1.6m figure estimated) and has significantly boosted the local economy through providing an opportunity for small local businesses/independent traders to sell their produce while complementing existing provision at Borough Market, Westgate Arcade and Woolshops. The Piece Hall Effect Report estimates a GVA of £4m per year as a result of the renovation. Replicating the

success of Piece Hall elsewhere in the town centre will harness Halifax's unique character and potential to create more spaces that enhance people's health and overall wellbeing and distribute the successful effects of the Piece Hall across the town centre, more so if it is easier to get around and between attractions. This scheme seeks to deliver additional public spaces across the town at three sites around the edge of the town centre core:

- At the Eastern Gateway;
- Outside the theatre (A629/Ward's End junction);
- Butterfly Meadow.

This is in addition to providing an enhanced environment in the newly created pedestrianised areas of Market Street and Northgate. These spaces will complement existing spaces within the town centre, e.g. The Piece Hall, and further attract visitors into the core of the town centre and encourage people to explore the enlarged town centre area created by Phase 2 as a result of addressing severance issues.

By addressing connectivity and disassociation issues, A629 Phase 2 will indirectly assist in bringing marginal developments forward, attracting businesses and visitors to the town. The attraction of business and visitors to the town will strengthen the economy of Halifax and realise the vision for Phase 2 and wider Halifax.

Research has identified that tourism in Calderdale is worth an estimated £328 million. This is an increase of 11% from 2015 and supports 4633 FTE jobs, which equates to 6% of the district's employment. Based on 2017 visitor figures obtained from Hebden Bridge and Halifax visitor centres, 85% of visitors surveyed came from outside of Calderdale, of which 40% were repeat visits. In addition, 89% of respondents acknowledged that they would highly recommend the area, demonstrating that people want to visit and, therefore, any improvements to what is already on offer in terms of ambience and facilities, can only serve as an attractor for more trips. It is also worth noting that Shibden Hall, located just North East of the town centre, experienced a 700% increase of visitors following its feature in the TV show 'Gentleman Jack', and this growth in visitors has the potential to be sustained..

Once the entire Phase 2 package is implemented, it is expected to have £150m annual economic benefit, create 2000 job opportunities and contribute £2.4bn to the economy by the mid-2030s.

Halifax Visitor Economy Strategy (2015-18)
Further to the previously written report of October 2015, a Visitor Economy Strategy 2015-2018 report was compiled and presented to CMBC's Cabinet in March 2018 (Appendix C2)

The report provides an update on progress against the themes identified in the current Visitor Economy Strategy 2015-18. The report concentrates on activity which has taken place throughout 2017 and outlines the 2018 work plan.

Furthermore, August 1st 2017 celebrated the reopening of the Piece Hall, which is now run by an independent charity. Following the multimillion-pound transformation, the Piece Hall reopened with an exciting events programme and a truly independent mix of retail and eateries. Total footfall is over 1.4m for the first six months (1 August 2017 to 1 Jan 2018), which means the target of 1.6m per year is very likely to be exceeded. Additionally, the opening of the Piece Hall in August 2017 has boosted the offer to said businesses as it is available to independent traders and businesses while also complementing the already established variety of rented and purchasable commercial properties within the town centre, such as Westgate Arcade, the Borough Market and Woolshops.

Visitor Information
From January – September 2017, data has been gathered from Hebden Bridge and Halifax

Visitor Centres. Just fewer than 80 questionnaires have been completed, equating to 220 individuals with an average party size of 2.75. Of all visitors questioned, 85% were considered true visitors (outside of Calderdale), 62% from across the region, and 38% from beyond an hour's drive time. Halifax demonstrated a higher number of repeat visitors - 60%, whereas Hebden Bridge attracted only 25% of repeat visitors, 65% were new (15% local users). For both areas, the repeat visitor statistics were interesting, with 40% having visited within the last year, but a significant amount revisiting the area after a period of 3-5 years. It is likely that the increasing PR work has supported awareness raising and new capital developments in the borough have engaged visitor interest.

Motivations
Shopping and special occasion trips were primary motivators for visitors to Halifax, which correlates with the Piece Hall Effect report, data analysis. In the upper valley, the walking offer was attracting more than 30% of those questioned, combined with shopping and eating. Pre- trip influencers to the area included hard copy promotions and an increasing number through online promotions such as visitcalderdale.com. Of all visitors questioned, 98% commented they would recommend the area to others and of this, 89% stated that they would be highly likely to recommend. 82% of visitors advised that they had planned their trips and 18% were impulse visits.

In addition to all the above data, Calderdale Council has converted the old library into a new sixth form college. Essentially, the Northgate site (which includes the old library) offers a unique opportunity (due to availability, size and location) to establish a new sustainable sixth form college in a key Halifax town centre location as part of a whole site solution. The new sixth form college will contribute to the wider regeneration of Halifax town centre, leading to increased GVA, jobs and skill levels.

The project involves the consolidation and relocation of Trinity Academy Halifax, Sowerby Bridge High School and Rastrick High School. Following which, Northgate will accommodate the provision of some 600 placements, with potential future expansion for 1000 places.

Advantages of sixth form education in Halifax town centre include:

- Increased footfall and vibrancy in town centre core with potential positive effect on nearby development sites.
- Indirect financial benefits from secondary spend by sixth form pupils in local businesses.
- Alongside improvements proposed as part of the West Yorkshire Plus Transport Fund, redevelopment of the site would provide a platform to draw footfall further into the town.
- Relationship to transport investment with excellent bus and good train accessibility
- Potential relationship with Halifax based businesses and pathways to through the creation of work placements and apprenticeship opportunities.
- Place making benefits in Halifax town centre contributing to increased confidence amongst businesses to invest and higher levels of footfall, in turn facilitating an increase in GVA output.

Northgate House is being converted into office and retail opportunities. Royal Sun Alliance will be moving into office accommodation in early 2021, which will also bring increased economic activity as a result of increased footfall in the town centre and boost economic activity from the additional workers based at the site

Dean Clough continues to expand and offer office and retail spaces to businesses. The site is already successful with major employers (e.g. Covea Insurance), hotel chains and restaurants making this a vibrant site throughout the day and into the evening. The continued growth of Dean Clough will further strengthen Halifax's economic position, and Phase 2 will

bring this area into the town centre and encourage workers to venture into the town centre more often and continue contributing to the local economy.

All of the above demonstrates that there is market demand for the project, from locals who live and work in Halifax, and from visitors who would not only make return visits themselves but encourage others to do so as well.

Covid-19
In recent months, Covid-19 has become a global pandemic. At the time of writing, what the future looks like in 2024 is uncertain. The coming months will show what impact the virus has had on the economy and how the country responds. There is potential for impacts on the employment market within Halifax. To-date active travel has increased as a mode, for connectivity and health purposes and that as many communities of Halifax have no access to a car there is strong potential that this activity will continue as the economy enters a post covid-19 recovery period as restrictions on people's lives are eased and altered.

3.1.2 What evidence is available to support the projected take-up by the market?

Evidence of project uptake by the market will be witnessed by the expected increase in people and visitors accessing the town centre, bringing associated economic benefits. Improvements like cycle and pedestrian route connections, new bus routes, improved rail/bus interchange facilities and connectivity will reap significant rewards in terms of contributing to a cleaner environment in the town centre and improving air quality as more people increase their use of these modes relative to the private vehicle. The scheme meets all of the key objectives of the SEP, with better infrastructure connecting people and places and businesses to the marketplace.

The creation of public spaces via the aforementioned gateways and improving the ambience of the town centre will all serve and meet the ambitions for Halifax to be a desirable place to live, work, visit and learn. This has already been witnessed with the success of developments like Broad Street Plaza, Northgate House and the Piece Hall, all of which have served to increase visitor numbers and hence boost the local economy.

In addition, Section 2.1.1 highlighted the need for improvements to connectivity and better-quality spaces in order to encourage development sites to come forward. Accessible and multi modal transport is key to establishing the success of any development and the fact that potential developers are highlighting it as a barrier, is clear evidence that should all the pending transit issues be resolved, then developers are more likely to invest in the future of Halifax.

Significant transport improvements to Halifax town centre are required in order to facilitate development aspirations and address limitations and constraints arising because of the existing transport infrastructure and network arrangements. Evidence provided in the Outline Business Case from local businesses noted business development is limited by the current conditions and that the peripheral town centre areas are severed and disassociated form the core. By addressing connectivity and disassociation issues, A629 Phase 2 will indirectly assist in bringing marginal developments forward, attracting businesses and visitors to the town. The attraction of business and visitors to the town will strengthen Halifax's economy, and realise the vision for Phase 2 and wider Halifax.

The Strategic Case acknowledged the role of public realm enhancements in benefitting the local economy through increased footfall and sales. These in turn, positively benefit rental values, bringing development sites forward. Place making will benefit Halifax town centre by contributing to increased confidence amongst businesses to invest and higher levels of

footfall, in turn facilitating an increase in GVA output, enabling businesses and organisations to thrive and achieve their own aspirations (a report by GVA Grimley Ltd which details these benefits (Appendix C3)).

It should be noted that there are many successful schemes across the UK that have seen the generation of space and public realm leading to economic boost to the economy, for example Kings Cross (London). The importance of space is of increasing prominence and is the focus of other local authorities within the City Region, including Leeds, who aspire to transform City Square in the City Centre and create Aire Park on Leeds' South Bank.

3.2 Procurement Strategy

3.2.1 What is the procurement strategy/approach?

Highway Elements
In identifying the preferred procurement option, the following issues informed the decision-making process:

- Achieving best value;
- Price certainty is critical;
- Provision for appropriate traffic management and works;
- Minimise the impact of the works on the travelling public during construction;
- Phasing of the scheme relative to other programme elements.

In Autumn 2015, West Yorkshire Combined Authority held a 'meet the buyer' event, which provided contractors with the opportunity to network with West Yorkshire-plus Transport Fund Project Managers and to gather an understanding on the types of schemes that would be delivered in the coming 5 years by authorities within the Leeds City Region. A Meet the Contractor event is being planned for mid-July to gauge interest from the marketplace. The event will be supported by YORcivils and will assist in the compilation of the ITT following dialogue with individual contractors based on current expectations and to ensure a greater level of returned tenders. A similar exercise was conducted for Phase 4 and resulted in the maximum number of returned tenders.

Following a positive decision from the Combined Authority's Investment Committee, procurement of the contractor will be undertaken via the YORCivils framework using NEC 3, Option C (share gain/pain to be determined). The contract documents will be written to demonstrate immediate availability of works and a comprehensive ITT will be provided specifically detailing all phasing, restrictions and constraints within the Works Information. Decision is to use YORcivils due to excellent previous good experiences on Phase 1a & 1b. The YORcivils team provide a first-class service, always on hand throughout the entire process, provide specialist NEC advice and deliver similar type schemes for their own council employer in Sheffield. Phase 2 will utilise Major Works which includes 8 pre-qualified Tier 1 contractors.

Nestle and Butterfly Meadow area, as the designs are behind the town centre scheme in terms of business case stage, it is envisaged that the procurement for these elements will be undertaken separately from Phase 2 including an option to for the appointed town centre contractor to provide costs.

As part of the proposal, Calderdale Council will encourage contractors to work with Jobcentre Plus and help develop initiatives by means of local events, job fairs, and to provide advice on training, apprenticeships and careers. We will also continue to forge links with local providers

and aim to develop partnerships within the region. We will also seek to create employment and training opportunities for local people especially in areas of high unemployment, including people with disabilities and young people, and support people into work and work experience placements. Additionally, we will encourage contractors to consider the Calderdale Social Value Charter and provide extracts relevant to the project.

Due to the impact of time constraints of the CPO process for land acquisition. It is envisaged that the project will be delivered in number of phases - Eastern, Western and Central. Of these phases, only the Eastern Corridor is at risk of delay due to the required land take. In brief, CPO could not commence until planning has been approved on the 16th June 2020 and a CPO duration guide of eighteen months has been suggested and Geldards LLP are fully supporting CMBC with this process. Therefore, to reduce this period, negotiations have already commenced with acquisition arrangements provided by three of the seven areas required. Following previous discussions with WYCA colleagues, Calderdale Council is also adopting the twin track approach for land acquisition and ensuring delays are mitigated at early stage.

From a delivery prospective, the Western Corridor may commence immediately and is likely to take approximately eighteen months to complete. Throughout that period, it may also be possible for the appointed contractor to complete other sections within other corridors (not affected by CPO). This may reduce the overall project duration period of thirty-two months and is a timely sequence if CPO takes the full eighteen months. Furthermore, in the unlikely event CPO takes longer that the period suggested, the contractor will still be able to complete other works on the Eastern and Central Corridors. Therefore, time impacts are de-risked, and possibility of early completion could be realised.

In conclusion, it is anticipated that the A629 Phase 2, Halifax town centre FBC will become a "live document" and will evolve as the overall project develops. FBC+ is likely to be attained over a number of cycles and as the various elements of the project conclude the development process:

1. Western and Central Corridor
2. Eastern Corridor (following CPO)
3. Nestle and Butterfly Meadow area

Phasing

The scheme will be delivered in four phases consisting of the western, eastern, central corridors and Nestle Butterfly Meadow site. A high-level phasing programme is shown in Figure 3.1, with a more detail version available in Appendix C4.

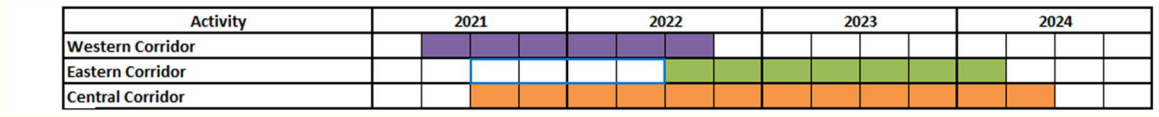


Figure 3.1: Phase 2 high level phasing programme

A number of plots of land are or were not in ownership of CMBC. Successful negotiation acquired three of these plots. Negotiations are on-going for the outstanding plots, and these will take place alongside the CPO process (Geldards are advising CMBC)

3.2.2 Risk Allocation and Transfer

In considering risk allocation and transfer, please also refer to section 6.3.2. Key aspects are:

- Risk will be managed proactively at both a programme and project level;
- Remaining risks will be proactively monitored and managed throughout the delivery of the project using the working risk register;
- The risk register (Appendix C5) will continue to be developed and updated as the project progresses, and uses a Monte-Carlo simulation
- Established CMBC approach to contractual management of risk;
- NEC3 contract to be used;
- Risk Register, performance review and opportunity meetings will be held in accordance with the contract or as required (usually weekly or fortnightly);
- Incentivising risk allocation transfer has been successful on Phase 1a;
- NEC conditions have a process for managing cost increases or time overruns.

3.2.3 Statutory and Other Regulatory Consents

Planning approval was received in June 2020.

Planning and other consents

- Compulsory Purchase Orders (including Side Roads Order) – up to 18 months;
- Traffic Regulation Orders (TRO) – 6 to 12 months;
- Temporary Traffic Regulation Orders (non-emergency):
  - Lane closures – 5 to 10 days dependent upon location and impact;
  - Temporary traffic lights – 5 to 10 days dependent upon location and impact;
  - Road closures – 6 weeks.
- Road & Street Works Permit.

Most of the required land, for the highway elements, is within CMBC ownership. The remaining plots of land are owned by third parties. Discussions are on-going with the relevant landowners to negotiate sales of the required land, with the use of a compulsory purchase order (CMBC are being advised by Geldard's) as a final option in the event of unsuccessful negotiations.

4. Economic Case

The purpose of the Economic Case is to demonstrate the project offers value for money.

It is expected that any supporting documentation that summaries any work carried out to develop the Economic Case are referenced and attached as appendices.

For the Preferred Option Testing part of the Economic Case (Section 4.3), this has been split into two parts:

- Part 1 – **Non-Transport** schemes should complete this section
- Part 2 – **Transport** schemes should complete this section

Note – All sections should be reviewed and updated if this is the Full Business Case. A summary of any key changes and their implications on the business case should be included

4.1 Long List Options Testing

4.1.1 What Long List of Options have been considered?

A long list of options has been developed to address the barriers and issues identified within the Strategic Case and that will contribute to delivering the ambitions for Halifax.

Table 4.1 details the long list of options considered, including revisions to the Eastern Gateway (following the listing of the Hughes Building) and changes to other junctions to improve active travel access to the town centre. Appendices E1 (previous FBC submission) and E2 (revisions) details many of the long list options as drawings, along with their advantages and disadvantages. Not all options in Table 4.1 have been included in the appendices, as some were discussed and discounted at an earlier stage, without drawings being produced. The options for each element (junction/area) are grouped together (using the junction numbers used in the scheme description section).

The northern loop, southern loop and bus network options have been presented as a single option for each element. This approach has been adopted following stakeholder engagement and discussion of the approach in reaching the preferred option for these elements, as they considered a wider range of factors. Some elements, such as Market Street closure, have been captured through other drawings and may not have a specific drawing.

Table 4.1: Long List of Options (*denotes drawing included in Appendix E2)

Option	Option Name	Option Description
Discounted OBC Bypasses		
BP-E	Eastern Bypass	New highway linking Church Street to New Bank Interchange, and associated junction improvements. Includes remodelling of Church Street and Square Road, upgrade Sainsbury's junction on Charlestown Road, some bus-rail interchange at the railway station, pedestrian crossing improvements on the western corridor and traffic signals upgrades and detection/

		management systems to manage traffic on the A58 and A629 approaches.
BP-W	Western Bypass	Downgrade of A629, to single carriageway, between Bull Green Roundabout and Broad Street/Orange Street junction. Includes all moves junction at Kings Cross Road/A58 junction.
Western Corridor		
J01-A	Prescott Street/ Portland Place/ Skircoat Road Junction	Introduction of cycle provisions. Cycle lanes with specified direction.
J01-B		Designated lanes with Advanced Stop Lines (ASL) for cycles. Refuge areas between traffic with crossings.
J01-C		Road realignment. Additional lane S-N for right turning traffic. Introduction of cycle lanes on some roads. Skircoat Road right turn separated from ahead to allow early release.
J01-D		Cycle lanes implemented with guidelines for cyclists through junction. Prescott Street arm set back.
J01-E		Large introduction of cycling facilities and pedestrian crossing facilities. Banned left turn southbound due to carriageway restrictions.
J01-F		More developments on the A629 approaching the junction from the south, with bus stop and cycle provision on both sides.
J02-A	Fountain Street/ Commercial Street/ Ward's End	Improved pedestrian crossing facilities and connectivity. Bus only route on Ward's End, on approach to the junction.
J02-B		Change in road layout and land take required. Commercial Street (N) closed. Improvement in pedestrian facilities. Ward's End changed to two-way.
J02-C		Change in road layout. Commercial Street (N) closed. Improvement in pedestrian facilities. Ward's End changed to two-way. Trinity Road also closed and Commercial Street right turn banned.
J02-D		Change in road layout. Commercial Street (N) closed. Improvement in pedestrian facilities. Ward's End changed to two-way.
J02-E		Change in road layout. Commercial Street (N) closed. Improvement in pedestrian facilities. Ward's End changed to two-way. Introduction of cycle crossings and bus only right turn.
J02-F		Change in road layout. Commercial Street (N) closed.

		Improvement in pedestrian facilities. Ward's End changed to two-way, Trinity Road also closed.
J02-G		Change in road layout. Commercial Street (N) closed. Improvement in pedestrian facilities. Ward's End changed to two-way, Trinity Road also closed. Introduction of buses onto Ward's End.
J02-H		Change in road layout. Trinity Road closed. Improved pedestrian facilities. One way exit from Commercial Street (N). Cycle shared space introduced.
J02-I		
J02-J		Improved pedestrian provision. Left turn only on Commercial Street.
J02-K*		Change in road layout. Steps added in front of theatre, partial cycle lanes on either end of Commercial Street but no cycle facilities across junction.
J02-L*		Contraflow cycle lane on Commercial Street which begins at the signalised crossing, no cycle facilities across junction and some parking provision maintained on Commercial Street.
J02-M*		ASL removed from Commercial Street (south), replaced by segregated lane at crossing. Some parking provision kept on Commercial Street.
J02-N*		Trinity Road closed to traffic, becomes pedestrianised with cycle path. Guidance for cyclists across junction.
J02-O*		Contraflow cycle lane on Commercial Street (N), fully segregated from vehicular traffic, open only to pedestrians and cyclists.
J02-P*		Most on-street parking removed from Alexandra Street. Cycle lane re-routed to Alexandra Street from Commercial Street to prevent the lane being on the footpath.
J02-Q*		Contraflow cycle lane on existing footway to the N of Commercial Street, guidance for cyclists over crossing.
J02-R*		Parking facilities removed outside the theatre, cycle lane on Commercial Street (N) re-joining carriageway almost immediately after junction.
J02-S*		Two disabled parking bays added to Commercial Street (N), guidance over junction for cyclists, Trinity Road. Closed to vehicular traffic, cyclists fully segregated from junction on both ends of Commercial Street.
J03-A	Bull Green/ Cow Green/	Signalised junction. Pedestrian provisions introduced.
J03-B		Signalised junction. Pedestrian provisions introduced. Cycling provisions introduced.
J03-C		
J03-D		Signalised junction. Pedestrian provisions introduced. Cycling provisions introduced. George Street priority maintained.
J03-E		Signalised junction. Pedestrian provisions introduced.

J03-F	Barum Top Junction	Cycling provisions introduced. Pedestrian crossings with refuge area. Car park converted to public realm.
J03-G		
J03-H		Signalised junction. Pedestrian provisions introduced. Cycling provisions introduced. Pedestrian crossings with refuge area. Includes right turn into Rawson Street. Staggered crossings.
J03-I		Signalised junction. Pedestrian provisions introduced. Cycling provisions introduced. Pedestrian crossings with refuge area. Alignment on Bull Green further south. No southbound right turn into Harrison Road.
J03-J		Signalised junction. Pedestrian provisions introduced. Cycling provisions introduced. Pedestrian crossings with refuge area.
J03-K		
J03-L		
J03-M		
J03-N*		Roundabout removed and replaced with signalised junction. Layout of bays made more efficient. Pedestrian crossings with refuge area.
J03-0*		Roundabout removed and replaced with signalised junction. Electric vehicle parking bays added. Pedestrian crossings with refuge area.
J03-P*		Roundabout removed and replaced with signalised junction. EV parking bays added. Pedestrian crossings with refuge area.
J04-A	Pellon Lane/ Cow Green/ Broad Street	Slight realignment of road. Improved cycling and pedestrian facilities. Designated lanes for turning traffic.
J04-B		Slight realignment of road. Improved cycling and pedestrian facilities. Designated lanes for turning traffic. Island width widening for signal equipment. Remove underpass.
J04-C		
J05-A	Broad Street/ Orange Street	Signalised junction with pedestrian facilities (with refuge areas) and cycling facilities.
J05-B		
J05-C		Broad Street focus. Cycle facilities added to road, with separated cycle crossings.
J06-A	North Gate/ Cross Hills/ Winding Road	Northgate Road realignment. Straight across pedestrian crossings introduced. Small amount of cycling provisions.
J06-B		Introduction of advisory cycle provisions with crossings

	North Gate/ Cross Hills/ Winding Road	and pedestrian facilities with refuge areas.
J06-C		Introduction of cycle provisions (some separate from road) with crossings and pedestrian facilities with refuge areas.
J06-D		Northgate cycling crossing facility, pedestrian crossing to the West, from public realm area to Winding road.
J06-E		
J06-F		Introduction of cycle provisions (some separate from road) with crossings and pedestrian facilities with refuge areas.
J06-G		Northgate cycling crossing facility, pedestrian mega-crossing to the West, from public realm area to Winding road.
J06-H		Introduction of cycle provisions (some separate from road) with crossings and pedestrian facilities with refuge areas. Cycle provision central for northbound right turn cyclists.
J06-I		Introduction of cycle provisions (some separate from road) with crossings and pedestrian facilities with refuge areas. Separated ahead and left turn southbound to allow for separate staging.
J06-J		Highway realignment in Northgate area to allow for separated cycle path.
J06-K		Northgate cyclist, pedestrian and bus facilities.
J06-L		Urban realm sketch showing the effect on either side of the urban realm. Cycle provisions both sides of urban realm.
J06-M		Junction has large number of pedestrian crossings with some having refuge area. Increased cycle provisions including to direct cycles around bus stand.
J06-N		Bus station emergency exit. Cycling and pedestrian facilities included.
J06-O		
J06-P		
J07-A	Northgate/ Cross Hills/ North Bridge Junction	Improved road layout with new pedestrian facilities.
J07-B		Improved road layout with new pedestrian facilities. North Bridge Street reduced to entry only.
J07-C		Improved road layout with new straight across controlled

J07-D		pedestrian facilities.
J07-E		
J07-F		Improved road layout with new straight across controlled pedestrian facilities. A number of cycle and bus facilities included.
J07-G		
WR-N		Signalised entrance and exit to the bus station. Bus station entrance/exit signalised junction with controlled pedestrian crossings with refuge areas.
WR-O		Bus station uncontrolled junction with routes planned. Bus station entrance/exit junction.
Eastern Corridor		
J08-A	New Bank/ Charlestown Road/ Burdock Way	Improved road layout with length of approach increased.
J08-B		Charlestown Road priority given E-W. Pedestrian crossings with refuge areas.
J08-C		Improved road layout with length of approach increased.
J08-D		Improved road layout, but shorter approach. Straight across pedestrian crossing.
J08-E		Improved road layout, lane 2 extension by 10m. Straight across pedestrian crossing.
J08-F		Improved road layout, lane 2 extension by 28m. Straight across pedestrian crossing.
J08-G		Charlestown Road junction introduced with turning box. Pedestrian crossings with refuge zone.
J08-H		Charlestown Road signalised junction introduced with controlled pedestrian crossings.
J08-I		Charlestown Road roundabout retained with controlled crossing.
J08-J		Charlestown Road junction introduced with turning box. Pedestrian crossings with refuge zone.
J08-K		Charlestown Road roundabout priority junction, turning made one way. Uncontrolled crossing with refuge area.
J08-L		Charlestown Road roundabout removed, and junction introduced. Pedestrian crossings.
J08-M		Lane extension on approach to junction on Charlestown Road. Pedestrian crossing with refuge area.

J08-N		Zebra crossing on Charleston Road
J08-O		Charlestown Road no major changes, existing parking bays retained.
J08-P		Charlestown Road with pedestrian crossing facilities and a refuge area.
J10-A	Cripplegate/ Bank Bottom/ Lower Kirkgate	Road layout changed to 3 arm signalised junction.
J10-B		Road layout changed from junction to 3 arm mini roundabout with pedestrian crossings (with refuge areas)
J10-C		Road layout changed to give priority to Bank Bottom and Lower Kirkgate.
J10-D	Cripplegate/ Bank Bottom/ Lower Kirkgate	Road layout changed to give priority to eastern corridor. Introduced pedestrian crossing with refuge area.
J10-E		
J10-F		
J10-G		Road layout changed to give priority to traffic on Bank Bottom and Lower Kirkgate. Introduced pedestrian crossings with refuge areas.
J10-H		
J10-I		Berry Lane with pedestrian crossings and refuge area.
J11-A	Train Station – Church Street/ Horton Street/ Station Bridge	Road layout improved with straight pedestrian crossings.
J11-B		Junction changed to 3 arm signalised junction from closing Station Bridge. Pedestrian crossings closer to desire lines.
J11-C		Junction changed to 3 arm signalised junction from closing Station Bridge. Pedestrian crossings desire lines improved with a super crossing on Church Street.
J11-D		
J11-E		
J11-F		
J11-G		
J11-H		Road layout improved with straight pedestrian crossings closer to desire lines. Introduction of cycle facilities and added bus stops.
J11-I		
J11-J		Road layout improved with straight pedestrian crossings with an uncontrolled crossing on Station Bridge. Introduction of cycle facilities and added bus stops.
J11-K		Horton Street parking, loading and bus stop provision. Traffic lane widths increased from substandard.

J12-A	Church Street/ Deal Street	Church Street widening with residential land take required.
J12-B		Church Street widening with residential land take required. Bus and cycle provisions added.
J12-C		Church Street widening with land take required.
J13-A	Church Street/ Prescott Street/ New Road	Roundabout removed and replaced with signalised junction. Lilly Lane closed. Pedestrian crossings (some with refuge area).
J13-B		
J13-C		Roundabout removed and priority given to Church Street. New Road closed to motorised traffic. Pedestrian and cycle crossing with refuge area.
J13-D		
J13-E		Roundabout removed and priority given to Church Street. New Road closed to traffic. Pedestrian crossing with refuge area.
J13-F	Church Street/ Prescott Street/ New Road	Designated lanes (South Parade) with advanced stop lines for cycles. Refuge areas between traffic with crossings. Improved pedestrian crossing facilities.
J13-G		Improved pedestrian crossing facilities on New Road, segregated cycle lane before junction and guidance over junction for cyclists, bidirectional cycle lanes on southern section of Church Street and no vehicular left turn from Church Street to Prescott Street.
PG-A	Eastern Gateway	Road redesign. Areas of public realm added. Bus provision added. Right turn only from Alfred Street East.
PG-B		Redesign to close Square Road and open make Church Street priority. Urban realm area for pedestrians and cycles. Service access for Library.
PG-C		Road redesigned and gives priority N-S. Pedestrian, cycle and bus facilities introduced. Alfred Street parking on main road.
PG-D		
PG-E		Road redesigned and gives priority N-S. Pedestrian, cycle and bus facilities introduced. Alfred Street parking on main road. Redesign to close Square Road and open make Church Street priority. Urban realm area for pedestrians and cycles. Service access for Library. Hughes Corporation building retained.
PG-F		
PG-G		Road redesigned and gives priority N-S. Pedestrian, cycle and bus facilities introduced. Alfred Street parking now off street at junction.
PG-H		
PG-I		

PG-J	Eastern Gateway	
PG-K		
PG-L		Redesigned road to promote use of eastern corridor, Removal of Hughes Corporation building and provide urban realm.
PG-M		Redesigned road to promote use of eastern corridor, Removal of Hughes Corporation building and provide urban realm. Cycle track provided and one way Westbound on Alfred Street.
PG-N		Redesigned road to make general traffic use eastern corridor. Bus only on Square Road with bus stops. Alfred Street East parking redesigned.
PG-O		Redesign road to make general traffic use eastern corridor. Close Square Road and create one way westbound on Alfred Street East for parking and bus stops. Urban realm created where Square Road has been removed. Hughes Corporation building to be demolished.
PG-P*		Improved pedestrian facilities on Church Street. Double length bus stop on Alfred Street East along with bus stop on eastern end on Horton Street replace inset bus stop on Church Street. Service road pedestrianised. Hughes Corporation not demolished.
PG-Q*		Double length bus stop on Alfred Street East along with bus stop on eastern end on Horton Street replace inset bus stop on Church Street. Service road pedestrianised. Hughes Corporation not demolished.
PG-R*		Public realm space provided on current Church Street alignment, controlled and uncontrolled crossings on new Church Street alignment. Advanced stop lines at Horton Street. Bus stops on Alfred Street East. Horton Street and Church Street (south).
Central Corridor		
WR-A	Winding Road	Mandatory cycle lanes implemented with junction amendments to make safer for pedestrians crossing.
WR-B		Number of cycling provisions introduced. Pedestrian crossings with refuge areas. Islands added to carriageway to provide refuge areas and right turn pockets for vehicles.
WR-C		Section of Winding Road made bus only with cycle lanes. Pedestrian facilities with refuge areas.
WR-D		

WR-E	Winding Road	Abundance of cycling and pedestrian facilities. Bus stop added to Winding Road.
WR-F		
WR-G		Abundance of cycling and pedestrian facilities. Proposed priority bus station entry / exit.
WR-H		Introduction of bus lane with cameras. Zebra crossing with adjacent cycle crossing.
WR-I		Introduction of cycle routes, pedestrian crossings and parking. General overview of changes to be made at Bus Station. Bus Station standard junction entrance and exit.
WR-J		Bus routes added with large bus bay spacing at stop. Cycle lanes. Bus station entrance/exit with uncontrolled pedestrian crossing with refuge area.
WR-K		Separated traffic. Cycle, bus and pedestrian facilities. Winding Road cycling facilities and bus facilities. Pedestrian crossings with refuge area.
WR-L		Signalled entrance and exit to the bus station with pedestrian crossing. Bus station entrance/exit upgraded to a 4-arm signalised junction with controlled straight across pedestrian crossings.
WR-M		Different bus routes planned in. Pedestrian crossings and cycle lanes.
Market Street	Market Street	Closure of Market Street and Northgate
North Town Centre access	Access and movements within northern area of town centre	Maintaining access to the northern part of the town centre with Market Street / Northgate closed. The preferred option has been an iterative process, which considers stakeholder views and updates to proposals until the proposed option was reached.
South Town Centre access	Access and movements within northern area of town centre	Maintaining access to the southern part of the town centre with Market Street / Northgate closed. The preferred option has been an iterative process, which considers stakeholder views and updates to proposals until the proposed option was reached.
Nestle & Butterfly Meadow Area		
NBMA	Nestle, Butterfly Meadow area	Creation of Butterfly Meadow. Removal of two buildings, realignment of Navigation Road, re-location of parking provision.
Scheme wide		

Bus Network	Bus Network	Bus routing options following the closure of Market Street / Northgate. The preferred option has been an iterative process, which considers stakeholder views and updates to proposals until the proposed option was reached., and includes bus access onto the southern loop, to provide bus penetration into the town centre at the request of operators.

4.1.2 What Critical Success Factors (CSF)s have been used to evaluate the Long List of options?

Table 4.2: Critical Success Factors (CSF)

CSF	CSF Name	CSF Description
Highway elements: first evaluation round		
HE1.1	Affordability	Proposed scheme elements have scored highly if they are deemed to be affordable within the wider Phase 2 funding.
HE 1.2	Deliverability: Timescales	Proposed scheme elements are deliverable within applicable timescales.
HE 1.3	Deliverability: Land availability	Proposed scheme elements have scored highly if they are deliverable within the extents of available land, or where the acquisition of this land is possible without affecting the delivery timescales of the Phase 2 programme.
Highway elements: second evaluation round		
HE 2.1	Placemaking & public realm	Proposed scheme elements have scored highly if they contribute to the realisation of the placemaking and public realm ambitions for Halifax Town Centre.
HE 2.2	Safety	Proposed scheme elements have scored highly if the proposals are likely to reduce the number of casualties.
HE 2.3	Severance	Proposed scheme elements have scored highly if they reduce active travel severance between the Town Centre core and the wider Town Centre area or if they reduce the importance of the car within the Town Centre core.
HE 2.4	Network operation	Proposed scheme elements have scored highly if they contribute to the objective of encouraging traffic to use the eastern corridor (particularly along Charlestown Road).

HE 2.5	Active modes	Proposed scheme elements have scored highly if they promote and encourage active travel (e.g. cycling and walking).
HE 2.6	Environment	Proposed scheme elements have scored highly if they contribute to improving air quality and noise.
Highway elements: holistic overview		
HE 3.1	Strategic fit	Proposed scheme elements have scored highly if they have alignment to objectives contained with policy documents at local, regional and national level.

4.1.3 How has the Long List of Options been appraised?

Appraisal of the long list involved a two-stage process. The first stage of appraisal involved sifting of the proposals against the critical success factors (CSFs) (Table 4.2) in the first evaluation round.

The second stage of the appraisal process involved scoring the elements against the scheme objectives and the second evaluation round of the CSFs that were more applicable to the individual scheme element proposals than the first evaluation round.

After this sifting process, options were then scored in the third evaluation round, where the strategic fit of each element was considered.

Due to the complexity and numerous options that evolved for bus routing and the location of on-highway bays (pay and display, disabled parking, bus, taxi and loading), the evolution of the proposals for these options considered the scheme objectives, in addition to ensuring that any net loss of parking (of a particular type) was minimised.

The scoring results, along with a description of the options, can be found in Appendix E3.
In addition to the above process, feedback from stakeholders and the public, obtained through meetings and events (as detailed in section 2.1.6) has also been incorporated into the options at the appropriate juncture.

4.2 Short List Options Testing

4.2.1 What is the Short List of Options?

The short list of options takes a holistic view of the scheme, to ensure that the proposals take forward a series of elements that are complementary and deliver on the objectives and CSFs. These have been packed together to generate the short-list of options

The Outline Business Case (OBC) identified and appraised three options:

(i) the preferred scheme (for that submission);
(ii) an eastern bypass;
(iii) a western bypass.

The two bypass options were discounted for numerous reasons including costs, need for land take from development sites, increased severance and not mitigating traffic demand on Winding Road. When investigating options for the FBC, these options were reviewed and

again discounted as viable options as they failed to meet the key scheme drivers of bringing forward development sites and delivering the placemaking aspirations. In the previous FBC submission, a less ambitious option was identified. The previous submission included the bus station within Phase 2, which has subsequently become a project in its own right. Therefore, the less ambitious option is no longer applicable, as that option considered a different level of investment at the bus station. Two options are considered within this revised FBC submission:

(i) do something (preferred option)
(ii) do nothing.

As the do something option is the most ambitious possible, it is viewed as the preferred scheme for Halifax town centre to fully realise the scheme objectives, drive growth and enable the town to achieve its economic potential. There is only one option here, as the individual elements have been considered holistically, within the wider project, and the combination of scheme elements are considered to be those that can deliver on the CSFs, objectives of Phase 2 and the ambitions for Halifax

The options are detailed in Table 4.3.

Table 4.3: Short List of Options

Option	Option Name	Option Description
1	Do Something - Preferred	This preferred option transforms Halifax Town Centre, with particular focus on space and placemaking throughout the scheme area. Improvements and enhancements include: • Public realm enhancements and space creation across the Town Centre; • Closure of Market Street/Northgate to vehicles; • Introduction of cycle infrastructure on approach routes to and the provision of cycle parking within the Town Centre; • Dedicated cycle crossings; • Three Gateways welcoming residents and visitors to Halifax town centre; • Butterfly Meadow creation; • Realignment of Navigation Road, enabling the delivery of Halifax Station Gateway; • Re-routed bus network improving accessibility and connectivity; • Complements the Halifax Station Gateway scheme, transforming connectivity and user experiences across central Halifax. The preferred scheme consists of the following long list options: **Western Corridor** • J01-H.

		• J02-S. • J03-P. • J04-B. • J05-A. • J06-M. • J07-F. **Eastern Corridor** • J08-L. • J08-M. • J10-F. • J11-I. • J13-G. • PG-R. **Central Corridor** • WR-H. • WR-K. • WR-N. • Nestle and Butterfly Meadow area. • North town centre access. • South town centre access. **Scheme wide** • Bus Network.
2	Do Nothing	No changes to the highway or public spaces in Halifax Town Centre. This option involves no response to solve the issues and constraints around Halifax Town Centre (as identified in Strategic Case), nor does it contribute to the ambitions of the town and will further constrain the economic growth of the town.

4.2.2 How has the Short List of Options been appraised?
The preferred and only option that was not discounted at Gateway 1/OBC is that currently under consideration as the preferred option. The proposals have been refined through the detailed design process, with alterations to specific schemes at selected junctions and links. Given the nature of the preferred option in delivering several schemes across the confined geography of Halifax town centre, alternatives relate to the individual schemes. As noted earlier, the final collection of scheme elements underwent a holistic scheme review to confirm that they are compatible with each other and was selected following engagement with key stakeholders. The preferred option has been appraised using TAG, as outlined in section 4.3.

4.2.3 How does the Scheme contribute to the SEP Headline Indicators (access the Plan here)?
Table 4.4 shows how the scheme contributes to the headline indicators of the Strategic Economic Plan. The scheme contributions are predominantly indirect, as the scheme seeks to encourage these outcomes through making development sites accessible encouraging private investment to deliver the indicators.

Table 4.4: Summary of Scheme Short List Options Contributions to SEP Headline Indicators

Headline Indicator	Option 1: Preferred	
	Direct	Indirect
Jobs created / Safe Guarded		✓ Increased connectivity, positive impact on retail and commercial offer in Halifax, and for businesses
Businesses created /assisted		
Commercial floorspace constructed / refurbished		
Learning floorspace constructed / refurbished		✓ Increased connectivity to sites within the Town Centre area e.g. Trinity College
Additional learner numbers & qualifications		
Housing units completed		✓ Increased connectivity helps to bring sites forward for development
CO_2 reduction potential		✓ Better accessibility encouraging modal shift to active and sustainable modes

4.3 Preferred Option Testing

Part 2: Appraisal of Transport Schemes

4.3.1 What methodologies have been used for modelling and appraisal of the scheme?

Appraisal Specification Report (ASR)

An ASR has been prepared for the scheme and is included in Appendix E4. This was initially agreed in consultation with West Yorkshire Combined Authority and has subsequently been updated in line with business case submissions. The most recent update began in Autumn 2019 in relation to this FBC submission.

ASR Summary

The ASR is summarised as follows:

Section 2 outlines the features and anticipated key benefits of the scheme.

Section 3 identifies the proposed modelling approach to the assessment of the scheme. This involves the use of the Calderdale Strategic Transport Model (CSTM) (highway) and the Halifax Public Transport Model.

Section 4 outlines the proposed assessment methodology to be followed, which is TAG compliant approach.

Both the modelling and appraisal approaches are explained in more detail in the following sections.

Guidance

As noted above, the contents of the ASR have been agreed with WYCA and are consistent with HM Treasury's Green Book principles, Green Book Supplementary Guidance, TAG, Design Manual for Roads and Bridges (DMRB), WYCA Assurance Framework and any other relevant departmental guidance.

4.3.2 What transport model(s) have been used for the scheme appraisal?

Highway Model

The Calderdale Strategic Transport Model (CSTM) is a Highway Model of Calderdale built using the SATURN software. The Local Model Validation Report is included in Appendix E5 and discussed in the ASR. The key features of the model are as follows:

- Base year – 2014
- Demand and traffic data – demand data is derived from Roadside interview surveys undertaken in 2014 and 2015. Traffic data (flows and journey times) is from 2014 and 2016.
- User classes – Cars (work, commuting and other), LGVs, OGV1 and OGV2.
- Time periods – Weekday AM (0800-0900), interpeak (1000-1600) and PM (1700-1800).
- Calibration and validation has been carried out using TAG guidance. This includes a matrix estimation process, validation against individual link counts and validation against observed journey times.
- Data collection:
    - 23 Roadside Interviews (RSI) – 19 in Calderdale, four in Kirklees;
    - 156 Automatic Traffic Counts (ATCs) across Calderdale, Kirklees and Bradford;
    - 52 Classified Turning Counts (CTCs) in Calderdale;
    - Nine Highways England TRADS counts sites on M62 mainline and slip roads; and

- Three Automatic Number Plate Recognition (ANPR) sites in Elland.

- The model is validated against TAG guidance.

Public Transport Model

The Public Transport model is built using the EMME software and is discussed in Section 3 of the ASR.

- Base year – 2015
- Demand and flow data – data from 2015 was used, comprising bus stop passenger surveys together, rail station interviews and counts along with census journey to work and National Transport Survey data.
- User classes – commuting and other (including work).
- Time periods – weekday AM and PM peaks, weekends.
- Calibration and validation – the model has been calibrated to passenger counts at individual stops and validated against a cordon surrounding the Town Centre.
- Data collection:
  - Bus stop alighting counts in Halifax Town Centre were conducted on a weekday and a Saturday between 08.00 and 18.00, covering the 19-bus station stands, and 16 key Town Centre bus stops.
  - Taxi boarding and alighting counts at taxi ranks in Halifax Town Centre were conducted on a Tuesday and a Saturday in January 2015.
  - Halifax rail station interview surveys were conducted on a weekday and a Saturday from 07.00 and 13.00.
  - The model is not validated to TAG guidance. This is because a proportional approach to its development was used to ensure that it provided the necessary coverage and functionality whilst meeting study cost limitations and timescales.

4.3.3 What forecasting methodologies have been used for the scheme appraisal?

The approach to forecasting follows the guidance in TAG Unit M4. No demand model was available to use for forecasting, with both the highway and public transport supply models run "standalone" using forecast trip matrices developed as discussed below. The approach used is summarised in the Forecasting Report included in Appendices E6 (CSTM) and E7 (EMME). A brief summary of the key aspects is included below:

- Networks – future year networks were prepared incorporating the scheme and agreed "Do-minimum" schemes.
- Demand – an uncertainty log was prepared covering the whole of Calderdale with developments selected for inclusion in the forecasts according to likelihood of development as set out in TAG. This is largely based on the sites included in Calderdale's Local Development Framework and has been agreed and updated with CMBC officers. All forecasts are, nevertheless, "constrained" to NTEM factors using the most recent version of the database - v7.2. The uncertainty log is included within the Forecasting Report.
- The exception to this Demand approach is the Public Transport Modelling where an alternative "WY Growth" scenario, assuming WY bus patronage targets are met, is assumed to be the most likely outcome.
- Alterations to the future year matrices to account for changes in real income and fuel prices in the future were applied, consistent with TAG guidance.

Three future year scenarios were forecast – opening year (2021), intermediate year (2026) and "forecast year" (2036).

4.3.4 How has the impact of the scheme on travel demand and behaviour been incorporated?
In consultation with WYCA, it was agreed that it was not necessary to develop a variable demand model (VDM), due to the nature of the scheme. This agreement was reached in 2017, prior to the 2018 FBC assessment commencing. Instead, a forecasting methodology using the highway and public transport models only has been used. This considers forecast changes in real income and fuel prices through applying factors to forecast matrices according to the guidance in TAG Unit M4. Therefore, the impact on travel demand of wider macroeconomic forecasts and routeing have been taken into account with no allowance made for modal shift.
4.3.5 What methodologies have been used to calculate the **Monetised Benefits**?
The approach to calculating monetised benefits is detailed in the ASR, which follows HM Treasury's Green Book principles, Green Book Supplementary Guidance, DCLG Appraisal Guidance, WYCA Assurance Framework and any other relevant departmental guidance as appropriate. A detailed description of the methodology and assumptions utilised is provided in the Economic Assessment Report (EAR) in Appendix E8. In summary, the methodologies used are: • TUBA has been used to monetise transport economic benefits – user travel time, vehicle operating costs and fares; • QUADRO has been used to assess the impacts of delay, accidents and incidents during construction of the scheme.; • COBALT has been used to assess the impacts of the scheme on accidents; • AMAT to assess the benefits of active travel (including health, absenteeism, journey quality and cycle parking); • Heritage has been based on findings from a report for Historic England[1].
4.3.6 What methodologies has been used to calculate **Monetised Costs**?
Monetised costs, prepared by AECOM, have been derived using the TUBA software using the following assumptions: • Cost Profile – Initial costs taken from the detailed cost plan discussed and presented in the Financial Case. – Development costs to date are included and allocated to 2020. • Risk – A Quantified Risk Assessment (QRA) has been undertaken and is discussed in the Financial Case. • Price Base – Costs have been calculated using 2020 Q2 prices and inflated to Q4 2020. – In TUBA, a GDP index value of 119.51 has been used in order to deflate costs to the 2010 price base.

[1] https://historicengland.org.uk/content/heritage-counts/pub/2014/heritage-and-wellbeing-pdf/

- Optimism Bias
  - An optimism bias value of 3% has been applied. This is in accordance with Table 7 of TAG Unit A1.2 for a predominantly road-based scheme with FBC being prepared.
- Discounting
  - Discounting is undertaken using the TUBA software with scheme costs incurred as stated above, the current year set to 2020 and discounting back to 2010, as set by default in TUBA.

The final scheme costs for appraisal purposes is calculated as £52,684,500, including QRA and optimism bias in Q4 2020 prices. Once deflated and discounted to 2010, the scheme cost for appraisal is £35.162m.

Public transport annualisation has changed following a review and convert the modelled hours into longer periods of the day, and ultimately across the year. This had led to an increase in the annualisation factors in each assessed period (AM = 1105, PM = 1357 and weekend = 431).

4.3.7 How is uncertainty in the appraisal dealt with?

In addition to the core scenario, sensitivity tests have been undertaken to determine the effects on the Benefit Cost Ratio (BCR):

- Sensitivity Test 1 – low growth scenario;
- Sensitivity Test 2 – high growth scenario.

These tests together demonstrate the robustness of scheme benefits with respect to wider economic and traffic growth variables not under the control of CMBC. This aims to show that the operational success and economic performance of the scheme would not be unduly affected by higher or lower than expected transport demand growth.

4.3.8 Are there any Wider Scheme Benefits?

The performance of the transport network is key to the ability of Halifax (and more widely Calderdale and West Yorkshire) to meets its aspirations for economic growth. Halifax Town Centre is predicted to experience significant congestion during the peak periods in the future. Congestion in the Town Centre has an adverse impact on productivity and can make it a less desirable destination for investment. The scheme will assist in mitigating these issues and encourage growth within the Town Centre and beyond, resulting in the wider impacts qualitatively outlined below.

Agglomeration
Halifax is already experiencing the benefits of agglomeration (businesses in the same or similar industries locate their operations in the same area), for example, financial organisations including Lloyds Banking Group and Covea Insurance.

Agglomeration and closeness can contribute to effective density, where higher density equates to higher productivity. The benefits from agglomeration and effective density also benefit the labour market and productivity.

Labour market & productivity
Through increased improved economic conditions, accessibility and/or agglomeration businesses can be created, expand or relocate to new locations. Growing and new businesses create jobs for local populations, which can further improve the local economic conditions with

increased spending in the local and regional economies.

Improved accessibility and journey time reductions provide beneficiaries with an option of how to use this time. Some users will opt to invest this time back into their work, thus improving their output and benefits to their employer.

The shift towards more productive jobs in turn leads to the location of business to the area looking to benefit from the outcomes of locating in places of high productivity.

Footfall and rental values
Improved accessibility to retail and leisure opportunities, along with public realm enhancements, can improve footfall to these areas, resulting in increased spend in the local economy which attracts new retail offers and increases rental values. Increases in rental values assist new developments to become economically viable and thus bring in new and / or an expanded retail offering, which can also encourage additional footfall. Therefore, encouraging people to spend more time in the Town Centre creates a virtuous circle, whereby increased footfall encourages increased investment by businesses and higher rateable values.

Tax implications and welfare benefits.
Changes in the labour market, as discussed above, also bring tax benefits to the Exchequer/Treasury and are viewed as welfare benefit.

4.3.9 Are there any Low Carbon and Environmental Scheme Benefits?

An environmental assessment has been carried out and reported in the AST. The impacts are as follows:

- Noise – the assessment shows a small net detriment in in the overall number of properties exposed to noise.
- Air quality – the assessment shows a small net detriment with properties expected to see deterioration in NO2 and PM10 concentrations than an improvement.
- Greenhouse gases – an increase in CO2 emissions from the affected road network of 614 tonnes is forecast in the scheme's opening year.
- Landscape – not assessed due to urban setting.
- Townscape – a slight beneficial impact is expected.
- Historic environment – no direct impacts on listed buildings, potential for physical effects on recorded and unrecorded heritage assets and both beneficial and adverse impacts on the setting of these.
- Biodiversity – no significant adverse impacts.
- Water environment – one water feature affected (Hebble Brook), impacts to be mitigated through construction activities undertaken in accordance with the CEMP.

The Environmental Impact Assessment (EIA) Non-Technical Summary carried out for the scheme is included in Appendix E9, building on the detail summarised above. The full EIA can be found online as part of the scheme's planning application on CMBCs planning portal, application ref 20/00127/FUL.

Table 4.5 details the Environmental Appraisal Summary.

Whilst Phase 2 is not carbon neutral, the wider A629 Programme is to be carbon neutral. The negative impacts of phase 2 are offset by improvements in carbon as a result of the other phases within the programme. For example, Phase 1a seeks to reduce congestion at the A629/A646 junction and includes a living wall which will absorb carbon dioxide, in addition to nitrogen dioxide. Phase 1a and Phase 4 provide improved facilities for active modes. Phase 1a is delivering improved facilities for

pedestrian and cyclists, whilst Phase 4 will provide cycle routes between Halifax, Elland and Huddersfield to encourage cycling and improve safety for this mode.

Table 4.5: Environmental Appraisal Summary

Impact	Summary of Key Impacts	7 Point Scale
1. Noise	Analysis shows that 191 properties will see an increase in noise levels, while 107 will have a decrease in noise levels. Overall, there is a net detriment in noise levels	Neutral (with mitigation)
2. Air quality	There is one Air Quality Management Areas (AQMA) within the study area (Salterhebble AQMA). As a result of the proposed scheme, 52 receptors are predicted to experience an increase of more than 0.4 µg/m3 in NO2 with concentrations of NO2 above the objective value of 40 µg/m3.	Slight Adverse
3. Greenhouse gases	Predictions carried out using EFT calculations indicate that there would be an increase of 13,924 tonnes of carbon over 60 years, with a proposed scheme opening year increase of 614 tonnes.	Adverse
4. Landscape	Not Assessed	Not Assessed
5. Townscape	The proposed scheme will result in minor highway widening, the replacement of existing highway infrastructure with new junctions and limited lengths of new highway with areas of existing derelict land. The scheme will also facilitate the creation of new public spaces, enhancement in the streetscape within the primary retail area and the implementation of additional green infrastructure across the townscape as a whole.	Slight Beneficial
6. Heritage (Historic Environment)	There will be no direct physical impacts on listed buildings. There is potential of direct physical effects on both recorded and unrecorded heritage assets. There is also potential for impacts on the setting of heritage assets both beneficial and adverse.	Neutral. Note: economic benefit of heritage.
7. Biodiversity	The Proposed Development site is an urban area dominated by areas of hardstanding and buildings. Designated sites were scoped out at Step 1 as there are no pathways by	Neutral

	which the designated sites within the study area could be adversely affected. The following species were also scoped out at Step 1, great crested newt, otter, water vole, reptiles, white clawed crayfish, badger, hedgehog and terrestrial invertebrates. With mitigation impacts on terrestrial habitats are neutral, retained woodland, scrub and trees will be protected, and landscape planting will compensate for the loss of trees. With mitigation the impact on bats and birds will be neutral; foraging habitat will be retained; a replacement roost will be provided, and landscape planting will compensate for habitat lost. Overall, the Proposed Development with design and impact avoidance measures and additional mitigation is considered to have no significant adverse residual effects on Ecology and Nature Conservation.	
8. Water environment	The Cripplegate Road Bridge crosses above the Hebble Brook floodplain. The construction and operation of the extended Cripplegate Road Bridge could impact on the floodplain, water quality, recreation and biodiversity attributes of the watercourse. Construction and operation of the proposed interventions could impact on water quality and flood risk. Development design and impact avoidance measures (such as the CEMP and standard best practice) will however, reduce these potential impacts. Betterment of surface water flooding and drainage above the current scenario is envisaged through the use of attenuation and additional SuDs features within the intervention areas over the lifetime of the development.	Neutral to Slight Beneficial

4.3.10 How the scheme impacts across different social groups?
The distributional assessments have been undertaken and can be found included within the Social and Distributional Impacts report (Appendix E10). The following tables detail the expected impacts on social (Table 4.6) and distributional (Table 4.7) indicators.

Table 4.6: Social Analysis

Item	Expected Impacts positive or negative
Social Analysis	
Accidents	Moderate adverse
Physical activity	Large beneficial
Security	Slight beneficial
Severance	Slight beneficial
Journey quality	Moderate beneficial
Accessibility	Moderate beneficial
Option values and non-option values	Not assessed
Personal affordability	Not assessed
Table 4.7: Distributional Analysis	
User Benefits	Moderate adverse (highway only assessed)
Noise	Not assessed
Air Quality	Not assessed
Accidents	Neutral
Severance	Slight beneficial
Security	Slight beneficial
Accessibility	Moderate beneficial
Personal Affordability	Not assessed

4.3.11 What are the summary results from the appraisal of the scheme?

Appraisal Summary Table

An Appraisal Summary Table has been completed and can be found in Appendix E11.
In summary, the AST shows the following:

- Economy – a small timesaving disbenefit is shown for business users, where commuting and others receive a positive benefit. No quantified appraisal of regeneration and wider impacts has been undertaken but a range of qualitative evidence has been drawn on to demonstrate the potential positive impacts of the scheme.
- In environmental terms, the scheme presents a mixed, yet broadly neutral picture. Assessments of air quality, noise and greenhouse gases all show adverse impacts with the assessments of Townscape, Historic Environment, Biodiversity and Water Environment showing a mixture of adverse, neutral and beneficial impacts.
- Social –key impacts are health benefits, due to increasing numbers of trips being made by active modes, although accidents are forecast to increase slightly.

Transport Economic Efficiency Table

A Transport Economic Efficiency (TEE) Table has been completed. TEE tables for the central scenario and sensitivity test can be found in Appendix E12. The results show higher benefits under a high growth scenario, with less positive results for a low growth scenario. Business users suffer a particular disbenefit under a low growth scenario, a smaller disbenefit in the central scenario and a benefit under high growth. The impact of using West Yorkshire Bus Strategy growth for bus users is worth approximately £2m over the appraisal period.

CENTRAL SCENARIO

Economic Efficiency of the Transport System (TEE)

Non-business: Commuting	ALL MODES		ROAD	BUS and COACH	RAIL	OTHER
User benefits	TOTAL		Private Cars and LGVs	Passengers	Passengers	
Travel time	7,638		- 1,050	6,944	427	1,317
Vehicle operating costs	- 120		- 120			
User charges	-					
During Construction & Maintenance	-					
COMMUTING	7,518	*(1a)*	- 1,170	6,944	427	1,317

Non-business: Other	ALL MODES		ROAD	BUS and COACH	RAIL	OTHER
User benefits	TOTAL		Private Cars and LGVs	Passengers	Passengers	
Travel time	5,970		- 722	5,220	304	1,168
Vehicle operating costs	- 140		- 140			
User charges	-					
During Construction & Maintenance	-					
OTHER	5,830	*(1b)*	- 862	5,220	304	1,168

Business			Goods Vehicles	Business Cars & LGVs	Passengers	Freight	Passengers	
User benefits								
Travel time	- 1,244			- 722	282	- 949	145	
Vehicle operating costs	- 281			- 28		- 253		
User charges	-							
During Construction & Maintenance	-							
Subtotal	- 1,525	*(2)*	-	- 750	282	- 1,202	145	-
Private sector provider impacts						Freight	Passengers	
Revenue	-							
Operating costs	-							
Investment costs	-							
Grant/subsidy	-							
Subtotal	-	*(3)*			-	-	-	-
Other business impacts								
Developer contributions	-	*(4)*						
NET BUSINESS IMPACT	- 1,525	*(5) = (2) + (3) + (4)*						

TOTAL		
Present Value of Transport Economic Efficiency Benefits (TEE)	11,823	*(6) = (1a) + (1b) + (5)*

Notes: Benefits appear as positive numbers, while costs appear as negative numbers.
All entries are discounted present values, in 2010 prices and values

Analysis of Monetised Costs and Benefits Table

An Analysis of Monetised Costs and Benefits (AMCB) Table has been completed, for both the un-adjusted and adjusted appraisals. AMCB tables for the central scenario and sensitivity test can be found in Appendix E12.

CENTRAL SCENARIO

Analysis of Monetised Costs and Benefits

Noise	14	*(I2)*
Local Air Quality	41	*(I3)*
Greenhouse Gases	- 107	*(I4)*
Journey Quality	3,746	*(I5)*
Physical Activity	36,928	*(I6)*
Accidents	- 6,689	*(I7)*
Economic Efficiency: Consumer Users (Commuting)	7,518	*(Ia)*
Economic Efficiency: Consumer Users (Other)	5,830	*(Ib)*
Economic Efficiency: Business Users and Providers	- 1,525	*(I5)*
Wider Public Finances (Indirect Taxation Revenues)	417	*- (II) - sign changed from PA table, as PA table represents costs, not benefits*
Present Value of Benefits (see notes) (PVB)	45,339	*(PVB) = (I2) + (I3) + (I4) + (I5) + (I6) + (I7) + (Ia) + (Ib) + (I5) - (II)*
Broad Transport Budget	35,162	*(I0)*
Present Value of Costs (see notes) (PVC)	35,162	*(PVC) = (I0)*
OVERALL IMPACTS		
Net Present Value (NPV)	10,177	NPV=PVB-PVC
Benefit to Cost Ratio (BCR)	1.29	BCR=PVB/PVC
OTHER MONETISED IMAPCTS		
Heritage & Wellbeing Benefits	27,107	Heritage
Adjusted PVB	72,446	Adjusted PVB = PVB + Heritage
Adjusted NPV	37,284	Adjusted NPV = APVB - PVC
Adjusted BCR	2.06	Adjusted BCR = APVB / PVC

Note : This table includes costs and benefits which are regularly or occasionally presented in monetised form in transport appraisals, together with some where monetisation is in prospect. There may also be other significant costs and benefits, some of which cannot be presented in monetised form. Where this is the case, the analysis presented above does NOT provide a good measure of value for money and should not be used as the sole basis for decisions.

Public Accounts Table

A Public Accounts (PA) Table has been. PA tables for the central scenario and sensitivity test can be found in Appendix E12.

CENTRAL SCENARIO

Public Accounts (PA) Table

	MODES TOTAL		ROAD INFRASTRUCTURE	BUS and COACH	RAIL	OTHER
Local Government Funding						
Revenue						
Operating Costs						
Investment Costs	35,162		35,162			
Developer and Other Contributions						
Grant/Subsidy Payments						
NET IMPACT	35,162	*(7)*				
Central Government Funding: Transport						
Revenue						
Operating costs						
Investment Costs						
Developer and Other Contributions						
Grant/Subsidy Payments						
NET IMPACT		*(8)*				
Central Government Funding: Non-Transport						
Indirect Tax Revenues	-417	*(9)*				
TOTALS						
Broad Transport Budget	35,162	*(10) = (7) + (8)*				
Wider Public Finances	-417	*(11) = (9)*				

Notes: Costs appear as positive numbers, while revenues and 'Developer and Other Contributions' appear as negative numbers.
All entries are discounted present values in 2010 prices and values.

4.3.12 What is the Value for Money position?

The value for money position is shown in Table 5.8.

The economic performance of the scheme has worsened since the OBC stage which had a BCR of **4.04** (very high value for money). Scheme benefits have fallen, principally due to the less favourable TEE table. This is due to the use of a more suitable Strategic Transport Model providing a more robust economic analysis.

The initial BCR is **1.29**, which according to the DfT reflects **low** value for money. However, this is higher than the previous FBC submission (which had a BCR of **0.94** (poor value for money)). The Adjusted BCR, inclusive of heritage and wellbeing, is **2.06** which reflects **high** value for money.

As a corridor programme, the overall BCR is estimated to be over 2 (high value for money).

Project	**BCR**
A629 Phase 1a	3.00
A629 Phase 1b	3.57
A629 Phase 2	1.29
A629 Phase 4	2.89
Programme average	**2.69**

Since the previous FBC submission, the Present Value of Costs (PVC) has reduced, following the removal of the bus station element into a separate FBC submission (in June 2020). During the subsequent updates to the appraisal for Phase 2 following the changes to the Eastern Gateway, minor revisions to other scheme elements and removal of the bus station, the opportunity was taken to review the annualisation factors used in the public transport model and the assumptions underpinning the active mode health benefits (now assessed using the AMAT).

In addition to the monetised benefits, there are the wider impacts, that will strengthen Halifax's economy, driving the economic attractiveness of the town encourage occupancy of retail and business units across the city, providing jobs for residents. The scheme will also improve severance around the town centre providing residents with access to education and training

opportunities within the town centre (e.g. Trinity College).

Table 4.8 outlines the value for money and GVA assessments

Table 4.8: Economic Assessment (2010 prices and values)

		Preferred – Full Scheme
Present Value of Benefits (£k)	A	45,339
Present Value of Costs (£k)	B	35,162
Present Value of Other Monetised Impacts (£k)	C	27,107
'Initial' Net Present Value (£k)	A-B	10,177
Initial Benefit to Cost Ratio	A/B	1.29
'Adjusted' Net Present Value (£k)	**(A+C)-B**	**72,466**
'Adjusted' Benefit to Cost Ratio	**(A+C)/B**	**2.06**
Significant Non-monetised Impacts		-
Value for Money Category		**Low (initial BCR)** **High** **(adjusted BCR)**
Rationale for VfM category		Initial BCR between 1 and 1.5 Adjusted BCR of 2
Total GVA without investment (£k)	D	UDM modelling showed no significant change.
Total GVA with investment (£k)	E	
Net Additional GVA (£k)	E-D	
Investment cost (£k)	F	
Net GVA per £ investment	(E-D)/F	

4.3.13 Preferred Option Selection and Justification

Whilst the initial BCR (**1.29**) is **low** value for money, the adjusted BCR (**2.10**) reflects **high**

value for money. The scheme offers value for money in that it delivers challenging objectives and supports CMBC's wider aspirations for Halifax Town Centre. This FBC is for the second phase of the A629 programme. The programme in its entirety is anticipated to deliver **high** value for money. Phase 2 is a scheme with active travel, regeneration, space and public realm at its core. Active travel brings considerable benefits, particularly relating to health of users. The strategic aims of the scheme are critical to the success of this scheme and to support the economic growth and potential of this Halifax. Some of the key benefits are not measurable through standard appraisal methods (e.g. TAG).

One preferred option has emerged and is the most ambitious package of schemes for Halifax Town Centre, that address the constraints and reflects the strategic ambitions for the town. The preferred option emerged following an iterative process, considering schemes both in isolation and holistically as a package (scoring against the objectives and CSFs). The holistic approach ensures that the individual schemes are complementary to each other and, when combined, will best achieve the objectives. The preferred option seeks to transform the Town Centre environment through the closure of Market Street, whilst addressing severance around the edge of the Town Centre core will help to encourage footfall into the town centre, thereby supporting the economy. Improved connectivity and localised accessibility will enable increased active mode trips, thereby improving health.

A less ambitious proposal would not maximise the opportunity to transform Halifax. The preferred option selected within this FBC is a reviewed and enhanced version of that included within the OBC submission and the first FBC submission in 2018, and no longer includes the following elements:

- Changes to the car park at Eureka! (OBC - now covered by the Halifax Station Gateway scheme);
- South Parade/Water Lane/Shay Syke/Hunger Hill junction (OBC - no suitable option was developed; therefore, it was decided to not alter this junction); and
- Bus Station (2018 FBC – now a standalone scheme).

The preferred option capitalises on recent successes (e.g. Piece Hall renovation, Northgate House) and will complement the other phases of the A629 Corridor programme, the adjoining Halifax Station Gateway scheme, the Future High Streets Fund proposals, Transforming Cities Fund and other activity being proposed for Calderdale. Without funding, Halifax's economy has the potential to stagnate and/or decline if the issues and constraints that Phase 2 addresses are not resolved (see section 2.1.5).

5. Financial Case

The purpose of the Financial Case is to demonstrate that the preferred option is affordable and has the necessary funding. This should include the capital and on-going revenue costs and impacts.

Note – All sections should be reviewed and updated if this is the Full Business Case. A summary of any key changes and their implications on the business case should be included.

5.1 Capital Costs

5.1.1 What is the total project outturn capital cost?

Total project outturn capital cost is £51.15m. The detailed cost plan is included in Appendix F1.

Key assumptions are as follows:

- Rates are used at current day fixed price (2Q 2020), however an item line has been included within the summary for inflation to start on site at 4Q 2020.
- NEC3 contract via YORcivils due to the successful nature of engagement of Phases 1a & 1b. Intention is to use Major Works lot and includes 8 x main contractors. Prior to the tender, individual contractor meetings are being set up to discuss the project and contract options with all parties and supported by YORcivils.
- Main contractors' preliminaries include management and support staff as well as organisational costs including site accommodation, welfare, site clearance, plant, scaffolding, craneage etc.
- Design has been developed within a controlled sequence to facilitate a competitive tender on the basis of completed design.
- Costs associated with ground obstructions (including existing foundations), contamination and unidentified services are in the QRA.
- Provision for a Main Contractor Pre-Construction Fee has been excluded.
- Costs provided for the traffic signals and associated works were calculated using previous projects undertaken by AECOM.

Specific exclusions (i.e. costs not included) are as follows:

- Any necessary offsite reinforcement of services infrastructure or potential network upgrades above the current cost plan allowance.
- Value Added Tax (VAT).
- Project insurances (the preliminaries section includes allowances for Main Contractor's Third Party and Works insurance only.
- Capital Allowances or other incentives/grants.
- Major diversion and/or reinforcement costs of services, within or outside the site boundary outside of those currently allowed for with the Cost Plan.
- Covid-19 related uplift to costs.

Table 5.1 details the breakdown of project outturn costs.

Table 5.1: Breakdown of Project Outturn Costs

	Total Project Outturn Costs (£m)	Brief Description	% of total costs
Project Development	£3.222m	CMBC & Consultancy costs	6.3%
Land Assembly	£1.650m	Land acquisition	3.2%
Enabling works	£8.814m	Pre-construction activity (non-land) and Nestle Butterfly Meadow area.	17.2%
Delivery	£28.383	Eastern, Western and Central Corridors.	55.5%
Benefits Realisation Reporting	£0.388m	Monitoring & Evaluation	0.8%
Other (Please Specify)	£0.000m	n/a	0.0%
Risk	£7.567m	QRA	14.8%
Contingency	£0.000m		0.0%
Inflation	£1.126m	Inflation to 4Q 2020	2.2%
Total (£m)	£51.150m		100%

Table 5.2: Financial Case Definitions

Item	Definition
Project Development	This may cover legal fees, consultant fees, design fees, project/programme management costs etc.
Land Assembly	This is in relation to infrastructure schemes
Enabling Works	This is the costs of any works required prior to Delivery, generally as a separate contract, e.g. removing contamination
Delivery	This is the costs of implementing the scheme on site e.g. road construction & realignment, bridge widening, retaining wall construction, street furniture and signals etc.
Benefits Realisation Reporting	These are costs required for monitoring and evaluation of benefits. For any scheme over £5m a cost for this must be included.
Other	Please specify, for example West Yorkshire Combined Authority overhead costs
Risk	All projects must include a quantified risk allowance (QRA) at Decision Points 3, 4 and 5 of the Assurance Framework.

	The QRA amount and contingency will not be held by West Yorkshire Combined Authority and therefore will be included in the funding agreed and detailed in the funding agreement between West Yorkshire Combined Authority and the Promoter. It will be the responsibility of the Promoter to manage the QRA. It is also the responsibility of the Promoter to advise West Yorkshire Combined Authority through their quarterly claims on the status of the QRA amount.
Contingency	The contingency set should be dependent on the scheme, i.e. what stage is it at, how far have the risks been assessed etc. Contingency should reduce as the scheme progresses and design is finalised, so it may be 10% at EOI but 3% at FBC+. This should be no more than 10% of total scheme outturn costs and must be agreed with West Yorkshire Combined Authority. Optimism Bias is not part of the methodology for calculating project costs and therefore should not be included in any cost estimates provided to West Yorkshire Combined Authority. Contingency is not specifically included in the costs estimate for this scheme. The QRA is comprehensive and has been considered in detail, with a thorough assessment of the risks at construction stage as well as the wider risks to the scheme. Therefore additional contingency is not deemed necessary for this scheme.
Inflation	Where a scheme is being developed and implemented over more than 1 year, inflation should be included.

5.2 Funding Profile

5.2.1 What is the cash flow and funding profile for the project?

Scheme funding is required over 3 years of construction along with smaller amount of pre and post scheme funding. The bulk of the funding is required in 2021 and 2023 when the majority of the construction work is scheduled to take place.

Table 5.3 shows the funding profile for Phase 2.

Table 5.3: Total Costs

Source	Spend-to-date	Year 1 – 2020/21	Year 2 - 21/22	Year 3 - 22/23	Year 4 - 23/24	Year 5 - 24/25	Total	Current status
WYCA funds	£3.222m	£6.875m	£11.152m	£16.751m	£10.469m	£2.681m	£51.150m	
Applicants' funds								
Other public sector								
Other private sector								
Total Cost								

5.3 Revenue Costs

5.3.1 Are there any revenue, on-going/operational costs associated with the project?

The key operational costs associated with the project are ongoing highway/public realm maintenance. It is anticipated that these costs will be not be materially different to those already incurred and, as such, it is assumed that they are already accounted for in existing CMBC budgets.

5.4 Funding Source

5.4.1 What other funding sources are there within the project?

None. Table 5.4 confirms the total cost of this scheme is to be funded through the West Yorkshire-plus Transport Fund.

Table 5.4: Funding Source

Funding Source	(£xm)	Current status (secured, pending, applied for)
West Yorkshire-plus Transport Fund	£51.386m	Applied for
Total (£m)	£51.386m	

5.4.2 What are the main financial risks and how will they be managed?

The risks in Table 5.5 are those with a most likely risk quantification value greater than £400,000 (full details can be found in the QRA (Appendix F2)

Table 5.5: Main financial risks and actions to reduce these

Risk	Value	Action plan
Ref 56: Programme/cost risk as a result of unplanned utility apparatus works	£1.4m	Where possible surveys and trial holes will be undertaken in advance of works, to enable the requirement for additional diversionary works to be undertaken in a planned manner. Effective working relationships with statutory undertakers will be sought to minimise any delays.
Ref 22: Unknown engineering deliverability risks resulting in delay to scheme from extended construction period and/or insufficient available funding	£1.2m	Risk reduction through completion of feasibility work to inform engineering feasibility and costs
Ref 54: Large Services: Unknown extent of required statutory utility diversions risks increasing costs or causing delay to scheme (Large Services).	£0.68m	Risk mitigation through early engagement with CMBC Highways and Streetsworks team to understand where statutory utilities are located

Pre-existing renewal schemes for statutory utilities not coordinated with the scheme.		and determine any conflicts with the proposed interventions. On-going liaison with statutory undertakers
Ref 38: Unplanned works not associated with this project are required within the highway during construction period, in or around the site leading to delays and increased costs.	£0.44m	Early liaison with owners of utility apparatus is on-going.
Ref: 53: Small Services: Unknown extent of required statutory utility diversions risks increasing costs or causing delay to scheme (Small Services). Pre-existing renewal schemes for statutory utilities not coordinated with the scheme.	£0.44m	Risk mitigation through early engagement with CMBC Highways and Streetsworks team to understand where statutory utilities are located and determine any conflicts with the proposed interventions. On-going liaison with statutory undertakers

.

5.4.3 How will cost overruns be dealt with?

Key to the management of cost overruns is to take the appropriate measures to mitigate from overruns occurring. Although extreme weather or forces beyond human control can impact budgets (which is factored into the risk allocation), in most cases, a project overrun is a result of inaccurate planning before construction even starts.

After recent success utilising the NEC3 construction contract on the A629 Phase 1a scheme, this will be used again across the remainder of the CMBC West Yorkshire-plus Transport Fund Programme. An important feature is the NEC3 'early warning' process, simple in principle and critical to the success of the contract. Both parties must give an early warning by notifying the other as soon as either becomes aware of any matter which could

- increase the total of the Prices
- delay Completion
- delay meeting a Key Date
- impair the performance of the *works* in use

The 'early warning' and compensation event process allows for sufficient time to ensure a West Yorkshire Combined Authority 'exception report 'can be submitted and considered prior to the 'warning' becoming an issue. This is important as there are no allocated contingency funds from the CMBC capital budget. Therefore, in the unlikely event of overruns resulting in the entire risk allocation being used and a funding shortfall, West Yorkshire Combined Authority will be fully appraised of the situation and as a delivery partner and a funding authority, will be a part of the decision-making process in dealing with such an unlikely circumstance. A competent NEC3 accredited, contract supervisory team will be engaged to represent client management responsibility.

Section 6.6 of this document discusses the approach to managing change. Section 3.2.2.

consider the approach to Risk Allocation and Transfer with respect to the contractual/commercial arrangements and Section 6.3. considers Delivery Constraints and Risk Management.

5.4.3 Does the project offer any potential to generate a commercial return to pay back the WYCA funding?
No commercial return is expected. The project is not expected to create or enhance any revenue streams that could be used to repay West Yorkshire Combined Authority funding.

5.4.4 Has the project considered any State Aid implications??
There are no state aid implications for the scheme elements in the town centre (i.e. all elements west of the railway line). In this case, CMBC is exercising its public powers which are not of an economic nature and it will not be an undertaking; therefore, no State aid will arise in respect of any funding paid from public resources [WYCA] directly to CMBC. There are state aid risks with regards to supporting the reconfiguration of the Nestle Halifax site. These have been identified in the Halifax Station Gateway (HSG) OBC, see appendix 26 of HSG OBC. CMBC has appointed external legal advisors to work with Nestle counsel to identify and implement an agreed management strategy for these risks. Any implications and impacts will be reported, when HSG is presented at FBC.

5.4.5 Is the WYCA funding a loan? **Only complete this section if applying for a loan from WYCA.**	
Not applicable.	
When will the loan repayments start?	(month / year)
When will the final loan payment be made?	(month / year)

6. Management Case

The purpose of the Management Case is to demonstrate that the preferred option is capable of being delivered successfully, in accordance with recognised best practice.

Note – All sections should be reviewed and updated if this is the Full Business Case. A summary of any key changes and their implications on the business case should be included.

6.1 Deliverability

6.1.1 How will the delivery of the project will be managed?

Project delivery experience

CMBC has the project management systems, skills and track record to be able to successfully, deliver this project, alongside robust procurement and financial monitoring systems. Calderdale has proven success in project development and delivery of West Yorkshire-plus Transport Fund schemes. This is demonstrated by previous delivery of numerous externally funded projects, including the £900,000 West Yorkshire-plus Transport Fund A629 Shaw Hill works (completed in 2017). Both parts 1 and 2 of Phase 1a have been delivered on time and within budget. The A629 Phase 1a was a founding scheme, not only in Calderdale but for the entire West Yorkshire-plus Transport Fund programme. As such, Calderdale has gained significant experience through the West Yorkshire Combined Authority Assurance Framework from inception to construction.

In addition to A629 Phase 1a, CMBC has successfully delivered similar schemes:

- Environment Agency Works in Mytholmroyd (on-going) A flood prevention scheme to protect 400 properties in the village, through new flood defence walls. The scheme also includes the new Caldene Bridge across the river, value of £30m.
- New Central Library, Halifax, construction of new library, including new link into the historic Piece Hall. The scheme was project managed by CMBC.
- Trinity Sixth Form – Conversion of the former library to house a sixth form centre. The scheme has been delivered in partnership with the council and Trinity Academy and has a value of £9.8m. Completion 3rd July 2020.
- Copley Primary School– Built on an adjacent site and whilst the original school remained open. Ensuring no interruption to pupils during construction. The cost of the project was £4m, built over a two year period and competed in 2018.
- Piece Hall renovation (opened 2017).
  Renovation of an important piece of Halifax's heritage. Now a retail hub, events space and tourist attraction, value £22m and winner of several national awards following completion.
- Broad St Plaza Cinema/ entertainment/ parking / office complex, £50m development with 278 content (2013-14).
  Project managed by CMBC included the delivery of a remodelled Orange Street roundabout, multiple signal upgrades and public realm works. The scheme was delivered during 2013-14 and had a value of value £1.5m.
- King Cross District Centre (2015).
  District centre improvements including bus priority, improved pedestrian facilities, additional signal junction and review of TROs, value £500,000.
- Supermarket Development, Elland, with 278 content (2015).
  Project managed by CMBC this project included a new access road, highway widening, signal junction, pedestrian access improvements, new TRO and cycle connection

improvements. and had a value of £1.5m

- £25m "Flood Recovery" works funded by DFT (2016-2018).
  This programme involved repairing 20 damaged bridge structures and includes 4 total replacements. 7 landslips were addressed, and this included a major landslip that involved significant land contamination and was classified as Licensed Works. The programme had a value of £25m.
- Hebden Bridge Renaissance (2008).
  Town wide traffic review including circulation, public transport, kerbside review, new P&D introduced and junction upgrades culminating in an award-winning public realm scheme to core streets and square. Project value of £2m
- Halifax Centre Zones and Loops (2000-06)
  – Town wide Town wide traffic review including circulation / public transport / kerbside review / multiple junction upgrades culminating in an award-winning public realm scheme to several core streets paved in natural stone / granite materials and pioneering the clean street approach to signing and furniture. Total value of £6m

Project Governance and Management

The Major Projects team at CMBC are leading on the A629 Phase 2 scheme, along with Calderdale's wider West Yorkshire-plus Transport Fund programme and ensures that this scheme's development and delivery is closely aligned with the wider portfolio. This portfolio oversight ensures that the scheme's future development will be tailored to realise Calderdale's growth ambitions as a collection of projects, rather than standalone schemes.

CMBC have a dedicated and established West Yorkshire-plus Transport Fund delivery team, created in 2014. The delivery team consists of 11 FTE personnel; Programme Manager, 4 Project Managers, 2 Assistant Project Managers, a Project Assistant, Land Surveyor, Communication Officer, Legal Officer along with additional support from an interim/part time Transport Planner and Project Planner. This standalone approach to delivery has been validated by CMBC's advanced stage of programme delivery, in comparison to neighbouring authorities.

This delivery team consists of a broad variety of desirable skill sets and backgrounds. The Programme Manager has delivered projects for one of the UK's largest contractors, successfully delivering multiple high value highway schemes and currently managing the £125.6m A629 portfolio. The team's Technical Lead has over 30 years' experience delivering Local Government Highway and public realm projects. The Project Manager for this project has over 25 years' experience including major highway infrastructure works and has delivered high value (£25-£650m) projects. The team also has a very experienced private sector Transport Planner within the team. The team has been developed to be an 'intelligent client' and whilst not large enough to produce all the outputs required for the West Yorkshire Combined Authority's Assurance Framework directly, this team has the knowledge and experience to get the best value for money and highest quality work from the consultants and contractors commissioned to undertake the project development/delivery.

The West Yorkshire-plus Transport Fund employs dedicated support staff with experience of project delivery in various public sector organisations, this has proven very beneficial in dealing with the large amount of administration required to fulfil CMBC and West Yorkshire Combined Authority's governance process. This scheme has benefited from on-going Transport Planning support and input from Adam Kendall-Ward since January 2016.

This West Yorkshire-plus Transport Fund team are all PRINCE2 trained; with Project, and Programme Managers and Senior Transport Planner (Combined Authority) having completed

the Practitioner level certification. The Programme Manager is an accredited MSP Practitioner and implements these governance principles to the programme. The team utilises PRINCE2 project management principles in delivery of their projects.

The project delivery team operate within the Council's very robust rules and procedures. This ensures that the West Yorkshire-plus Transport Fund team maintains compliance with current UK and EU legislation and stays in line with the wider Council's priority outcomes; growth, ambition, resilience, sustainability, efficiency and fairness. As displayed in the organogram below, specialist technical support will be commissioned to construct the scheme. Alongside a traditional Civil Engineering Contractor to construct the scheme a dedicated site supervisory team will be procured and appointed to manage the day to day site activity. This approach has been adopted and proven successful for the construction of the A629 Phase 1a scheme.

The governance structure for the A629 Phase 2 project can be found in Figure 6.1. It has been designed to be flexible, able to respond to change and developments within the project and wider regeneration within the district. In general terms, the management of the project is split up into three tiers consisting of the Internal Client team (as directed by the West Yorkshire-plus Transport Fund Programme Manager, with the Senior Responsive Officer being the Director of Regeneration and Strategy), the West Yorkshire-plus Transport Fund Programme Board and CMBC Cabinet.

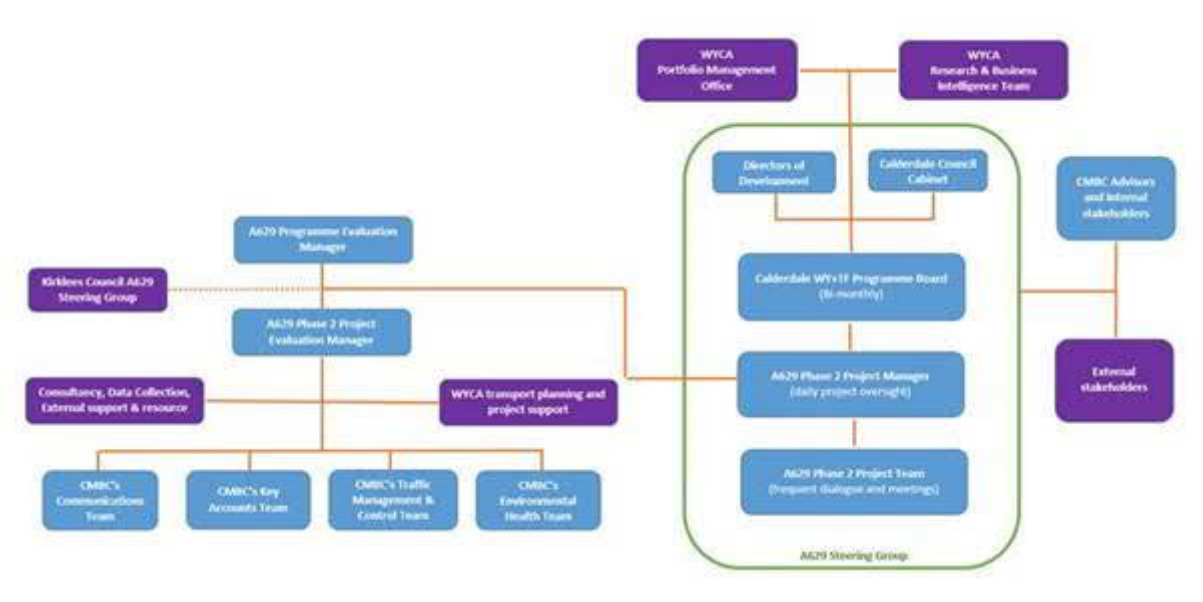


Figure 6.1: A629 Phase 2 Governance Arrangements

The Board governs the entire West Yorkshire-plus Transport Fund programme. The Programme Board will appraise and approve the proposed designs of the projects and provide advice and support to oversee the internal financial and procurement processes. Established project management tools are in place within CMBC, and these recognised processes will be used in the delivery of this scheme. Project Management deliverables include:

- Monthly highlight reports (prepared by the Project Manager) to Project Board.
- Bi-monthly reporting to Programme Board.
- Quarterly claim forms to West Yorkshire Combined Authority.
- Attendance at peer and PAT review sessions as appropriate.
- Use of West Yorkshire Combined Authority's PIM system, which will become a routine

process administered by the project's support team.

- By exception reporting or board meetings as required.

6.1.2 Which organisations are involved in the delivery and management of this project?

The two key organisations in delivery of this scheme are Calderdale Metropolitan Borough Council and the West Yorkshire Combined Authority. Table 6.1 details the project delivery partners.

Both CMBC and the Combined Authority have worked with bus operators in relation to the revised access arrangements to Halifax Bus Station, the provision of on-street bus stops at the Eastern Gateway serving Halifax rail station, in addition to the implications of the partial closure of Market Street and the resulting re-routing of services required.

Table 6.1: Project Delivery Partners

Organisation	Role in project delivery
Calderdale Metropolitan Borough Council	• Scheme promoter and delivery partner; • Liaison with stakeholders (both internal and external to CMBC); • CDMC Client.
West Yorkshire Combined Authority	• West Yorkshire-plus Transport Fund Programme co-ordination and scheme funder; Transport Planning input and support. • Bus re-routing and stopping pattern co-ordination; • Bus Station landowner.
AECOM	• Technical support and detailed design.
Contractor	• To be tendered subject to approval of this Business Case
Arriva Yorkshire	• Bus operator.
First West Yorkshire	• Bus operator.
Yorkshire Tiger	• Bus operator.

6.2 Scheme Programme

6.2.1 What is the anticipated scheme delivery timeframe?

This is a diverse scheme over an extensive geographical area within Halifax Town centre and considerable effort has been put in to planning the construction to ensure the scheme is deliverable with minimal disruption to traffic accessing the centre of Halifax and within the other constraints as set out below. The outcome of this planning exercise will inform the Works Information, detailing the constraints CMBC will expect the contractor to operate within throughout the construction of the scheme.

The overall programme strategy is to set a realistic delivery period, following the selection of a preferred contractor and approval of the FBC+. Due to the impact of time constraints of the

CPO process for land acquisition it is envisaged that the project will be delivered in number of phases - Eastern, Western and Central. Of these phases, only the Eastern Corridor is at risk of delay due to the required land take. The Western corridor is entirely within the adopted highway, or on land in the control of CMBC, as is the Central area. Therefore, these phases are not subject to the time constraints of land acquisition.

Now planning has been approved, Calderdale and their legal advisers have commenced the preparation of the CPO. A CPO duration guide of eighteen months has been suggested by Calderdale Council's internal Legal department. Therefore, to reduce this period, negotiations have already commenced with outline "approval in principle" provided by two of the six areas required. Following previous discussions with WYCA colleagues, Calderdale Council is adopting the twin track approach for land acquisition and ensuring delays are mitigated at early stage. The delivery programme reflects the full CPO time constraint.

In summary, following approval of the FBC, CMBC propose to progress quickly to tender to appoint a main contractor, with submission of an FBC+ in Q1 2021. The main contractor will be appointed to undertake all phases of the scheme, however, there will be a break point in the contract following completion of the Western and Central Corridors, to enable management of the risk around land acquisition for the Eastern Corridor. CMBC intend that the FBC+ will be a 'live document', evolving as the scheme progresses. The initial FBC+ will be submitted in Q1 2021 in respect of works to the Western and Central Corridors only, with the FBC+ for the Eastern Corridor following in late 2021, following completion of the land acquisition. The final FBC+ for the elements of the scheme associated with the Butterfly Meadow following in line with the HSG programme.

The delivery of the Western corridor will commence immediately upon approval of the FBC+ in April 2021 and is likely to take approximately eighteen months to complete. Implementation of parts of the Central area can also commence immediately however, the final implementation of the Central area will not take place until completion of the Eastern Corridor, with the pedestrianisation of Market St being the final element to be completed. The estimated completion date is May 2024. The construction period of thirty-six months is a timely sequence if CPO takes the full eighteen months and may be reduced once a contractor is appointed. Furthermore, in the unlikely event CPO takes longer that the period suggested, the contractor will still be able to complete other works on the Eastern and Central Corridors. Therefore, time impacts are de-risked, and possibility of early completion could be realised.

A detailed scheme programme is included in Appendix M4. Table 6.2 below summarises the key dates within the programme.

Table 6.2: Main Scheme Programme

Milestone	**Date**
Planning Application Submitted	February 2020
Full Business Case (PMO activity 4) submitted	July 2020
PAT Review	12th August 2020
Planning Application Approved	June 2020
Investment Committee Approval	29th September 2020
Combined Authority Approval	8th October 2020

Full Business Case with costs (PMO activity 5) approved	February 2021
Delivery (PMO activity 6)	April 2021-May 2024
Post Completion Review (PMO activity 7)	May 2024- May 2025
Evaluation (PMO activity 8)	May 2025

6.3 Delivery Constraints & Risk Management

6.3.1 What Delivery Constraints exist?

Halifax Bus Station

Construction of the new bus station is planned for a 12-18 month period from Spring 2021. During this time accommodation of temporary on-street bus stops and facilities (driver facilities and toilets) will be required.

The project team for the bus station and the A629 phase 2 are working closely to ensure that both projects can be delivered within their planned programme. The detailed programme for Phase 2 has been developed to phase the works to market Street to be implemented after construction of the bus station has been completed, allowing for flexibility on the provision of temporary bus facilities.

Station Approach (overbridge)

- Closure of Station Approach may not be achievable when the junction with Church Street/Horton Street undergoes reconstruction subject to the programme for the delivery of Halifax Station gateway;

Future High Streets Fund

- The project team is working closely with Calderdale's FHSF team to ensure the delivery of both projects can be undertaken successfully in a co-ordinated manner.

Land acquisition

- Negotiation and compulsory purchase orders being undertaken in parallel, so no risk to scheme delivery;
- Phased delivery approach to deliver scheme at earliest opportunity; See section 6.2.1 above for details.
- Please refer to the phasing in Section 3.2.1 for further information.
- The main contract for delivery will include break points allowing Calderdale to terminate or delay the construction contract should the land acquisition not be agreed. Suitable sectional access and completion dates will be stipulated for those elements of the scheme that require land acquisition.

Key delivery constraints are detailed in Table 6.3.

Table 6.3: Key Delivery Constraints

Delivery Constraint	Scheme Position
Planning consents	Planning Application submitted February 2020; planning

	approved 16th June 2020.
Compulsory Purchase Orders	To commence following planning and will twin track current negotiations as a precautionary measure with only the Eastern Corridor requiring land acquisition.
Side Roads Order	As per CMBC's procedures.
Public consultation	Completed, with feedback incorporated into final design
Public Inquiry	Not anticipated.
Traffic Regulation Orders	Process due to commence now, following planning approval.
Temporary Traffic Regulation Orders	As per CMBC's procedures.
Procurement contracts	Will follow the process set out in section 3.2.1.

6.3.2 What approach is being adopted towards risk management?
Risk will be managed proactively at both a programme and project level throughout the development and delivery stages of the project. Remaining risks will be proactively monitored and managed throughout the delivery of the project using the working risk register. The risk register will continue to be developed and updated as the project progresses. Monthly risk reduction and opportunity meetings will be held throughout the construction phase jointly between the Designer, Contractor and client. A copy of the quantified risk register is contained in Appendix M1. The outstanding risks in this register cannot currently be eliminated, thus have been costed using the monte carlo analysis and monies attributed to cover these should they occur. Where appropriate, risk owners have been allocated risks and are responsible for ensuring the likelihood of their occurrence is minimised by eliminating, reducing, sharing, informing, controlling these risks and/or planning/implementing mitigation measures. CMBC has an established approach to the contractual management of risk. The NEC3 contract will be used for the procurement and subsequent management of a contractor to deliver the A629 Phase 2 scheme. An NEC3 contract lists the Contractor and Client responsibilities very clearly; stating who carries the liability for these risks. Risks given or shared with the Contractor will be outlined in the ITT that will be undertaken if the project proceeds into Activity 5. Incentivising the risk transfer conditions of the contract has so far proven very successful for CMBCs A629 Phase 1a scheme – as such, this approach will be implemented for this project. Under NEC conditions there are very clear process for Contractors to follow to ensure they are reimbursed if there are cost increases or time overruns. 'Compensation Events' gives CMBC a single assessment that deals with the entire effect of an event on time, cost or quality. A strict procedure must be followed to ensure these are dealt with fairly and in a timely fashion. The NEC contract promotes collaboration and partnership between delivery partners and the Client. It utilises open book accounting to prevent an adversarial approach seen in more traditional construction contracts. CMBC will share risk and opportunity with the Contractor/Consultant in order to align the goals of all parties to ensure they are all working

towards the best outcome for the project. In this vein, a Target Cost contract, with a pain/gain share mechanism will be employed. This will incentivise the Contractor to stay within the scheme 'Target Cost' to allow them to 'gain' (profit) if they can complete the project under this figure. Adversely, 'pain' (lost income) will occur if the contract exceeds this value. These amounts are likely to be shared 50/50, meaning any saving or exceeded spend will only need to be covered/received 50% by the Promoter/Funder. Along with competitive tendering for the construction works, elements of the target cost will be 'negotiated' to ensure the project Target Cost is not above the value of the works. An Activity Schedule will be used, instead of a Bill of Quantities. This will mean that unexpected works are more likely to have been priced and have agreed (competitive) rates under the contract to minimise the likelihood of high costs for additional works required under the contract.

A minimum limit of indemnity insurance will be required from the successful Contractor and Consultants involved during the next phase of development/construction. External, specialist construction legal support will be utilised to draft the construction contract to ensure the Promoter and Funder's risks are minimised, the contract is tailored to suit their requirements whilst incentivising the Contractor. It must though be noted the contract cannot impose too much of a burden onto the Contractor, to ensure the commission is appealing to the market to ensure competitive and high-quality tenders are received.

Post-completion maintenance and operation liabilities for the highway and any associated public realm works will fall to CMBC. These costs have not been included in the cost estimate as they will become part of the maintenance and operations costs for the Highway Authority.
The updated Risk Register clarifies roles and responsibilities and risk transference, for instance the principal contractor under the terms of the tender is required to co-ordinate all specialist service activities and utility interventions within his programme.

A Client site supervisory team will be appointed to oversee the daily works and progress. They will be available immediately to the Contractor to make decisions on issues that arise to minimise contract delays awaiting resolutions. Reporting will be the responsibility of the Project Manager who will in turn require support from the commissioned works supervisory team. Any programme level risks which implicate time delay and cost will be reported via the Project Manager to Programme Manager and then Programme Board for mitigating action decisions.

Contractual cost overruns are subject to successful Risk Management and contractor delivery overseen with robust supervisory measures in place. Contractor early warnings or compensation events will be managed during the course of the works by the Site Team and Project Manager, who combined bring specialist NEC3 and a wealth of large construction supervisory experience to ensure appropriate Client resources are being engaged.

Contractual claims having cost and programme implications will be reported in daily / weekly site logs which will be assessed by the scheme Project Manager who report to the CMBC Programme Manager; who will escalate to the CMBC West Yorkshire-plus Transport Fund Programme Board if appropriate.

Additional monies required for valid claims will be drawn down from the QRSA budget. Any, unlikely, expenditure beyond this limit is understood to be payable by CMBC.

West Yorkshire Combined Authority will be provided with bi-monthly highlight reports and updates via CMBC West Yorkshire-plus Transport Fund Programme Board meetings. Reporting by exception for any other items requested will also be available.

6.3.3 What are the Scheme Headline Risks

The headline risks from the risk register are:

- Cost implication of compensation claims in respect of blight once the scheme becomes public – residential claims. On completion of scheme - permanent;
- Unknown engineering deliverability risks resulting in delay to scheme from extended construction period and/or insufficient available funding;
- Risk of noise mitigation measures being required for properties that have a significant impact.
- Unplanned works not associated with this project are required within the highway during construction period, in or around the site leading to delays and increased costs;
- Small Services: Unknown extent of required statutory utility diversions risks increasing costs or causing delay to scheme (Small Services). Pre-existing renewal schemes for statutory utilities not coordinated with the scheme;
- Large Services: Unknown extent of required statutory utility diversions risks increasing costs or causing delay to scheme (Large Services).Pre-existing renewal schemes for statutory utilities not coordinated with the scheme;
- Programme/ cost risk as a result of unplanned utility apparatus works.

The risk register (Appendix M1), contains further information on these risks including counter measures to lower the risk.

COVID 19

The project team have considered additional risks to the project arising from COVID-19. These are summarised below:

Risk	Impact	Probability	Risk Level	Mitigation and discussion.
Further lock downs are required during delivery of the scheme.	Delays to construction	Low	Low	ITT will require contractors to have 'COVID' secure methods of working.
Difficulty in sourcing materials and/or labour	Delays and increased cost	Low	Low	Construction is not programmed to commence until 2021. It is anticipated that production levels and supply chains will have recovered sufficiently. Additionally, materials specified are largely available locally to the site. The situation will be kept under review as the scheme progresses towards tender and construction.

Temporary facilities put in place by Calderdale to assist public social distancing become permanent.	Very little impact. A key objective of the scheme is to improve facilities in the town centre for pedestrians and cyclists. The scheme will see the permanent implementation of certain measures, such as the removal of bus stops and parking on market street.	Low	Low	This scheme is complimentary to the temporary scheme, making some of the measures permanent.
Travel patterns change permanently.	The economic impact of the scheme may change.	Low		Given the timescale for the full implementation of the scheme, and the comparatively very short period for which COVID 19 impacts have been experienced, it is deemed too early to consider any significant changes to the scheme. Additionally, it is noted, that the scheme has considerable benefits for active modes, and, hence, if travel habits do change in the long term a result of COVD 19, the scheme will have a greater potential economic benefit.

6.3.4 Has a Quantified Risk Assessment been carried out?

Quantified Risk Assessment (QRA) has been completed as part of this submission at is attached at Appendix M1. The QRA sets out how any unresolved risks will be incorporated into scheme costs and adequate funding made available in the event that they occur.

6.4 Communications and Stakeholder Management

6.4.1 Does the Project have a Communications Strategy?

The Next Chapter Stakeholder Engagement and Communications Strategy incorporates all West Yorkshire-plus Transport Fund projects and wider regeneration programmes within Calderdale. The aim of the strategy is to deliver tailored and effective communications and stakeholder engagement, achieved by building long-term and enduring relationships with stakeholders by demonstrating that feedback is listened to, and acted upon to deliver positive outcomes for Calderdale

Delivery of the communications strategy for this project has included:

- Agreeing communications and engagement objectives, key messages and theme(s);
- Mapping stakeholders regularly to identify the target audience and methodology for engagement activities (internal/external/linked);
- Tailoring digital engagement to encourage two-way conversations rather than one-way broadcast;
- Delivering communications that follow the Next Chapter Brand Guide and the West Yorkshire Combined Authority Publicity Guidelines;
- Identifying communications channels based on the aim of the engagement, the target audience, and their preferred method of engagement;
- Using multiple communications channels to allow for choice and accessibility, reaching the widest possible audience. This includes hosting a dedicated Next Chapter website;
- Identifying the best methods for managing expectations locally, given that the project is part of a wider, longer term delivery programme and as a result, benefits may not be realised immediately;
- Procurement of marketing/communications/ web development expertise (where necessary);
- Producing communications materials to convey the details of agreed, planned and aspirational work packages in a way that is simple and easy to understand;
- Delivering marketing materials that highlight the regeneration agenda of the Next Chapter portfolio and promoting Calderdale as a place for investment.
- Continuously measuring and evaluating (cost and impact) to ensure that the project communications and engagement achieves the objectives.

A Phase 2 Stakeholder Engagement Plan has been created that aligns to the strategy, delivering a comprehensive approach to the project. The plan includes:

- Resource plan that identifies resources required to undertake activity, identifying a mechanism for on-going maintenance of communication materials;
- Engagement activity and feedback log to ensure that stakeholder feedback is captured and responded to;
- Timeline of engagement and key milestones for the duration of the project (this will include specific details of the scheme and the construction phase);
- Tailored stakeholder identification and mapping. Key stakeholders include accessibility and equality groups, transport interest groups, third sector organisations, Town Centre businesses and key attractors, local organisations (i.e. Halifax BID, Town Board), major employers, statutory stakeholders, site developers and investors, West Yorkshire

Combined Authority, local residents, CMBC members, and CMBC officers.

- Governance arrangements and key project roles;
- The plan will enable stakeholders' easy access to information on upcoming developments and proactively communicate pertinent details, reducing the number of FOI requests which will be received by the Authority;

Public engagement is described in detail in the Strategic Case, as a brief summary engagement to date has included:

- July 2017 Town Centre exhibition
- May 2018 Town Centre exhibition
- Ongoing digital engagement – e.g. Next Chapter newsletter, promotion via social media, and up to date plans featured on the Next Chapter website.

Further publicity and communication on the specific details of the scheme and construction phase plan is planned to follow a successful FBC approval. This will include liaison with all project stakeholders.

6.5 Benefits Realisation

6.5.1 Benefits Realisation Plan

A Benefits Realisation Plan (BRP) has been produced to identify, track and compare the various benefits expected to be delivered, this can be found in (Appendix M2). The BRP sets out the main activities that are needed to manage successful realisation and will involve the completion of a post-construction appraisal to identify the actual/observed Benefits to Cost Ratio (BCR) and Transport Economic Efficiency for the full A629 Halifax to Huddersfield Corridor Improvements package. These results will be compared with the original assumptions and forecasts set out in the Full Business Case.

The scheme objectives for the A629 Phase 2, set out in section 1.0, have been used to develop the 'desired outputs, outcomes and impacts' for the scheme. Combined these are the actual benefits that are expected to be derived from the project and can be linked back to the overall objectives of the A629 Halifax to Huddersfield Corridor as used in the A629 Overarching Monitoring & Evaluation Programme, as follows:

- Improve accessibility to the economic centres of Halifax and Huddersfield;
- Facilitate local development and job creation; and
- Improve the natural and built environment

Given the scheme objectives identified for Phase 2 of the A629, the BRP focuses upon the delivery of highway interventions across Halifax town centre and on the key eastern and western corridors, including new public realm, improved pedestrian and cyclist amenities, a 'bus loop' and complementary measures such as better rail and bus interchange opportunities, and measuring the associated outcomes and impacts.

The desired outputs can be described as the tangible effects and/or infrastructure that are funded and are the result of the scheme. The desired outcomes are what happen as a result of the outputs. The desired impacts are those that are brought about by the scheme in the short, medium and long term as a result of the outputs and outcomes. To determine whether the benefits are being realised, the desired outputs, outcomes and impacts for the A629 Phase 2 have been converted into measurable indicators of scheme benefits, as set out in Table 6.4. A full BRP also been prepared as part of the next stage of works in conjunction with a detailed Monitoring and Evaluation Plan, these can be found in Appendices M2 and M3, respectively.

Table 6.4: Outline benefits matrix including scheme objectives, desired outputs, desired outcomes and desired impacts for the A629 Phase 2.

Scheme objectives	Desired Outputs	Desired Outcomes	Desired Impacts
20% increase in footfall by five years after scheme delivery.	• Pedestrianisation • Public realm enhancements - Gateways • Dedicated pedestrian facilities	• More people in Halifax town centre • More active mode choice into Halifax	• Improved public health • Opportunity for economic growth
Air quality levels at monitoring and evaluation sites DT2P2, DT3P2, DP10P2, DP11P2 and DT12P2 will meet the relevant standards by 2026.	• Pedestrianisation • Public realm • Eastern corridor	• Less vehicles in the town centre core • Increased throughput	• Improved sense of place and pedestrian environment
Noise levels (LA10, 18hr values) at monitoring and evaluation sites ML1, ML3, ML5 & ML6 will not exceed 68dB by 2026.	• Pedestrianisation • Public realm • Eastern corridor	• Less vehicles in the town centre core • Increased throughput	• Improved sense of place and pedestrian environment
5% increase in the percentage of commercial units occupied five years after scheme delivery.	• Pedestrianisation; • Revised bus network • Pedestrian infrastructure improvements	• Aid unlocking of development sites • Enlarged town centre core	• Existing and new business investment • Opportunity for economic growth
Reduction in the number of casualties of 42% by five years after scheme delivery.	• Pedestrian infrastructure improvements • Road closures - pedestrianisation • Reduced traffic conflict points • addressing safety concerns •	• Reduced conflict in traffic movements • Improved driver awareness • Improved travel safety	• Improved public health • Improved quality of life
Increase bus patronage in Halifax Town Centre by 25% by five years after scheme delivery.	• Revised bus network • New infrastructure (stops and priority)	• Improved bus network coverage • Increased interchange opportunities	• Improved accessibility to town centre core • Improved accessibility to development

	• More interchange opportunities		sites • Improved interchange opportunities
20% increase in traffic using the eastern corridor by five years after scheme delivery.	• New junctions • Revised traffic priorities	• Improved route information • Improved throughput	• Improved accessibility to development sites • Opportunity for economic growth
300% increase in cyclists crossing the Halifax Town Centre five years after completion of the A629 Corridor programme.	• Improved facilities for active modes	• Modal shift	• Improved public health • Improved quality of life

In terms of tracking the benefits, it is the intention of CMBC that all elements of Phase 2 are fully implemented prior to tracking the associated benefits. This is because of the likely traffic re-assignment, temporary disruption to business activity and on the highway network and any delays that are anticipated during the construction period. For this reason, it is recommended that the benefits are initially tracked in line with the scheme's monitoring and evaluation approach, i.e. one year after full scheme opening and again five years post opening. The selection of tracking metrics in these timeframes will vary according to the anticipated manifestation of outputs and impacts, such as short, medium and long term.

It is worth noting that the refreshed June 2020 Monitoring and Evaluation Plan gives careful consideration of the execution of key activities during the influences of COVID-19 lockdown, introduced in March 2020. This is likely to mostly affect pre-construction / baseline activities, programmed for Spring 2021, although the longer-term impacts may be felt over the life of the wider A629 Halifax to Huddersfield Corridor programmes. More detail is provided under 6.5.2, regardless, Calderdale Council will continue to liaise with West Yorkshire Combined Authority on the most suitable approaches to completing the A629's benefits realisation and monitoring and evaluation.

It should be noted that benefits realisation of the entire A629 corridor package and all of its delivery phases will need to be assessed collectively at some point in future. This will likely be picked up as part of the final impact evaluation conducted as part of executing the overarching A629 Monitoring and Evaluation programme, with this particular activity scheduled for five years after scheme completion. Jobs and GVA within Halifax town centre, for example, will in part be facilitated by improved multi-modal access across the whole A629 corridor and within Halifax town centre itself as part of Phase 2. This suggests a programme of individual monitoring for each phase of the A629 corridor, as has been the proposed approach taken, but also an allowance for fuller evaluation of the entire A629 package. Consequently, fuller evaluation of the entire corridor will be carried out as part of the overarching A629 Monitoring and Evaluation Programme. This is detailed further in section 6.5.2.

This BRP is owned by the Project Manager for the A629 Phase 2, who is responsible for overseeing any particular benefits which are explicitly delegated as necessary. Tracking the medium and longer-term benefits are likely to be the responsibility of the Benefit Owner, i.e. Calderdale Council. The owners will be responsible for tracking and reporting the benefits

being released in accordance with the Combined Authority's Assurance Framework protocols concerning Activity 7 (Close and Review), while reporting any exceptions. This approach will allow early identification of any particular areas where benefits are not being fully realised as anticipated. In such circumstances the Project Manager or Benefit Owner will then appoint someone with sufficient expertise to execute and manage remedial actions to try bringing benefits back in line with expectations.

6.5.2 Is there a Monitoring and Evaluation Plan?

Progress on the scheme's delivery as well as outputs, outcomes and impacts must be monitored and evaluated in line with the requirements set out in the Department for Transport's 'Monitoring and Evaluation Framework for Local Authority Major Schemes' (September 2012) and in line with guidance from the West Yorkshire Combined Authority. With this in mind, a detailed Monitoring and Evaluation Plan for the A629 Phase 2 has been developed and will be submitted alongside this Full Business Case document. The Monitoring and Evaluation Plan can be found in Appendix M3.

Monitoring and evaluation is an integral part to the assessment of public sector policy and project interventions. Local Government Authorities / scheme promoters have the responsibility to demonstrate that funding for local level investments in transport infrastructure have provided good value for money to the taxpayer. To this end, all promoters are required to monitor progress against a set standard of measures that apply at different stages of scheme delivery and post completion. The purpose of monitoring is to understand if, how and why the intended outcomes and impacts of the scheme have been achieved or exceeded. Monitoring and evaluating substantial Local Government investments into major schemes can achieve the following objectives:

- Provide accountability for the investment;
- Evidence future spending decisions;
- Learn about which schemes deliver cost-effective transport solutions;
- Enhance the operational effectiveness of existing schemes or future schemes;
- Improve future initiatives based on learning.

Given the cost, scale, complexity, and planned delivery of the full £120m A629 Halifax to Huddersfield corridor improvements, an evaluation of the full A629 scheme as a package (comprising every delivery phase) is necessary. For this reason, a wider Overarching A629 Monitoring and Evaluation Programme (January 2017) has been developed by Calderdale Council, in partnership with Kirklees Council and the West Yorkshire Combined Authority, to allow for parallel fuller evaluation of the A629 corridor scheme to generate evidence on:

- Whether the scheme has been delivered effectively and efficiently;
- The key effect of the scheme on anticipated outcomes and whether these have contributed to the intended impacts;
- Whether the scheme has any unintended adverse or positive effects.

In this way, the fuller evaluation will build upon the evidence generated through monitoring of the standard, and enhanced metrics (as defined in the DfT framework) by combining this data with other bespoke measures and metrics identified by West Yorkshire Combined Authority, demonstrating the causal pathway between the scheme and the observed outcomes and impacts. Completion of fuller evaluation will involve the reporting of each of the following steps:

- **Process Evaluation**: Assessing the processes by which the scheme was implemented (e.g. Prince2 principles and products), to understand how the scheme has influenced outcomes and impacts;
- **Impact Evaluation**: analysing the outcomes and impacts generated by the scheme, providing a means to gather reliable evidence of attribution and the extent to which the scheme has caused the changes observed;

- **Economic Evaluation**: Assessing whether the investment costs have been outweighed by the benefits, involving an ex-post appraisal using updated outturn values and appraisal assumptions based on collated evidence from the full monitoring and evaluation programme.

The Overarching A629 Monitoring and Evaluation programme acknowledges that specific objectives which are identified for the different A629 delivery phases, including Phase 2, will be realised at different times in the wider delivery programme. The higher level strategic and economic impacts delivered by the full A629 package are unlikely to fully materialise until the later stages of the programme, when all of the delivery phases have been implemented and established. For instance, one of the more immediate outcomes of Phase 2 will be improved connectivity for pedestrians and cyclists to the Halifax Town Centre core through the creation of public realm spaces and enhanced crossing facilities, while longer term impacts that influence travel behaviour, environment and economy of Halifax Town Centre and wider district will occur later

To take account of the long delivery timeframe for the whole A629 corridor package, it is proposed that the Overarching A629 Monitoring and Evaluation Programme will be supported by individual monitoring and evaluation plans, which will be prepared for each of the delivery phases identified. Each monitoring and evaluation plan will focus on the specific inputs, outputs, outcomes and impacts associated with interventions delivered as part of the respective delivery phase. Full details of the approach taken with evaluating the full A629 corridor programme which comprises all of the delivery phases as a whole are set out in the Full Overarching Monitoring & Evaluation Programme. In short, the monitoring and evaluation programme will be carried out in a number of stages, as follows:

- Baseline / Pre-construction Report – which was completed in October 2017 for the full A629 scheme corridor package;
- One Year After Outcome Evaluation Report, completed for each of the sub-phases (e.g. Phase 2) one year after the completion of each delivery sub-phase Five Years After Impact Evaluation Report, completed for delivery phase five years after the respective phase completion
- Final Monitoring and Evaluation Report for the full corridor package, to be completed five years after the completion of the corridor programme.

The supporting monitoring and evaluation plans will set out the suitable monitoring activities under each monitoring metrics as a means of assessing contribution towards the project objectives. All ‘before’ baselining data was captured prior to the delivery of Phase 1a in the summer 2017. This was scoped for the entire A629 corridor package as part of the overarching monitoring and evaluation programme. This approach enabled the establishment of a comprehensive baseline in which to assess the strategic performance of the full A629 package following the completion of all of the delivery phases. Where necessary this will be complemented by further baseline data gathered to reflect the change in scope and detailed design which have occurred in the individual delivery phases since October 2017. This approach helps to ensure an appropriate baseline is available against which the realisation of benefits may be benchmarked.

Documenting the evaluation findings will involve the production of a ‘One Year After’ Report (released 1-2 years post scheme completion for each of the delivery sub phases, e.g. Phase 1a and Phase 1b) and a ‘Five Years After’ (released five years after the completion of each delivery phase, e.g. Phase 2). The One Year After report will measure immediate outputs and outcomes of the respective sub-phase on travel demand, journey times and the environmental impacts. The Five Year After Report will provide an evaluation of the longer-term impacts of each delivery phase (e.g. Phase 2), against the strategic metrics such as economic, travel behaviour and environmental impacts.

A Final Monitoring and Evaluation Report will be prepared five years after the completion of the final delivery stage of the full A629 programme. This will assess the full strategic impacts

of the entire A629, collating the findings of all the monitoring and evaluation documentation, and competing an Outturn appraisal to determine the wider economic impacts of the package.

A629 Phase 2 Monitoring and Evaluation

A detailed Monitoring and Evaluation Plan for the A629 Phase 2 to support the wider A629 Monitoring and Evaluation programme discussed above. This has been submitted alongside this Full Business Case. The Monitoring and Evaluation Plan can be found in Appendix M3. The project has set aside a budget of £400,000 for the execution of the scheme's pre and post-construction monitoring and evaluation activities. This is classed as 'Benefits Realisation Reporting' in the breakdown of costs table.

The Monitoring and Evaluation Plan sets out the suitable monitoring activities to be carried out for each of the monitoring metrics, linked back to the 'Standard' and 'enhanced' metrics set out in the DfT framework. As a result of the COVID-19 pandemic, associated lockdown and potential longer-term impacts, it is proposed that A629 Phase 2 monitoring and evaluation plan will utilise elements of the wider October 2017 A629 programme baseline in which to monitoring performance and evaluate the impacts of the Phase 2 component. At the same time, the plan identifies any further primary and secondary data collection which is needed to complement the overarching A629 baseline (Summer 2017) and reflect changes in the Phase 2 scheme design which have occurred since construction commenced on Phase 1a of the A629 scheme, which was August 2017.

Depending upon any lasting impacts of COVID-19 lockdown, discussed in section 5.4 of the Plan, and long-term influence on travel demand, behaviour and economic activities in early 2021, it is proposed that a supplementary 'A629 Monitoring and Evaluation Phase 2 Baseline' report will be produced. This will be appended onto the A629 Monitoring and Evaluation Overarching Programme Baseline Report produced in October 2017.

If it is not deemed appropriate to undertake this supplementary report because of COVID-19, the A629 Phase 2 scheme will rely upon the original October 2017 baseline data, and where possible supplement this with alternative neutral data captured from secondary sources before the Covid-19 pandemic. In either scenario, advice will be sought from West Yorkshire Combined Authority on the most suitable approach.

The following are the core measures required to be monitored and evaluated:

- Scheme Build
- Delivered Scheme
- Outturn Costs
- Scheme Objectives
- Travel Demand
- Travel times and reliability
- Impact upon the Economy
- Carbon
- Noise
- Local Air Quality

Within each of the metrics listed above, the DfT's M&E guidance sets out key measures and

components that will need to be assessed. The measures that will be as part of the A629 project monitoring and evaluation are summarised in Table 6.5 below.

Table 6.5. – 'Standard' and 'Enhanced' monitoring and evaluation metrics, DfT, 2012.

Item / metric	Stage	Data collection timing	Rationale
Scheme Build	Input	Throughout delivery and construction	Knowledge
Scheme Costs	Input	During delivery / post opening	Accountability
Delivered scheme	Output	During delivery / post opening	Accountability and Knowledge
Travel Demand	Outcome	Pre and post construction / delivery	Accountability and Knowledge
Travel times and reliability	Outcome	Pre and post construction / delivery	Accountability and Knowledge
Impact upon the Economy	Impact	Pre and post construction / delivery	Accountability and Knowledge
Carbon	Impact	Pre and post construction / delivery	Accountability and Knowledge
Noise*	Outcome and impact	Pre and post construction / delivery	Accountability and Knowledge
Local Air Quality*	Impact	Pre and post construction / delivery	Accountability and Knowledge
Accidents*	Impact	Pre and post construction / delivery	Accountability and Knowledge

* - *enhanced monitoring and evaluation measure*

Documenting the evaluation findings will involve the production of a 'One Year After' Report (released approximately years post scheme completion) and a 'Five Years After' (released five years after scheme completion). The One Year After report will measure immediate outputs and outcomes of the project, much of which will inform the Project Closure Report. The Five Year After Report will provide an evaluation of the longer-term impacts of the scheme, against the strategic metrics.

6.6 Change Management

6.6.1 How will changes be managed

Please also refer to Section 6.3.2 which covers the management of risk associated with Change Management within the consultant/contractor's package scope.

Successfully managing change to projects scope and deliverables is key to project success.

Calderdale MBC has implemented a strategic Change Management Framework for all of the Projects within the Major Projects Portfolio, which includes West Yorkshire-plus Transport Fund projects. The establishment of the Change Management Strategy follows on from lessons learned activities undertaken by the West Yorkshire-plus Transport Fund project team and reflects many of the observations of this work.

The Change Management Strategy establishes a coherent and consistent set of procedures, standards, tools and techniques for use by all staff deployed across the entire West Yorkshire-plus Transport Fund Programme. The strategy will also assist building a best practise culture with regard to the implementation of management procedures that enable the Programme to work effectively and thereby contributing to the success of the Programme.

The scope of this strategy covers all West Yorkshire-plus Transport Fund Programme documentation. It complies with the guidance of the:

- Major Projects Product Management Policy.
- PRINCE 2 Change theme.
- West Yorkshire Combined Authority Assurance Process.

This strategy is mandatory. It applies to all information in all formats produced and circulated within the Programme. All individuals within the West Yorkshire-plus Transport Fund programme must comply with this policy when accessing and creating information throughout the West Yorkshire-plus Transport Fund Programme's lifecycle.

This strategy applies to all who are within the West Yorkshire-plus Transport Fund Programme, including employee, contractor, secondee, or agency temporary resource, who will seek to avoid change wherever possible.

Change Management Process

The West Yorkshire-plus Transport Fund Programme Manager is responsible for implementing, managing and measuring the performance of this framework.

A robust change control procedure within the West Yorkshire-plus Transport Fund Programme enables the accurate control and management of West Yorkshire-plus Transport Fund products. Change control is the process through which all requests to change the baseline scope of a project/programme are captured, evaluated and then approved, rejected or deferred. This particular change control process deals with the management of West Yorkshire-plus Transport Fund products (deliverables) only and is referred to as the "Product Change Process".

The West Yorkshire-plus Transport Fund change control procedure will comprise of the steps outlined in Figure 6.2.

Figure 6.2: West Yorkshire-plus Transport Fund change procedure

1. Request – To request a change the "Request for Change" (RFC) report should be fully completed. This form is then sent to the West Yorkshire-plus Transport Fund Programme Manager.

2. Review / Assess - The content and quality for the RFC will be considered by the Programme Manager, and if necessary, the Corporate Lead for Major Projects. A decision will be made as to whether the RFC will be rejected, deferred or presented for decision by the West Yorkshire-plus Transport Fund Programme Board. This will be subject to the impact of the change and within which tolerance/escalation band it sits (see section 6.1). The completed RFC will be circulated to the West Yorkshire-plus Transport Fund to the appropriate governance level for a decision. Should an RFC require approval prior to the next scheduled Board Meeting, there is provision for the Corporate Lead for Major Projects/ West Yorkshire-plus Transport Fund Programme Manager to circulate the RFC electronically to the West Yorkshire-plus Transport Fund Programme Board for approval remotely.
3. Decision – The decision as to whether to approve, reject or defer the RFC will be made by the West Yorkshire-plus Transport Fund Programme Board. The decision will be communicated to the relevant project manager by the Programme Manager.
4. Implementation – All relevant plans, schedules and documentation are updated if a change is approved and before the changes are made to existing products. The work package will be updated, and the previous version attached. Ensure that the team is ready for the change.

The Programme Manager will periodically review implemented changes to ensure they have been executed and effective.

Additionally, CMBC have strict rules regarding contract variations and extensions within their Procurement Rules which must also be complied with before the resulting Change can be implemented.

The Framework contains 3 key elements with activities within each phase, summarised below:

Operational Change Management

The requirement to make operational change is continually assessed by the Major Projects Lead and West Yorkshire-plus Transport Fund Programme Manager. Calderdale recognises that key to successful project delivery (not limited to West Yorkshire-plus Transport Fund schemes) is to ensure that work processes, reporting structures and job roles are reviewed, and updated accordingly to ensure their ongoing effectiveness and that they still meet the project/programme requirements.

CMBC has robust procedures covering all of the following areas:

- Procurement
- External Resourcing
- Audit
- Financial governance and reporting
- Recruitment

Further details on any/all of these can be made available on request.

The appointed contractor will be required to produce contingency plans for various scenarios throughout the works. These can be made available at Review Point 5.

7. Appendices Supporting Technical Studies

Please outline any supporting technical studies that have been or will be commissioned as part of project development / evidence to support the project's Business Case.

Appendix A
Appendix B
Appendix C
Appendix D
Appendix E
(Add additional lines for further appendices as necessary)