Strategic Outline Case – Transforming Cities Fund Scheme

Introduction to the Strategic Outline Case

The Strategic Outline Case (SOC) is a document that demonstrates that sufficient, robust and evidenced scoping has been carried out by the scheme's promoter in order to determine a preferred way forward for delivering the scheme objectives.

The SOC should:

- Reaffirm and update the strategic context for the scheme as was set out in the Strategic Assessment at Activity 1
- Make the case for change
- Determine the short list of options (including a preferred way forward) which will then be carried through to business case development in activities 3, 4 and 5 of the Combined Authority's assurance process.

Identifying the preferred way forward is achieved through 2 steps.

The first step involves appraising a wide range of possible options (the long list) against the scheme objectives and resulting critical success factors in order to determine options which should be carried forward to a short list.

The second step involves more detailed appraisal of the short listed options, including their forecasted costs and benefits in order to determine which option should be categorised as the preferred way forward. This should be the option which at this stage of appraisal is likely to offer best value for money to society and include consideration of wider social and environmental effects.

This template will provide high level guidance, which is aligned to HM Treasury's 5 Case business case model is also aligned with HM Treasury's expectation for an SOC. The HM Treasury's Guide to developing a Project Business (Chapter 5) can also be used for wider guidance on completing this SOC template.

Supplementary guidance notes have been provided, which indicate the scope and scale of appraisal it is anticipated that promoters will undertake to inform their SOC. However, the Combined Authority wishes to ensure that all appraisal undertaken as part of the SOC development process is proportionate to the likely size, scope, complexity and risks of the scheme. As such, it is requested that all Promoters liaise directly with the Combined Authority's Feasibility and Assurance team, to determine that an appropriate level of appraisal is undertaken at the beginning of the SOC development process.

Please note this SOC should provide a summary to the work that has been undertaken to develop this scheme and as a result responses to each question should not exceed 750 words. If you have additional information that you wish to provide to support your response, it should be provided as an appendix to the SOC. However the answer that you provide within the SOC should summarise the content of any appendices.

For wider queries relating to the completion of this template, please contact the Combined Authority's PMO.

What should I do before I start completing the SOC?

The SOC forms activity 2 or the Combined Authority's assurance process. You can find an explanation of the assurance process in the Leeds City Region Assurance Framework.

Before commencing on activity 2, of the assurance process a scheme should have completed activity 1 (strategic assessment) and received decision point 1 approval and the decision point certificate.

Before starting to complete this SOC template, ensure that you:

- Confirm your timescales for completing the SOC (this should have been identified at activity 1), and inform the Combined Authority's PMO when your forecast submission date is.
- Contact the Combined Authority's Feasibility and Assurance team to agree the appraisal approach for the scheme
- Identify any conditions that were set for the scheme at decision point 1 (this will be set out in your decision point certificate) that must be considered as part of the SOC
- Confirm with your lead Combined Authority contact whether this scheme will be eligible for development funding. If you do not know who your lead contact is, contact the Combined Authority's PMO

What should I do when I have completed the SOC?

When you have completed the SOC template, ensure that :

- The submission has been approved by all relevant parties (this may include external stakeholders) and complete the Declaration and Submission on the final page of the template. At this stage of scheme development, it is anticipated that a programme/ project board to be in place. They should have approved the submission of this SOC
- Ensure all the Mandatory Supporting Documents have been compiled
- Save the SOC and all appendices to your PIMS project site, following these instructions and send a notification to the PMO inbox. If you are not able to do this, please email the Combined Authority's PMO

What happens next?

A Case Officer will be assigned to your scheme once it has passed through decision point 1. When your SOC has been submitted the following will happen:

- The Case Officer will review the SOC and complete an SOC appraisal which will provide a RAG rating against each of the 5 cases. In order to complete this appraisal the case officer may require further information from the promoter and may ask you to update your submission.
- The finalised appraisal will be considered by the Combined Authority's Programme Appraisal Team. Representatives from the scheme promoters are requested to attend this meeting to answer questions regarding the scheme. Programme Appraisal Team will then determine if the scheme should be recommended for approval and confirm any conditions of this approval.
- For schemes that have been recommended for approval by Programme Appraisal Team, a report summarising the scheme and its business case will be presented to the meeting of the Investment Committee and of the meeting of the Combined Authority for consideration. You should build the timescales related to these meetings into your scheme's project plan.
- Following approval by the Combined Authority, a decision point certificate will be issued by the PMO summarising the decision point 2 decision and any conditions which will need to be addressed as part of the business case development.

Transforming Cycling and Walking Access in Brighouse and Elland

March 2020

This document and any related appendices must be uploaded to the programme / project site on the Combined Authority's PIMS system. If you are unsure of how to do this, contact the Combined Authority's PMO

Supporting documents

The responses that you provide within this SOC template should summarise the work that has been undertaken to date to develop your scheme. Your individual answers should not exceed 750 words each. Any more detailed information should be provided as an appendix to the SOC.

Mandatory supporting documents

These documents are required to support your SOC. It should be noted that if the any of the documents below are not submitted, the scheme appraisal and as a result consideration at decision point 2 may be delayed. Please indicate below whether you have included them with your submission.

Other supporting documents

These are documents which you have provided to support the answers which you have provided in the SOC. Any key information which you wish to be considered must be summarised within your responses within the SOC template.

Mandatory Supporting Documents (provided as appendices)	Y/N	Appendix	If No include comment below
Wider Strategic alignment template. See section C.2	Y		
Completed Logic Model. See section D.7	Y		
Cost Breakdown Summary for each of the shortlisted options. See section F.1	Y		
Risk Register (use either the Combined Authority or promoters own template). See section G.6	Y		
Screening tool to establish if a Data Protection Impact Assessment is required (Combined Authority's Data Protection Impact Assessment Part A, or Promoter's own screening tool). See section H.3	Y		
Equality Impact Assessment (Combined Authority's template, or Promoter's own) See section H.4	Y		

Other Supporting Documents (provided as appendices)	Appendix
Strategic Assessment	A
Wider Strategic Alignment	B
Options Assessment Report	C
Logic Model	D
Risk Register	E
Cost Breakdown	F
Data Protection Impact Assessment	G
Equality Impact Assessment	H
Glossary	I

Section A: Scheme Summary

A.1	**Name of scheme**	Transforming Cycling and Walking Access in Brighouse and Elland
A.2	**Location of scheme**	Elland town centre, West Vale/Greetland and Brighouse town centre.
A.3	**PMO Scheme Code**	TBC
A.4	**Lead organisation**	Calderdale Metropolitan Borough Council (CMBC)
A.5	**Type of organisation**	Local Authority

A.6	**Lead contact**	Tom Jones (CMBC)
A.7	**Position**	Senior Responsible Owner (SRO)
A.8	**Phone number**	07870981098
A.9	**Email address**	Tom.jones@calderdale.gov.uk
A.10	**Postal address**	

A.11	**Business Case Owner / Senior Responsible Officer**	Tom Jones (CMBC)
A.12	**Combined Authority Lead / Programme Manager**	Fiona Limb (WYCA)
A.13	**Case Officer**	TBC

A.14	**Applicable Combined Authority Funding Stream(s)**	Transforming Cities Fund (TCF)
A.15	**Any Combined Authority approvals (including by its Committees or via officer sub-delegations) to date on this scheme including any funding allocations:**	Scheme included within the Leeds City Region Transforming Cities Fund (TCF) bid to the Department for Transport (DfT) with indicative allocation of £5.4m. DP1 Approval
A.16	**Forecasted decision point 5 (full business case with finalised costs) approval date for the Preferred Way Forward:**	July 2021 for Elland Station Access Package and August 2022 for Brighouse Cycle Improvements.
A.17	**Forecasted decision point 6 (delivery) approval date for the**	July 2022 for Elland Station Access Package and December 2023 for Brighouse Cycle Improvements.

	Preferred Way Forward:	

A.18	**Is this scheme a standalone Project?**	Yes
A.19	**Does this scheme have an allocation within an existing funding programme? If yes, state the allocation and when this was set**	Scheme included within the Leeds City Region Transforming Cities Fund (TCF) bid to the DfT with indicative allocation of £5.4m (Core and High).
A.20	**Is this scheme part of a programme?**	This project will form part of the TCF programme.

Section B: Strategic Outline Case (activity 2) Summary

Guidance for Section B

Section B should be no more than **3 pages**. **You should only complete this section after you have completed sections C through to I**, as its purpose is to provide a succinct summary of the SOC.

A version of the text provided in this section will become the Business Case Summary document for the scheme.

The Business Case Summary will be provided as part of the report which seeks approval for the progression of this scheme through decision point 2 from the meetings of the Investment Committee and Combined Authority, and will be published as part of the public papers and on the Combined Authority website.

Please provide information in a format which is accessible and understandable to the Combined Authority's Members and the general public e.g. explain acronyms and technical language. If you feel that any of the information you provide is not appropriate to be published in the public domain, please indicate at the end of each question.

B.1 Background and reasons for the scheme

Advice for completion

To include:

- The scope of the scheme
- The key anticipated benefits
- The challenges and issues that have been identified
- Where it will help to describe the scheme you should submit relevant maps, plans or drawings.
- State that the scheme forms part of the TCF Programme and will contribute to the overall TCF Vision 'Connecting people to economic and education opportunities through affordable, sustainable transport, boosting productivity and helping to create cleaner, healthier and happier communities for the future'

The towns of Brighouse and Elland are located to the east of the Calderdale district, which itself sits on the western edge of the Leeds City Region (LCR), located approximately mid-way between the cities of Leeds and Manchester. Both towns currently suffer from poor public transport connectivity and significant congestion levels on the Strategic Road Network (SRN) that connects Elland and Brighouse to the regional economic centres of Leeds and Manchester. This hinders access to employment and skills opportunities both locally and across the wider LCR, subsequently constraining future growth and development.

This is particularly important for both towns which have seen a number of Local Plan allocations, most notably in Brighouse, which is a priority growth area for Calderdale, with over 3,200 homes forecast for delivery by 2032. Two large housing sites to the north of Elland have also been identified for development of 900 new homes. This planned growth will create additional demand on the transport network and investment in sustainable transport infrastructure is essential if this growth is to be sustained.

The primary issues and challenges relating to transport across both Elland and Brighouse are:

- Poor pedestrian and cycling infrastructure across both towns;
- Low car ownership and poor public transport connectivity hindering access to employment and educational opportunities, constraining growth;
- Poor railway station connectivity and accessibility issues hindering rail use;
- Significant congestion on the SRN; and
- Poor local air quality; Brighouse has an Air Quality Management Area (AQMA).

See section C.6 of this SOC for a more detailed description of the current situation in both towns.

The scheme package is comprised of two projects designed to improve connectivity between active modes and the rail stations serving Elland and Brighouse. The scope of the scheme, as set out in the WYCA TCF SOBC (November 2019) is as follows:

Table 1: Scope of Scheme

Scenario	Financial Ask (£m)	Detailed Scheme Components
Low	£0	Not included
Core	£5.4m	<u>Elland Station Access</u> • Provision of direct, traffic free access via National Cycle Network Route 66 and Calderdale Greenway to the new station via two pedestrian/cycle bridges (River Calder Bridge/Navigation Bridge). This will significantly improve opportunities for active travel to the station and enable and encourage modal shift. • Towpath widening to give access from Calderdale Greenway. • Upgrading Century Road for direct traffic free access to the town centre and Lowfields Industrial Park. • Upgrading Old Power Way to provide direct, traffic free access from the Brighouse direction and Low Fields. • Improving walking and cycling route to and from the town centre/station via Eastgate. <u>Brighouse – Phase 1 LCWIP Cycling Improvements</u> • Improvements on priority pinch points/junctions from the north of Brighouse to Brighouse town centre as identified through the phase one Calderdale LCWIP. This will transform access by bike to Brighouse rail station, improving safety and legibility.
High	£5.4m	As Core

The key anticipated benefits from the scheme will be:

- Increased uptake of active and sustainable modes (walking and cycling);
- Increased uptake of rail travel;
- Reduction in transport emissions;
- Improved local air quality;
- Improved safety for cyclists and pedestrians;
- Improved journey times for cyclists and pedestrians;
- Improved health for cyclists and pedestrians;
- Improved journey quality and travel experience;
- Improved access to employment and education;
- New housing and employment sites unlocked;
- Increased number of jobs in Elland and Brighouse;
- Improvement to public health; and
- Greater productivity and reduction in deprivation through improved access to skills (wider economic benefit).

B.2 Scheme Objectives

Advice for completion

This section should summarise the objectives provided in Section C:

The scheme specific objectives are:

1. Access to Rail Stations improved for populations within Elland and Brighouse in the most deprived quintile of the Indices of Multiple Deprivation (IMD).
2. Increased use of non-car modes of travel for access to Brighouse Station.
3. Increased walking and cycling within Elland and Brighouse.
4. Increase use of rail as mode of travel for commuting for populations within Elland and Brighouse.
5. Provision of best practise accessibility by non-car modes for both stations in line with guidance.
6. New housing developments in the catchment area of the stations have above Calderdale average use of rail and active modes.

The objectives have been designed to ensure that the scheme meets both the overarching TCF programme aims and the LCR programme objectives. Further details are provided in section C.5.

B.3 Description of the shortlisted options for the scheme

Advice for completion

Provide a short description of each short listed option this should be taken from Section D:

- **Business as Usual = Do-Nothing**: Baseline wherein no changes are implemented. No Elland Station Access Package or intervention in Brighouse town centre.
- **Less Ambitious = Do-Minimum:** Elland bespoke bridge option and West Vale bridge with associated links.
- **Core = Do-Something**: Elland bespoke bridge option, West Vale bridge with associated links and sustainable infrastructure links, public realm and place making improvements in Elland and West Vale.
- **More Ambitious = Do-Maximum:** Elland bespoke bridge option, West Vale bridge with associated links and sustainable infrastructure links, public realm and place making improvements in Elland and West Vale. Option also includes Brighouse Station to Bonegate Road cycle improvements.

B.4 Strategic Case - Summary

Advice for completion

Summarise the responses you have provided in Section C to provide a Strategic Case Summary

Strategic Fit

The scheme has strategic fit with the following national, regional and local policies, plans and strategies:

- National:
  - National Planning Policy Framework (NPPF)
  - Transport Investment Strategy
  - Department for Transport (DfT) Cycling and Walking Investment Strategy
  - The Clean Growth Strategy (CGS)
  - Decarbonising Transport: Setting the Challenge
  - Clean Air Strategy
- Regional:

- Northern Powerhouse – One Agenda, One Economy, One North
- West Yorkshire Transport Strategy
- West Yorkshire Bus Strategy
- Leeds City Region Green and Blue Infrastructure Strategy (2017-2036)
- Green Streets
- Leeds City Region (LCR) Strategic Economic Plan (SEP)
- West Yorkshire Low Emission Strategy
- West Yorkshire Green and Blue Infrastructure Strategy (2019)

- Local:
  - Calderdale Local Plan
  - Calderdale Transport Strategy
  - Calderdale Local Cycling and Walking Infrastructure Plan (LCWIP)
  - Calderdale Cycling Strategy
  - Calderdale Inclusive Economy Strategy
  - Calderdale Air Quality Action Plan

Existing Situation

At present, the local transport conditions in both Elland and Brighouse are relatively poor. Elland has poor strategic highway connectivity, local congestion during peak hours and declining and restricted bus services to local destinations, as well as poor access to the railway network. The situation in Brighouse is of a similar standard; the road network is congested and suffers capacity issues; the cycle facilities are limited, and the vast majority of commuting trips are accommodated by private car.

Collectively, both Elland and Brighouse currently suffer from poor public transport connectivity and significant congestion levels on the SRN that connects them to the regional economic centres of Leeds and Manchester. This hinders access to employment and skills opportunities both locally and across the wider LCR, subsequently constraining future growth and development.

In addition, there are significant areas of deprivation in both towns. Low car ownership, coupled with poor public transport connectivity means that many communities, particularly the most deprived, are unable to access key employment sites and educational facilities both locally and across the wider LCR, weakening labour market productivity.

Air quality is also an issue in Calderdale. There are seven AQMAs across the district, including one in Brighouse town centre. Poor local air quality can have a detrimental impact on the health of local residents. Transport journeys create dangerously high levels of air pollution in many towns and cities, contributing to an estimated 40,000 premature deaths per year[1]. Calderdale Metropolitan Borough Council (CMBC) declared a Climate Emergency in 2019, subsequently setting ambitious targets to reduce carbon emissions by 80% by 2050.

Drivers / Outcomes

The drivers and associated outcomes of the scheme are as follows:

- To improve the efficiency, attractiveness and accessibility of active modes:
  - Improved journey quality and user satisfaction for active and sustainable modes;
  - Increased uptake of walking and cycling;
  - Improved safety for cyclists and pedestrians; and
  - Reduction in car kms travelled.
- To improve connectivity to Elland and Brighouse Rail Stations:

[1] Whitehouse, A. (2016), Every breath we take: The lifelong impact of air pollution, Royal College of Physicians.

- Increased rail patronage;
- Reduced volume and distance of local car trips that form the first leg of rail journeys; and
- Increased number of people accessing the railway stations by active and sustainable modes.

- To support the planned housing and employment growth in the Calderdale Local Plan:
  - Catalyst for unlocking housing and employment development;
  - Improved access to employment, education and training (expanded labour catchments); and
  - Facilitation of new business trips.
- To improve accessibility for deprived populations to employment and services:
  - Increased number of people commuting by sustainable modes, particularly for households that do not have access to a private vehicle (enhanced social inclusion);
  - Improved access to employment, education and training (expanded labour catchments); and
  - Access for businesses to deeper pool of labour and wider range of skills.
- To reduce vehicle carbon emissions
  - Reduced concentrations of vehicle related pollutants in the air.

Impacts

The Brighouse and Elland Station Access package will transform the active and sustainable transport offer across both towns and improve connectivity to the rail stations. Providing high quality cycling and walking infrastructure to these rail station sites will provide a compelling alternative to car for these journeys. This will be of real benefit to the local communities around the stations which have significant areas of deprivation, low car ownership and suffer from poor air quality.

It will also facilitate the delivery of local housing and employment developments outlined in the Calderdale Local Plan, whilst providing better connectivity to education and employment opportunities across the wider LCR.

In line with the logic model (see Appendix D), the key impacts that are expected as a result of the scheme include:

- Attract new investment in the area.
- Improved air quality.
- Improved health and well-being.
- Better quality of life for residents.
- Improved integration with future mobility.
- New housing and employment sites unlocked.
- Enhanced social inclusion
- More highly skilled residents.
- Reduced unemployment.
- Greater productivity through improved access for businesses to wider range of skills and labour.

B.5 Economic Case - Summery

Advice for completion

Summarise the responses you have provided in Section D: to provide an Economic Case Summary

Optioneering and Sifting of Longlist of Options

The generation of options has been derived from the Elland Station Outline Business Case (OBC) and the Calderdale LCWIP which enabled the development of pre-feasibility designs and high-level costs by intervention.

A shift in prioritisation following more detailed studies has led to further refinement of the option development carried out within both the Elland Station OBC and the Calderdale LCWIP to present a combined long list of interventions.

Interventions from both the Elland Station Access Package and the Brighouse Cycle Improvements were subject to a sifting exercise through an approved Multi Criteria Assessment Toolkit (MCAT) to inform a final shortlisted package of interventions. Each intervention from the long lists was scored against the scheme objectives and Critical Success Factors (CSFs) (buildability and deliverability), scoring them on a 7-point scale from large disbenefit (-3) to large benefit (3). Any intervention which was found to have a score less than 7, or resulted in a negative score against a CSF, was rejected.

It was found that the interventions that make up the Brighouse Cycle Improvements scheme element do not perform as well as the interventions that make up the Elland Station Access Package scheme element in terms of their scoring against the scheme objectives and the CSFs. More specifically, it was found that the proposed Brighouse Cycle Improvements would only marginally support new housing development in terms of having above average use of rail and active mode travel due to none of the proposed interventions directly linking in to the identified growth sites. Furthermore, it is expected that the Brighouse Cycle Improvements would have moderate to serious challenges associated with public acceptability in relation to some of the measures linked to the prioritisation of cyclists in the town centre.

Based on a combination of the generated rankings and the estimated cost mapped against the available budget identified within the LCR TCF SOBC (£5.4m combined both for the Elland Station Access Package and Brighouse Cycle Improvements), 4 incremental options to be included in this Strategic Outline Case (Activity 2) were identified as set out below. These included Do-Minimum (less ambitious), Do-Something (core) and Do-Maximum (more ambitious) options to be considered (alongside a Do-Nothing).

- **Do-Nothing** – No Elland Station Access Package or intervention in Brighouse town centre
- **Do-Minimum** – Elland bespoke bridge option and West Vale bridge with associated links.
- **Do-Something** – Elland bespoke bridge option and West Vale bridge with associated links and sustainable infrastructure links, public realm and place-making improvements in Elland and West Vale.
- **Do-Maximum** – Elland bespoke bridge option, West Vale bridge with associated links and sustainable infrastructure links, public realm and place making improvements in Elland and West Vale. Option also includes Brighouse Station to Bonegate Road cycle improvements.

For the reasons described above, a decision was therefore made to only include the Brighouse Cycle Improvements within the Do-Maximum (more ambitious) option. Furthermore, it is likely that splitting the available scheme funding across both Elland and Brighouse would impact negatively on the quality of local delivery at both locations, which is reflected in the scoring of the schemes through the MCAT and the subsequent option definition.

Value for Money

A high-level assessment of the potential monetised benefits for the scheme options has been undertaken which gives an indication of the value for money at this stage.

Indicative scheme costs for the three scheme options are:

- Do-Minimum = £5.36m
- Do-Something = £8.23m
- Do-Maximum = £11.76m

These are not Present Value of Costs (PVC) but do include 15% optimism bias in line with DfT's Transport Analysis Guidance (TAG) Unit A1.2.

Indicative scheme benefits for the three scheme options are:

- Do-Minimum = £0.83m
- Do-Something = £0.83m

- Do-Maximum = £3.73m

A break-down of these benefits is provided below for both of the scheme elements.

Elland Station Access

The Elland Station Access Package benefits set out below are derived from historic appraisal work undertaken as part of the Elland Station OBC. The OBC states that the nature of the Access Package and the difficulty reflecting its value in monetised economic terms means that, in isolation (delivered separately to the proposed station), it appears to offer poor Value for Money. It is not considered that this is a true reflection of the Value for Money level of the scheme.

As noted in the Elland Station OBC, in borrowing mode-of-access behaviours from other nearby stations, the demand model assumes a certain standard of accessibility, wayfinding and route delineation for the proposed station that, in absence of the Elland Station Access Package, would not be realised. It is therefore considered that a proportion of the economic benefit delivered by the proposed station is attributable to the Access Package.

Due to the OBC appraisal being used to assess the Elland Station Access Package within this SOC, the benefits presented are the same across all three scheme options. It is important to stress that more extensive and detailed appraisal (including active mode appraisal) will be carried out at the next stage to explore other benefits that will be afforded by the Elland Station Access Package scheme element to allow a more accurate and reliable value of money assessment to be undertaken, using updated costs and values associated with detailed designs, from the various different appraisal methodologies.

The indicative benefits that were presented as part of the Elland Station OBC for the Elland Station Access Package include:

- Absenteeism: £9,000
- Journey Quality: £48,000
- Health Impacts: £773,000
- **Sub-Total: £830,000**

Brighouse Cycling Improvements

It should be noted that the benefits associated with the Brighouse Cycle Routes apply to the full preferred route from the Calderdale LCWIP. No further appraisal has been undertaken for the town centre section of the LCWIP route that comprises option B3 (Station to Bonegate Road improvements) as part of the do-maximum scheme option. As such it is likely that, contrary to Elland, the benefits included within this SOC are over-stated.

The indicative benefits presented as part of the Calderdale LCWIP for the Brighouse Cycling Improvements include £2.9m from Active Modes appraisal (AMAT).

Further detailed assessment of the scheme benefits / disbenefits will be undertaken at OBC stage.

Wider Benefits

In addition, there will be wider economic benefits as a result of the scheme, assessed by the Urban Dynamic Model (UDM) which makes an assessment of how economic growth in LCR is constrained due to rising transport costs. It then estimates the extent to which constrained economic growth is unlocked by new transport interventions which reduce those costs.

Other anticipated wider benefits of the scheme that are not quantifiable at this stage include:

- Productivity Benefits:
    - The scheme will result in a better connected, accessible and comprehensive transport system, promoting productivity by enabling more people to access employment and skill-building opportunities, expanded labour catchments, increasing business efficiency through time savings and increasing competition by opening up access to new markets.
- Air Quality:
    - Reduced traffic levels through de-congestion and sustainable mode shift are key to improving air quality across both towns. The scheme will encourage increased uptake of walking, cycling and rail travel, reducing the need to travel by private car.

- Social Inclusion:
    - The scheme promotes social inclusion by improving access to the public transport network by active modes and encouraging active travel. It therefore provides a better quality of life for those without access to a car and those on low incomes.

Summary

Given that the benefits presented in this SOC are considered to be unrepresentative of the true Value for Money of the interventions included, the decision about the preferred way forward is based on the MCAT and Strategic Case for the schemes. This places the Elland Station Access Package in a much stronger position than the Brighouse Cycle Improvements scheme.

It is clear that the scheme costs for the Do Maximum option that includes both Elland and Brighouse are over and above the high scenario funding for the scheme as presented in the LCR TCF SOBC (£5.4m). Given that the Do-Something scheme option (the full Elland Station Access Package scheme) falls within this funding envelope (minus Optimism Bias), it is deemed that this is the preferred option at this stage. As described above, further appraisal will be undertaken at OBC stage to capture benefits from other mechanisms. For both the Elland Station Access Package and the Brighouse Cycle Improvements scheme elements, these include:

- Active Mode Appraisal;
- Marginal External Costs; and
- A Pedestrian Environment Review System (PERS) and Cycling Environment Review System (CERS) audit.

These appraisal mechanisms will be employed using updated information on scheme design, values and costs.

B.6 Commercial Case - Summary

Advice for completion

Summarise the responses you have provided in Section E: to provide a Commercial Case Summary

Ability of the Market to provide Outputs of Services

CMBC, supported by their technical partners, have significant experience in the development, design, construction and management of strategic highway and corridor improvement schemes in the Calderdale district.

Recent examples of detailed contract procurement and management include the package of improvements for the A629 between Halifax and Huddersfield. Phase 1a of these improvements included construction of end to end cycle lanes and a 2.5m wide cycle and pedestrian path between Salterhebble and Shaw Hill. Phase 5 of the A629 Halifax Road Project (jointly delivered by Kirklees Council and CMBC) dedicated a new northbound cycle lane from Yew Tree Road between Ainley Top and Huddersfield. Phase 2 of the project is in progress with construction due to start in 2021 with key works including improved pedestrian and cycling facilities throughout Halifax and at key junctions, enhancing public space, pedestrianisation, removal of subways and creating town gateways.

The expertise demonstrated in the management and delivery of the transport schemes listed above provides reassurance that CMBC are well placed to deliver the facilities, and their commercial procurement and delivery on time and within budget.

Furthermore, from CMBC, WYCA and other Local Authorities' experience in the delivery of recent transport projects, it is evident there is a healthy appetite in the construction industry for infrastructure schemes of this type (i.e. sustainable mode provision). However, with the full delivery of the WYCA TCF package alongside WY+TF, Corridor Improvement Programme (CIP) and the Connecting Leeds programme, there is a risk that the market could quickly become saturated. It is unclear whether this will have a positive impact, e.g. driving construction prices down, or a negative impact, e.g. limited contractor availability impacting competitiveness

or quality. CMBC considers the best way to address this risk is by amalgamating these small TCF schemes with bigger projects that will be more attractive to larger contractors, e.g. Elland Station Access Package is procured with the wider Elland Station package, and Brighouse cycling improvements with the A641 scheme.

The scheme elements that make up the shortlisted options do not include any specialist or niche requirements and therefore, skills within the market are sufficient to be able to deliver the scheme.

Procurement Options for Development and Delivery

- SOBC
  - The Combined Authority has procured a Strategic Development Partner to further develop the LCR TCF SOBC which was submitted to DfT in November 2019. The following outlines potential options for the procurement strategy at individual scheme level through the Combined Authority Assurance Process stages (1 Eligibility, 2 Development, 3 Delivery and Evaluation).
- SOC and OBC:
  - As referenced above, the Combined Authority has undertaken an initial procurement (Option 1 described below) as part of the LCR TCF SOBC to appoint a Strategic Development Partner to work with the Combined Authority and Local Authority partners to undertake the project development to the point of SOC submission. Two supplementary arrangements (Options 2 and 3 below) have also been identified:
    - Option 1 – Provide pan-programme strategic support along with detailed scheme level support. The scope of this has been informed by a comprehensive resource mapping exercise across each of the LCR TCF SOBC packages. This support will take the form of an LCR TCF Strategic Development Partner.
    - Option 2 – Local Authority partner could appoint the Strategic Development Partner for their elements of the Programme to undertake the project development to the point of OBC or beyond; and
    - Option 3 – Local Authority partner could undertake the project development to the point of OBC or beyond in-house.
- OBC and beyond:
  - Further Development and Delivery Partner options are and will be considered and the procurement strategy will evolve as the SOC and OBC develop;
  - Where schemes have a direct interface with existing projects (be it either geographically or type of intervention) there will be opportunity for joint procurement if the TCF schemes development can be fast tracked to align with the existing projects programme;

For large and more complex schemes a design and build approach may be appropriate for Full Business Case (FBC) and delivery stages. This procurement route is being utilised by a range of Connecting Leeds and WY+TF schemes.

B.7 Financial Case - Summary

Advice for completion

Summarise the responses you have provided in Section F: to provide a Financial Case Summary

In addition to the £5.4m TCF (high scenario) funding, a total of £1.978m in capital development funding has been made available for the Elland Station Access Package scheme element through the West Yorkshire Plus Transport Fund (WY+TF). No additional capital funding has been sourced for the Brighouse Cycle Improvements scheme element.

As a transport improvement scheme, the key funding source for both the Elland Station Access Package and the Brighouse Cycle Improvements is the Transforming Cities Fund (TCF).

The indicative costs for the shortlisted options are:

- Do-Nothing (Business as Usual) = £0
- Do-Minimum (Less Ambitious) = £4.659m
- Do-Something (Core) = £7.153m
- Do-Maximum (More Ambitious) = £10.230m

If the core or higher TCF bid scenarios are not funded, it is likely that the scheme will not go ahead. If only part of the TCF funding is available, the scheme would need to be reduced in scope and/or capital funding sought from other funding sources. If the scheme is reduced in scope, this will have significant impacts on the quality of delivery of the proposed interventions and therefore the transport benefits and associated impacts in enhancing active travel will be missed.

B.8 Management Case - Summary

Advice for completion

Summarise the responses you have provided in Section G:to provide a Management Case Summary

Programme Partnership and Oversight

The LCR Assurance Framework covers expenditure on projects and programmes funded by Government or local sources in the Leeds City Region and will be applied to the TCF Programme.

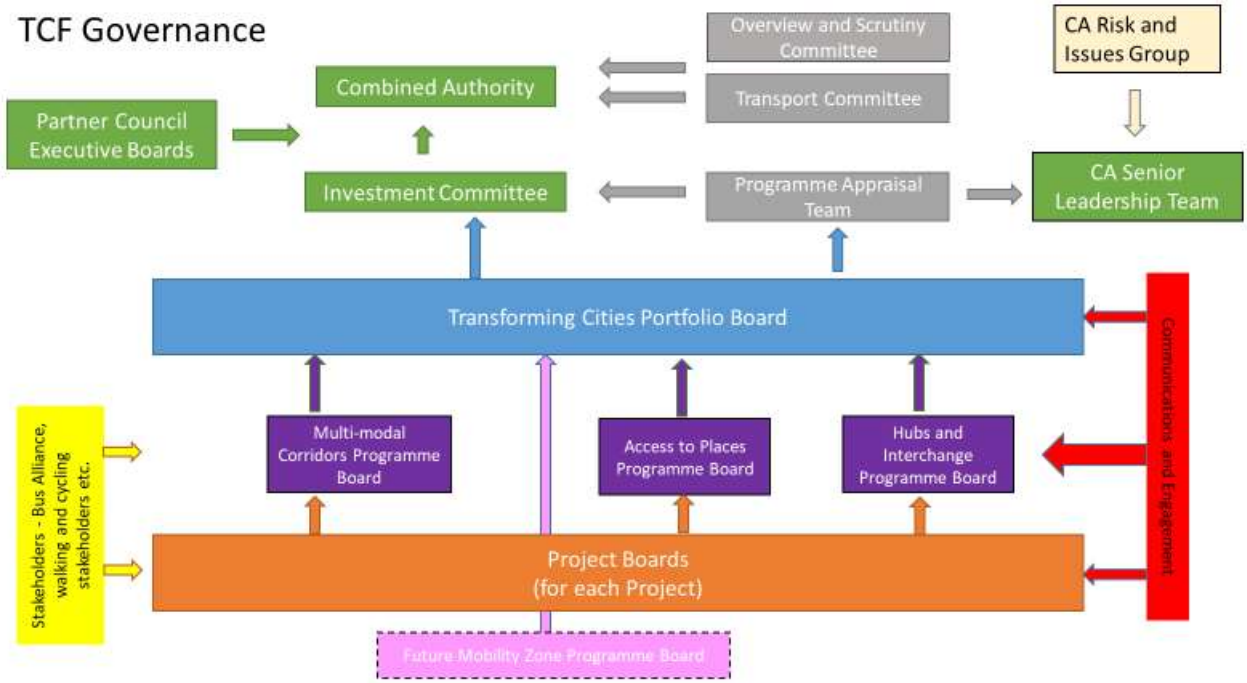
The LCR Assurance Framework process is based on a three-stage system for project control to deliver value for money in a transparent and accountable way, as shown below:

Governance / Organisational Structure

A Shadow Programme Board for the TCF Programme has been established. This will transition into the TCF Portfolio Board, providing strategic and monitoring oversight of the programme. The Portfolio Board will manage the risk and contingency budget for the programme, and also have a mechanism for transferring funding between thematic programmes if necessary. The Programme Board includes a senior representative from all partners to the bid.

Liz Hunter, Head of Transport Policy at the Combined Authority is the Senior Responsible Officer (SRO) (it is understood this is subject to review). This role will migrate across to the Head of Transport Implementation within the Delivery Directorate following the SOBC submission and prior to the funding announcement expected in March 2020.

A number of options around the governance structure for delivery of the programme have been tested with the shadow Programme Board. The preferred approach, focussing on thematic delivery boards is detailed in the figure below. This project will report to the multi-modal corridors programme board.



The individual schemes within the packages will be grouped into thematic programme boards that will focus on the delivery of similar types of scheme and intervention with common objectives and outcomes, allowing for a coherent and consistent approach.

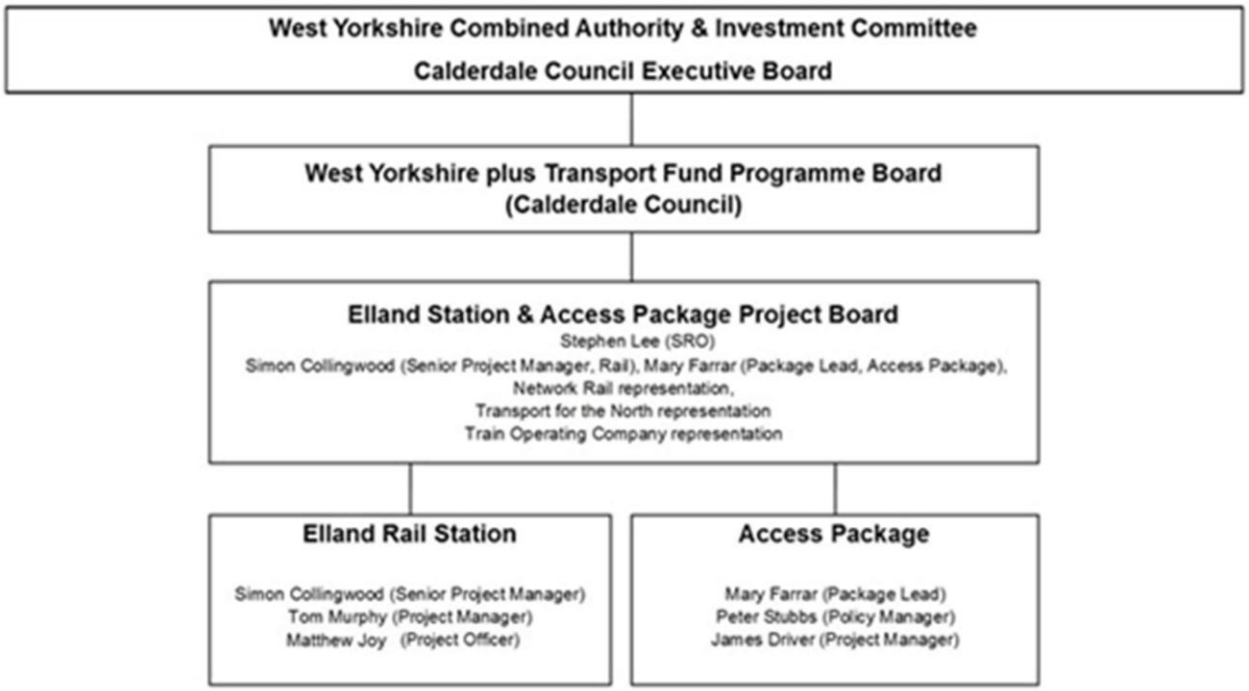
All programme boards will include representation from the Combined Authority, partner council officers for each scheme, as well as, where relevant, representation from the bus and rail operators. Membership and terms of reference will be determined after submission of the SOBC. Each programme board will report to the Portfolio Board.

Elland Station Access Package

The following Project Board roles for the Elland Station Access Package are proposed:

- Project Executive / Senior Responsible Owner (SRO) – Stephen Lee (CMBC)
- Deputy SRO – Mary Farrar (CMBC)
- Senior Users – Peter Stubbs (CMBC)
- Senior Suppliers –JBA (Design Element) with others to be confirmed. Contractor not yet appointed.
- Project Managers – James Driver (CMBC)
- Work Stream Leads – James Driver (CMBC) (Elland bridges and design support lead)

It is proposed that this governance structure will sit within the wider Elland Station & Access Package governance structure, as shown below.



Brighouse Cycling Improvements

For the Brighouse Cycling Improvements scheme element, the following Project Board roles are proposed:

- Project Executive / Senior Responsible Owner (SRO) – Steven Lee (WYCA)
- Deputy SRO – Richard Spensley (CMBC)
- Senior Users – Peter Stubbs (CMBC)
- Senior Suppliers – To be confirmed.
- Project Managers – Hollie Good (CMBC)
- Work Stream Leads – To be confirmed.

The Brighouse Cycle Improvements scheme element will be included as part of the LCWIP Project Board and will provide leadership and direction on programme, cost and risk tolerances.

For the avoidance of doubt, it is intended that beyond this SOC, the schemes will be disaggregated, with the Elland Station Access Package returning to the wider Elland Station governance and assurance process, and Brighouse Cycling Improvements merging with the A641 governance process.

Key Risks

The key scheme risks identified are:

- Delay to scheme delivery in light of Covid-19 pandemic;
- Funding not secured and released early enough to ensure scheme development and delivery within timescales 2023;
- Not securing the necessary funding from the TCF bid or from other sources for the preferred option;
- Third party land requirement to deliver measures – cost and delay implications; and
- Unforeseen ground conditions and services increasing cost.

Constraints

A number of constraints that may impact the scheme have been identified.

- Stakeholder support;
- Covid-19 Pandemic;
- Available funds to meet Construction Cost;Planning permission required for bridges; and
- Some 3rd party land required.

Linkages and Interdependencies

Whilst the two sub-schemes within the 'Transforming Cycling and Walking Access in Brighouse and Elland' package have a relationship to one another, they are not interdependent and could be delivered individually.

The Elland Station Access Package scheme element is directly linked to work carried out as part of the Elland Station OBC, currently progressing to Full Business Case, whereby a total of £1.978m has been allocated from the West Yorkshire Transport Fund (WY+TF), available for capital development of the Elland Station Access Package.

Similarly, the Brighouse Cycle Routes element of the scheme is directly linked to the draft Calderdale LCWIP, being developed as part of a wider West Yorkshire LCWIP and forming part of a national programme of LCWIP development led by DfT. Whilst no current funding has been allocated to fund the Calderdale LCWIP, joint delivery for some elements of the LCWIP are being explored alongside this scheme.

There are also linkages with the A641 corridor scheme (WY+TF) in Brighouse, currently progressing to OBC stage. Although there is no direct reliance between the two schemes, opportunities for joint working and co-delivery are being exploited.

Furthermore, there are also linkages to the Brighouse Flood Alleviation Scheme, to improve resilience to flooding in the town in partnership with the Environment Agency (EA) and the Bradley to Brighouse Cycle Route, which will create a 6.5km 'missing link' in the strategic cycle network, led by Kirklees Council.

Stakeholder Engagement

The LCR TCF SOBC has been developed in partnership with key stakeholders, including:

- Partner Councils;
- Department for Transport;
- Local Enterprise Partnerships – Leeds City Region LEP, York North Yorkshire and East Riding LEP;
- Partner Organisations – e.g. Network Rail, Highways England, English Heritage, Canal and River Trust, Environment Agency;
- Public Transport Operators – Rail and Bus operators;
- Active Travel organisations - Cycling UK, Sustrans, Living Streets, local campaign groups;
- Education sector – universities, colleges;
- Businesses - Civic Societies, Chambers of Commerce, Business Improvement Districts;
- Local Air Quality Groups - Local Authority Air Quality Teams;
- Public Health – Directors of Public Health, Public Health England; and
- Developers.

A number of stakeholder engagement workshops were undertaken between 2018 and 2019 for each of the different components of the scheme, namely, the Elland Station Access Package and the Calderdale LCWIP.

Prior to the development of the LCR TCF SOBC, the Combined Authority held a public consultation for the 'Elland Rail Station and Access Package' in Summer 2018 during the project outline design stage. The consultation sought feedback on the proposals for new railway station and a series of improvements to aid walking and cycling.

The consultation feedback received was used to influence the early designs, such as the provision of additional waiting shelters at the Railway station, and potential to connect the station with bus services in Elland.

In November 2018, local stakeholders took part in a hands-on, interactive workshop to contribute local knowledge and expertise to shape the future cycle network in Brighouse. The workshop was facilitated by Dutch consultancy Mobycon, who brought insights from their experience of cycle network planning in the Netherlands.

The results of the stakeholder engagement were fed into the subsequent classification and prioritisation of desire lines, to be considered against other data sources, ultimately feeding into the LCWIP development.

To inform the selection of key walking routes and recommendations for improvements to walking infrastructure, a street audit took place in Halifax in December 2018. The audit was led by walking charity Living Streets, on behalf of Steer, and gathered feedback on the local walking environment while walking with local stakeholders.

An LCWIP was then drafted by the Combined Authority's consultants, Steer, based on stakeholder input and a range of data analysis.

Though both elements of the 'Transforming Cycling and Walking Access in Brighouse and Elland' TCF package have been subject to individual public consultation and engagement, the scheme as a single package has not yet been consulted on. Such engagement is planned as the scheme progresses beyond SOC stage, as described in the subsequent section.

However, in light of the ongoing Covid-19 Pandemic, the dates for the future consultation and engagement phases is yet to be confirmed.

Section C: Strategic Case

Guidance for Section C

At this stage the scheme could comprise a number of potential delivery options, which will be explored as the SOC & business case for the scheme is developed.

In activity 1 of the assurance process, you will have set out the initial strategic case for the scheme. The SOC now requires you to reaffirm and provide further detail on the strategic fit of the scheme. If there is no further information than what was supplied in the Strategic Assessment, make this clear in your response to the relevant question.

C.1 Summarise that scheme and indicate if the scheme description has changed since the submission of the Strategic Assessment?

Advice for completion

This should be a high level description of the scheme in advance of any option selection work being undertaken and therefore should not focus on a particular option

The scheme description has not changed significantly following the submission of the Strategic Assessment. At a broad level, the scheme will deliver enhanced cycling and walking infrastructure across the towns of Brighouse and Elland, with a focus on improving connectivity to the Railway Station sites via active and sustainable modes. The package is comprised of two projects:

1. Elland Station Access Package (in association with the Elland Rail Station development project)
2. Brighouse Cycling Improvements (from Calderdale's Local Cycling and Walking Infrastructure Plan)

The package of measures for Elland Station has been developed to complement the new rail station and integrate it into the existing land uses and growth areas in Elland through walking and cycling. This will mean delivery of new pedestrian and cycle bridges crossing the River Calder and Calder Hebble Navigation at key desire lines, improvements to existing pedestrian and cycle routes and wayfinding/legibility enhancements to key destinations such as the town centre.

Brighouse is a priority growth area for Calderdale, but if the current levels of congestion which exist on the local road network continue, growth will be constrained and resident health outcomes will worsen. Brighouse already has an AQMA. This package aims to address some of these barriers by delivering the first stage of Calderdale's LCWIP in Brighouse, to improve cycling priority at key junctions on the A641 to Brighouse town centre. This will transform access by bike to Brighouse station and the town itself and enable and encourage shift to sustainable modes.

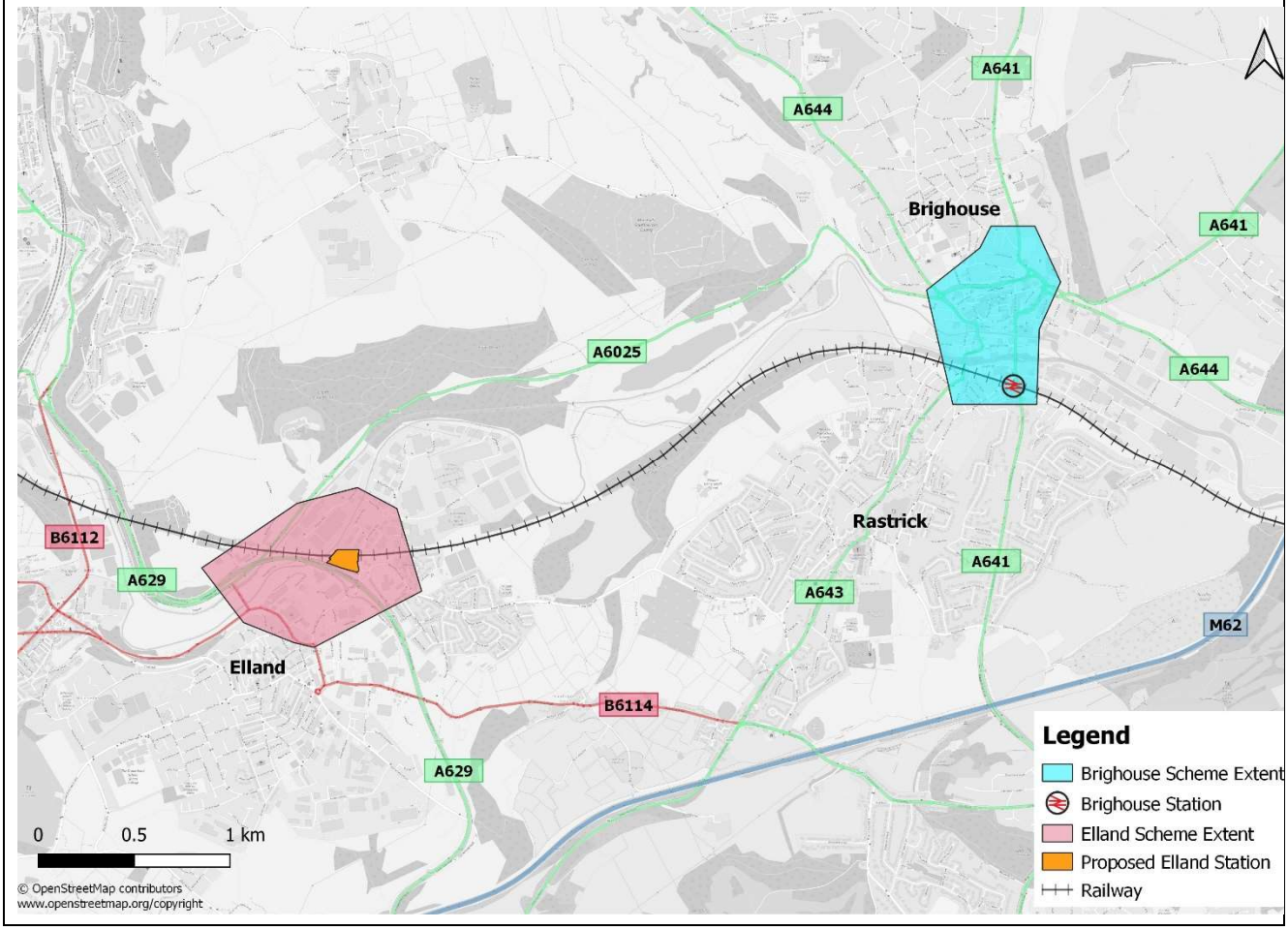
The improvements are well-aligned with significant housing and employment developments planned across the towns; most notably in Brighouse, in which the Calderdale Local Plan stipulates the largest single growth area for both employment land and housing allocations. This includes the Garden Suburb housing allocation sites and the Clifton Enterprise Zone, which are planned to provide 3,200 new homes and 1,300 jobs, respectively. Each of these sites will be well served by the suggested cycling interventions of the Calderdale LCWIP scheme.

Housing growth is also evident within Elland where two new large housing sites to the north of the town, adjacent to Exley Lane, have been identified within the updated Local Plan to deliver 900 new homes.

Overall, the scheme will encourage increased uptake of sustainable and active travel, reducing private car dependency and thus, reduced vehicle emissions. The scheme will also boost economic productivity by improving accessibility and labour mobility, giving more people greater access to employment and educational opportunities, facilitating sustainable economic growth. Furthermore, by increasing the population catchment of the West Yorkshire rail network, the Elland Station Access package will give businesses access to a deeper pool of labour and a wider range of skills, driving productivity and growth.

Figure 1 shows the scheme extents in both Elland and Brighouse.

Figure 1 - Scheme Extents



Demonstrate the Strategic Context

C.2 Summarise how the scheme is aligned to the existing priorities, policies, strategies and targets of the Combined Authority

Advice for completion

This section should demonstrate scheme's potential to contribute to priorities and targets of the Leeds City Region Strategic Economic Plan 2016 and the wider adopted priorities and policies of the Combined Authority (collectively referred to as the Combined Authority's priorities below). This should be an update of the information that was provided in your **Strategic Assessment** in Activity 1 of the Combined Authority's Assurance process.

This section should reference how the scheme has strategic alignment with the Leeds City Region TCF Vision: ""Connecting people to economic and education opportunities through affordable, sustainable transport, boosting productivity and helping to create cleaner, healthier and happier communities for the future"It should acknowledge that not all potential options will have the same degree of strategic alignment and instead focus on the realistic potential to contribute to Combined Authority's priorities.

In order to answer this question, you should first complete the **Wider Strategic Alignment template** (link below), which should be provided as an appendix to this SOC. This document summarises and links to the Combined Authority's priorities.

It is important that in this section you present the potential for both the positive and negative impacts (following mitigation) on the Combined Authority's priorities.

If you require further guidance on Combined Authority priorities and their relevance to your scheme. Please contact the Combined Authority's Policy team

SOBC-AppendixC1 WiderStrategicAlligr

A Wider Strategic Alignment template has been completed to support this section, available in Appendix B.

The proposed TCF scheme for Elland and Brighouse will contribute to the priorities and targets of the Leeds City Region Strategic Economic Plan (SEP) 2035, and the wider adopted priorities and policies of the Combined Authority.

The scheme is aligned with the 4 following Leeds City Region Strategic Economic Plan 2035 (SEP) Priority Areas:

- **Priority 1: Support Growing Business**

  The provision of safe and convenient access to Elland Station, will increase the population catchment of the West Yorkshire rail network, giving businesses access to a wider range of skills and labour. In addition, the improvements will connect businesses in Elland to peers throughout LCR, facilitating business trips and helping to attract new investment in the area. The new rail station and access routes into it will also ensure access to employment and training is not inhibited by poor transport options. Improved access will also lead to increased productivity at a local level and throughout the wider LCR which is integral to achieving 'good growth', emphasised throughout the SEP.

  The improvements to Brighouse town centre will provide improved access for communities in Brighouse and Rastrick to both the existing employment areas within the town as well as to the 1300 new jobs to be created at the Clifton Enterprise Zone site, including for some of the most deprived areas. Furthermore, there is a 'pent up' local demand from the business community for more employment land to be available in the Brighouse area, as identified in the OBC for the development of the Clifton Enterprise Zone site. The Clifton Enterprise Zone scheme will provide this opportunity and the Calderdale LCWIP project will provide enhanced access to the site.

- **Priority 2: Skilled People, Better Jobs**

  Currently the levels of outbound work trips from Elland are significantly lower than the levels of inbound trips, meaning that the businesses in Elland are importing labour and skills from other areas to meet their skill requirements. Many of the remaining areas of Elland have high levels of unemployment and deprivation, limited access to employment opportunities, and tend to have low levels of access to cars. These groups may therefore benefit substantially from a new rail connection to other economic areas. A new rail connection and good quality walking and cycling routes into it, would provide the population of Elland with better employment and education access opportunities.

  The scheme will also provide better access for Brighouse residents into the Clifton Enterprise Zone, which is anticipated to provide communities with better access into high quality employment opportunities. Jobs created in this area will be primarily advanced manufacturing jobs, with the intention to expand upon the cluster of high value manufacturers (with applications ranging from the petro-chemical industry to the medical sector) that are already located to the immediate south of the Clifton Enterprise Zone. To maximise new, skilled jobs (as opposed to displaced jobs and low job density logistics uses), potential occupiers will need to meet certain criteria, rather than development plots simply being disposed of on a first come first served basis. The opportunity to maximise skills is also being explored in discussions with Huddersfield University as an Advanced Manufacturing hub has been mooted as becoming an occupier.

- **Priority 3: Clean Energy and Resilience**

The scheme focuses primarily upon the improvement of accessibility for active modes; it is anticipated that the scheme will have a positive impact in terms of environmental resilience and in contribution towards the net zero carbon economy target. By improving active and sustainable mode provision, the scheme will encourage a modal shift from private car use, thus reducing transport related emissions and helping to reduce the burden of the climate emergency.

- **Priority 4: Infrastructure for Growth**

  The proposed Elland station site and the associated Access Package will provide enhanced access to rail travel, with connectivity to the local and wider public transport network across the city region. This network serves key rail stations that provide onward connectivity to major economic centres such as Leeds and Manchester, as well as International Gateways including Leeds Bradford Airport and Manchester Airport. Together, the network connects residents to employment and leisure opportunities, and businesses to labour catchments and commercial markets. This connectivity is fundamental in supporting the region's economy. The Brighouse Cycling Improvements scheme element will provide improved access to Brighouse rail and bus stations via the town centre as well as between the major development sites proposed in the area, particularly the northern Garden Suburb at Thornhills and the Clifton Enterprise Zone.

C.3	**Tick here to confirm that you have submitted the completed Wider Strategic Alignment template as part of this SOC?**	☒

C.4	**Building on the Strategic Assessment (Activity 1), summarise how the scheme has strategic fit with other local, regional and national policies, plans and strategies**

Advice for completion

This will have been set out within the Strategic Assessment at Activity 1, if applicable provide an updated response below. If not, refer to the Strategic Assessment which should be provided as an appendix to this SOC

The proposed TCF Elland and Brighouse scheme demonstrates strong alignment with a range of national, sub-regional and local policies, as described in the Strategic Assessment found in Appendix A.

Below is a summary of how the scheme aligns with the key policy and strategy documents included within the Strategic Assessment and the LCR TCF SOBC.

Leeds City Region (LCR) TCF Strategic Outline Business Case (SOBC)

In the LCR TCF SOBC submitted in November 2019, the 'Transforming access to Brighouse and Elland Rail Stations' scheme was presented within Theme 1: Transforming access from communities of persistent poverty to employment opportunities and skills centres given that Elland town centre is amongst the 20% most deprived areas and Brighouse town centre is within the 40% most deprived areas in the country.

The key delivery objective of this theme was expanding access from communities of greatest need to employment and skills opportunities.

Through the interventions proposed, the scheme will deliver on this objective by radically improving access to Brighouse and Elland railway stations, thus improving connectivity and access to employment and educational opportunities across the wider LCR.

This note expands upon the strategic fit of the scheme to national, regional and local policy and strategy outlined in Section C.4 in the Elland and Brighouse SOC.

National

National Planning Policy Framework (NPPF) (2012)

The NPPF, published in March 2012, sets out the Government's planning policies for England and how these are expected to be applied. The 'golden thread' running through the NPPF is the presumption in favour of sustainable development.

NPPF also states that Local Authorities should work with neighbouring authorities and transport providers to develop strategies for the provision of viable infrastructure necessary to support sustainable development, including transport investment necessary to support strategies for the growth of airports.
The scheme is in line with the aim of 'sustainable transport provision' set out within the NPPF; and its vision of 'promoting sustainable transport' by providing high quality walking and cycling networks. The major development sites in both Elland and Brighouse will also significantly benefit from the scheme, ensuring long-term viability with a community supported by the necessary infrastructure that can meet changing needs over time.

Transport Investment Strategy (2017)
Britain's Transport Investment Strategy (2017) is a vital part of the Government's Industrial Strategy, setting out the Department for Transport (DfT's) priorities and approach to future transport investment decisions. The document outlines how Britain will respond to today's challenges, driving progress towards fulfilling the aims of the Industrial Strategy, and putting the travelling public at the heart of the choices made. The Strategy sets out the following objectives to be achieved:

- Create a more reliable, less congested, and better-connected transport network that works for the users who rely on it;
- Build a stronger, more balanced economy by enhancing productivity and responding to local growth priorities;
- Enhance our global competitiveness by making Britain a more attractive place to trade and invest; and
- Support the creation of new housing.

The scheme package directly supports each of the above objectives, particularly through the creation of a connected and sustainable transport network across Brighouse and Elland, enabling better access to the wider public transport network. The scheme will connect more people with jobs and skill-building opportunities, thereby boosting productivity and inclusive economic growth, as well as supporting new housing delivery, particularly in Brighouse, where the largest single housing allocation sites of the published Local Plan are located.

Cycling and Walking Investment Strategy (CWIS) (2017)

Published in 2017, DfT's Cycling and Walking Strategy sets out the Government's long-term ambition to make cycling and walking the natural choices for short journeys, or as part of a longer journey, by 2040. Within the CWIS, the following objectives were set to be achieved by 2025:

- Double cycling: where cycling activity is measured as the estimated total number of cycle stages (defined when there is a change in the form of transport) made each year, from 0.8 billion stages in 2013 to 1.6 billion stages in 2025;
- Increase walking activity: where walking activity is measured as the total number of walking stages per person per year, to 300 stages per person per year in 2025;
- Increase the percentage of children that usually walk to school: from 49% to 55% of children aged 5 to 10 from 2014 to 2025.

The improved pedestrian and cycling infrastructure to be delivered through the TCF scheme, will help achieve the short- and long-term ambitions outlined in the CWIS, by encouraging an increased uptake of walking and cycling, as these modes are perceived as the most convenient, accessible and safest way to travel.

The Clean Growth Strategy (CGS) (2017)
In October 2017, the UK Government published its Clean Growth Strategy (CGS) setting out ambitious policies and proposals, through to 2032 and beyond, to reduce emissions across the economy and promote clean growth.
Amongst the key policies listed in the Strategy is 'Accelerating the Shift to Low Carbon Transport – 24% of UK Emissions'. It states that £1.2 billion of investment is required to make cycling and walking the natural choice for shorter journeys.
The scheme supports this key policy set out in the strategy and will increase the appeal of walking and cycling by providing more direct routes and reducing severance, providing safer and more convenient access to Elland and Brighouse railway stations, thereby reducing emissions and encouraging a shift to low carbon, sustainable transport.

Decarbonising Transport: Setting the Challenge (2020)
This document is the first step to developing the policy proposals and a coordinated plan for decarbonising transport. It lists six strategic priorities to deliver a vision of net zero transport system including to accelerate modal shift to public and active transport. The scheme aligns with this vision by supporting fewer car trips, encouraging walking and cycling for short journeys, and helping to make active travel the natural first choice for daily activities.

Clean Air Strategy (2019)
The Clean Air Strategy (DEFRA, 2019) sets out the Government's plans for dealing with all sources of air pollution, making Britain's air healthier to breathe, protecting nature and boosting the economy. The Strategy sets out a strong and coherent framework for action to tackle air pollution.
Chapter 5 of the Strategy outlines 'Action to reduce emissions from transport'. Several of the goals and objectives outlined within Chapter 5 align closely with the Brighouse and Elland TCF scheme, including encouraging an increase in cycling and walking for short journeys to deliver a reduction in traffic congestion and road transport emissions, as well as delivering health benefits for more active lifestyles.

By encouraging increased uptake of sustainable travel modes, including walking and cycling, the scheme will reduce transport related emissions across both towns, improve local air quality and help tackle the national challenge of air pollution, as outlined in the Clean Air Strategy.

Regional

Northern Powerhouse – One Agenda, One Economy, One North

One key aspect of the Northern Powerhouse agenda is transforming city-to-city rail connectivity. Whilst this is not directly addressed by the scheme, it will lead to improved access to rail stations by active modes and therefore will make rail a more attractive option for commuters to reduce the number of trips made by car each day.

The shared aim is to transform northern growth, rebalance the country's economy and establish the North as a global powerhouse. The strategy sets out how transport is a fundamental part of achieving these goals and how to develop the long-term investment programmes needed. Linked with the strategy, the scheme proposes better transport links, facilitating greater access to key services with a key focus on sustainable and active modes of travel.

West Yorkshire Transport Strategy (2017)
The West Yorkshire Transport Strategy (WYTS) provides a vision and a framework to deliver a world-class, modern, integrated transport system for West Yorkshire and the wider Leeds City Region. The WYTS seeks to deliver 'a transport system that supports good growth, serving the needs of business and people, enhancing prosperity, health and well-being for people and places across West Yorkshire.'

The proposed scheme will improve connectivity by providing greater accessibility to stations (proposed and existing) within Elland and Brighouse with enhanced pedestrian and cycle facilities. In addition, the scheme will contribute to decongestion in both towns as enhancements to active and sustainable transport infrastructure will encourage a modal shift from private car.

The greater focus of walking and cycling in Elland and Brighouse will have a positive impact on our built and natural environment increasing longer term resilience against climate change and create a sense of place for walking and cycling health and accessibility. Great active travel as a result of the new infrastructure proposed in the scheme will improve public health due to lower air pollution levels and improved individual health outcomes as a result of increased physical activity.

The scheme will also support the delivery of the targets set out in the Transport Strategy to increase bus trips by 25%, train journeys by 75%, 10% more walking journeys and 300% growth in cycling by 2027.

West Yorkshire Rail Transport Strategy (2011-2026)

The strategy establishes a set of rail specific objectives to contribute to the wider transport strategy to develop a transport system that gives people access to their desired locations easily which supports the environment, economy and quality of life. The scheme supports two key objectives specifically to 'modernise

the rail offer' and 'improve integration between modes'. The scheme will increase the rail offer with a provision of the new station at Elland and improve integration between modes by improving accessibility to Brighouse Rail station and incorporating active mode connections to the proposed Elland Station design.

Leeds City Region Green and Blue Infrastructure Strategy (2017-2036)

Leeds City Region has huge potential to make quality green and blue infrastructure (GBI) a defining characteristic, helping the economy prosper, enabling more people to enjoy a great quality of life, whilst enhancing and utilising natural capital. LCR's vision, as outlined in the GBI Strategy, is that:

"Everybody in the city region is within easy reach of an outstanding and well used network of green and blue infrastructure that reduces flood risk and supports health, the economy, the environment and a superb quality of life."

The GBI Strategy will drive the delivery of this vision and support the implementation of the LCR Strategic Economic Plan (SEP). The Strategy comprises the following five interconnected aims:

1. Quality Places;
2. Health and Wellbeing;
3. Flood Risk Reduction;
4. Wildlife and Habitats; and
5. Climate Change, Air and Water Quality.

These five aims will be delivered by action in seven priority areas:

1. Effective water management and flood risk reduction;
2. Build GBI into physical development and housing;
3. Enhance green and blue corridors and networks;
4. Heighten community access to and enjoyment of GBI;
5. Plant and manage more trees and woodlands;
6. Restore the uplands and manage them sustainably; and
7. Business growth, jobs, skills and education.

The proposed scheme positively and directly contributes towards three of these priority areas, namely 'Enhance green and blue corridors and networks', 'Heighten community access to and enjoyment of GBI' and 'Business growth, jobs, skills and education'; thereby supporting the overarching aims of 'Quality Places', 'Health and Wellbeing' and 'Climate Change, Air and Water Quality'. The scheme will encourage a mode shift from private car to active modes through the provision of new and improved infrastructure. This will reduce total marginal external costs of driving as car kilometres are removed from the road network. In addition, health and wellbeing will be improved as greater active travel will improve physical activity and improve health outcomes for new and existing users.

Green Streets

'Green Streets' is a collaboration between the West Yorkshire Combined Authority and the Yorkshire West Local Nature Partnership, aiming to integrate green and blue infrastructure into the designs of West Yorkshire Transport Fund schemes, and other City Region investments. The Green Streets Principles act as a framework which designers and engineers should utilise when designing projects to achieve multiple benefits and 'good growth'.

By incorporating the principles of Green Streets into transport projects, this will contribute to the vision of a 21st Century City Region, by providing attractive green transport corridors connecting areas of deprivation to areas of job growth. The 2016 Leeds City Region Strategic Economic Plan refresh states "..*high quality green infrastructure design will be central to the way in which we plan and shape places and developments and the corridors that connect them*".

Some of the primary benefits identified within the 'Green Streets Principles' align very closely with the Brighouse and Elland Station Access package, as follows:

- Improve air quality for community and employee health;
- Encourage uptake of active travel by creating and connecting attractive green and safe transport routes;
- Creating a setting for investment by instilling investor confidence with quality place making and regional branding; and
- Embedding carbon sequestration and resource efficiency into the urban landscape.

As demonstrated above, the Brighouse and Elland Station Access package incorporates elements of green and blue infrastructure, most notably through the environmental and quality of life benefits generated through the proposed changes. The benefit areas include Air Quality, through the reduction in air pollutants (transport related emissions), resulting from a sustainable mode shift; Community Health, through the promotion of active travel linking communities to areas of jobs and growth; and Quality of Place, through the increased attractiveness of the towns for investment and growth.

Leeds City Region (LCR) Strategic Economic Plan (SEP) (2016-2036)
The main aim of the Leeds City Region SEP is to achieve 'good growth'. This is reliant on the accompanying growth in the infrastructure sector, which is enabled by further sustainable transport provision such as the active and sustainable travel infrastructure forming part of the scheme.

The SEP also specifies Growing Business; Skilled People, Better Jobs, Clean Energy and Environmental Resilience; and Infrastructure Growth as its priorities, which the scheme positively contributes towards.

West Yorkshire Low Emission Strategy (2016-2021)

This West Yorkshire Low Emission Strategy recognises that there are problems with air quality in West Yorkshire which are predominantly caused by transport emissions. Clearly this is a key area for improvement and one which benefits from the scheme, with particular reference to Brighouse town centre which has an AQMA in place. Reduced car travel thanks to bus service improvements and cycling and walking interventions will reduce the amount of harmful emissions emitted by cars. Broader benefits can be expected thanks to a broad package of proposed all modes interventions which will reduce congestion, meaning that those who do choose to drive will spend less time stuck in traffic and therefore improving journey times, reducing levels of CO2 and minimising local air pollution.

Integrating green and blue infrastructure within the transport routes that link West Yorkshire towns, cities and rural areas is one of the seven 'priority action areas' of the strategy.

The scheme aims to improve walking and cycling routes in both Elland and Brighouse. It also aims to improve walking and cycling access to stations and therefore aligns closely with the vision set out by the strategy in that *'everybody in the city region is within easy reach of an outstanding and well used network of green and blue infrastructure that reduces flood risks and supports health, the economy, the environment and a superb quality of life'.*

Local Policy

Calderdale Local Plan (Publication Draft 2018)

The Calderdale Local Plan provides the basis against which all development will be assessed looking over the period to 2032. The Local Plan includes a vision for the sustainable future of Calderdale and lists several objectives related to sustainable development, climate change, the economy, housing, green infrastructure, historic environment, transport and communities

The Local Plan has progressed, with the plan entering Examination in Public stage during 2019. As part of this process, the two main residential allocations at Thornhills and Woodhouse have reduced in size to approximately 3,300 units. These two sites are the two single biggest sites in the borough and named 'Garden Suburbs'. Two new large housing sites to the north of Elland, adjacent to Exley Lane, have also been identified within the updated Local Plan to deliver 900 new homes.

The TCF scheme promotes a strong local economy through increased connectivity and investment, as well as benefitting all strata of society through a package of multi-modal interventions including cycling and walking; which will help those who do not have access to a vehicle to unlock economic and social opportunities whilst also having a positive impact on the environment and improving health.

The performance of the local economy is inextricably linked to that of the national and regional economy as business activity is not restricted by administrative boundaries. By providing better regional and local connectivity, the local economy is better placed for development thanks to infrastructure which makes the area more accessible and attractive to businesses to invest, relocate or expand.

Calderdale Transport Strategy (2016)
The Calderdale Transport Strategy (adopted 2016) sets out how the region's transport system aims to underpin economic prosperity, high rates of productivity, a dynamic labour market, social cohesion and a healthy environment. The strategy targets an increase of 50% in walking trips and 100% in cycle trips by 2026. It also targets an increase in rail trips of 50% by 2026.

The strategy was developed to help guide future investment in transport across the Borough. It includes objectives related to growth in jobs and homes, improving connectivity and integration of public transport, and improving the environment. In addition, it lists three key themes that will shape the scope and nature of the interventions in response to the objectives. Included within these themes is sustainability with emphasis on increasing the use of sustainable modes, supporting the use of low emission vehicles, protecting the built and natural environment, and ensuring climate change resilience.

The scheme is well aligned with the objectives of the Calderdale Transport Strategy. Some of the key synergies between particular objectives and expected scheme deliverables, are summarised below:

- Growth – Enabling new jobs to be created at key employment sites:
  - the scheme will facilitate the creation of new jobs by improving access to employment and unlocking new strategic development sites, such as the Clifton Enterprise Zone site in Brighouse and allocations at the Lowfields Business Park in Elland.
- Growth – Provide residents with access to education:
  - The scheme will improve access to education sites and facilities within Elland which currently has lower academic attainment levels compared to district and regional averages.
- Connectivity – Improving links by addressing gaps in the network:
  - The scheme will offer a more comprehensive multi-modal transport improvement package that will aim to plug gaps in the network and therefore expand labour catchments.
- People and Environment – Increase physical activity and improve air quality:
  - The scheme is expected to have a positive impact on air quality and physical activity, making places and routes more accessible by walking and cycling for a wider proportion of the population.
- People and Environment – Enhance the urban environment:
  - The scheme will provide positive impacts in this regard in being led by principles in place making excellence.

Calderdale Local Cycling and Walking Infrastructure Plan (LCWIP) (2019)
LCWIP is a new strategic approach to identifying cycling and walking improvements required at the local level. As a Department for Transport (DfT) initiative, LCWIP development is intended to enable a long-term approach to developing local cycling and walking networks. LCWIPs form part of the DfT's Cycling and Walking Investment strategy to increase the number of trips made on foot or by cycle.
The West Yorkshire LCWIP is made up of individual plans for the five WY Partner Councils. Development of LCWIPs in Calderdale and West Yorkshire form part of objectives and proposed policies to increase levels of walking and cycling set out in the West Yorkshire Transport Strategy. This includes a target of increasing levels of cycling by 300% by 2027 with a target for levels of walking currently under consideration.

The Brighouse and Elland TCF package will help achieve the specific targets for both cycling and walking, through the provision of a safer, more accessible and better-connected network for pedestrians and cyclists, thus increasing the attractiveness of both modes as a means to travel. The improved infrastructure, including towpath widening, new pedestrian and cycle bridges and cycle route junction upgrades, will encourage increased uptake of walking and cycling, thus helping to support the targets set within the draft Calderdale LCWIP, the wider West Yorkshire LCWIP and the national programme of LCWIP development led by DfT.

Calderdale Cycling Strategy (2016)
The Calderdale Cycling Strategy (2016) was developed to complement the overarching Transport Strategy, describing how the region aims to promote cycling as an everyday mode of travel. The Strategy is centred around the vision "to make Calderdale a nationally recognised centre of cycling excellence where residents,

visitors and tourists of all ages and abilities can safely cycle for utility, commuting, leisure and sporting pursuits."
The Cycling Strategy proposes an integrated on-road and off-road cycle network and identifies Brighouse and Elland as two of the key hubs. The hubs have been selected as locations to concentrate infrastructure to ensure linkages between major settlements. The goals for the cycling network in the district include continuous and direct routes, links to destinations outside Calderdale such as Huddersfield and Bradford, segregation where possible and high-quality surfacing.
The scheme aligns with the strategy in that it will deliver improved opportunities for encouraging more people to cycle as a result of accessibility improvements that incorporate priority. This will remove a key barrier to cycling as a mode of transport by making it a safer and more attractive alternative to the car, whilst also reducing the environmental impact and improving health.

Calderdale Inclusive Economy Strategy (2018)
In 2018 Calderdale adopted an Inclusive Economy Strategy; the document provides a commitment to ensuring that everyone shares the benefits of growth. Building on the previous locally adopted Economic Strategy there is continuation of the priorities of attracting and retaining strong, healthy and sustainable investment and business in the borough. It also focuses on reducing inequalities.

The 'Transforming Access to Brighouse and Elland Rail Stations' package will contribute to several of the objectives outlined in the Inclusive Economy Strategy. This is detailed below:

- *Growth and Investment* – In providing better accessibility for the major development sites of Brighouse, the scheme will further enhance the attractiveness of investment in the town and these sites;
- *Young People and Lifelong Learning* - The Elland Station Access Package will provide improved access into the station along with employment sites and training opportunities for a ward that scores poorly compared to Calderdale and regional averages on educational attainment;
- *Social Values and Anchors* – The Elland Station Access Package in particular has been developed with vulnerable users of the pedestrian environment in mind with a view to ensuring that those with mobility impairments see the pedestrian environment enhanced to a quality such that they can also access the station site with ease;
- *People and Places* – The scheme is focused on improving place making. It will provide enhanced walking and cycling environments which are more attractive with a better sense of security, safety and usability and in turn have the capacity to enhance public health both in terms of increasing physical activity and improving air quality through encouraging active modes and reducing the number of cars on the road network;
- *Access to Good Work* – The Elland Station Access Package will provide a significant boost in terms of employment accessibility for Elland with surveys indicating that almost half of respondents would be willing to walk to the new station site. It is therefore crucial that the walking environment is attractive in order to realise the full benefit.
- *Targeting Our Efforts* – CMBC has worked hard to ensure that transport investment into Brighouse and Elland targets as wide a range of user groups as possible. As such, the schemes have been produced to improve the multi-modal opportunity in each town over and above the objective and / or financial limitations of associated WY+TF schemes.

Calderdale Air Quality Action Plan (2017)
The Air Quality Action Plan (AQAP) outlines the actions to be taken to improve air quality in Calderdale between 2017 and 2030. As part of the plan, CMBC have developed actions to be considered under a number of broad topics. Those in alignment with the Brighouse and Elland TCF package are as follows:

- Alternatives to private vehicle use;
- Promoting low emission transport;
- Promoting travel alternatives;
- Transport planning and infrastructure; and
- Traffic management.

The TCF package will support the Calderdale AQAP by encouraging a shift to active and sustainable modes of travel, thereby reducing the number of trips made by private vehicle and the associated transport

emissions. As a result, the scheme will improve local air quality, as well as contributing to local, regional and national air quality and carbon reduction targets.

Summary

At a local, regional and national level the scheme is supportive of key transport strategies. The Elland and Brighouse scheme seeks to connect people to jobs and education facilities, particularly people in the most deprived communities within Elland and Brighouse where car travel is not an option. Provision of active and sustainable transport infrastructure align with a number of economic policies. In addition, to encouraging inclusive growth, the scheme aligns with strategies to aid clean growth measures. Modal shifts from car to rail and active travel will reduce marginal externality costs such as congestion, air quality and carbon emissions supporting public health. Active modes will encourage physical activity and lead to imp-roved personal health by users of the scheme, given the emphasis on multi-modal travel.

Demonstrate the case for change

C.5 What are the objectives for the scheme?

Advice for completion

The objectives for the scheme should focus on the rationale and drivers for public sector intervention and the key outcomes and benefits you are seeking to achieve that support the strategic priorities of your organisation, the Combined Authority (and the specific Combined Authority funding programme) and that of any other funders of the schemes.

The objectives should be SMART (specific, measurable, achievable, realistic & time-bound), focus on what should be achieved, rather than a particular solution/option, and reflect essential outcomes rather than specific outputs.

Further guidance on developing your objectives can be found in section 5 of HMT's Guide to Developing Better Business Cases. This guidance and the Combined Authority both recommend that objectives are developed via a stakeholder workshop to explore all elements for the Case for Change

This section should also set out how the scheme contributes to the Leeds City Region's core TCF Objectives:

- Enabling inclusive growth – to enable as many people as possible to contribute to and benefit from economic growth, and contribute to improved health and wellbeing of our residents
- Boosting productivity – working with out businesses and universities to close the productivity gap, create thousands of jobs and add substantially to our economy
- Supporting clean growth – achieving our target for a net zero carbon economy by 2038 through lowering carbon emissions and taking advantage of new innovations to create jobs and growth
- Delivering 21st century transport – creating a transport system which addresses the challenges we face around capacity, connectivity, sustainability and air quality

Chapter 5 of the TCF Strategic Outline Business Case also includes scheme information which may help to answer the above.

The 'Transforming Cycling and Walking Access in Brighouse and Elland' TCF package is one element of the LCR TCF SOBC Programme.

Figure 2 summarises the overarching programme vision and objectives.

Figure 2: LCR TCF SOBC Programme Vision & Objectives

Leeds City Region TCF Vision

"Connecting people to economic and education opportunities through affordable, sustainable transport, boosting productivity and helping to create cleaner, healthier and happier communities for the future"

Objective	Description
Enabling inclusive growth 	To enable as many people as possible to contribute to and benefit from economic growth, and contribute to improved health and wellbeing of our residents.
Boosting productivity 	Working with our businesses and universities to close the productivity gap, create thousands of jobs and add substantially to our economy.
Supporting clean growth 	Achieving our target for a net zero carbon economy by 2038 through lowering carbon emissions and taking advantage of new innovations to create jobs and growth.
Delivering 21st century transport 	Creating a transport system which addresses the challenges we face around capacity, connectivity, sustainability and air quality.

As part of the SOC development, an exercise was undertaken to re-shape the wider Programme objectives to better reflect this scheme specifically.

Table 2 summarises the scheme-specific objectives and how they relate to the wider Programme objectives.

Table 2: Scheme Specific Objectives

Objectives	Indicator	Alignment to Wider Programme Objectives	Target	Year
1) Access to Rail Stations improved for populations within Elland and Brighouse in the most deprived quintile of the IMD.	Accessibility software and IMD mapping	Enabling inclusive growth and boosting productivity.	Increased catchment areas for deprived communities and growth in employment rate (%)	In line with next IMD data release
2) Increased use of non-car modes of travel for access to Brighouse Station.	Surveys of users	Supporting clean growth and delivering 21st century transport.	Increase the percentage share of non-car modes (%)	Three years after opening
3) Increased walking and cycling within Elland and Brighouse.	Counts across network	Supporting clean growth.	Increase in walking and cycling trips (%)	Three years after opening

4) Increase use of rail as mode of travel for commuting for populations within Elland and Brighouse.	Census style journey to work questions	Enabling inclusive growth, supporting clean growth and delivering 21st century transport.	Increase the percentage share of rail modes for journeys to work (%)	In line with next census style data release
5) Provision of best practise accessibility by non-car modes for both stations in line with guidance	DfT code of practice	Enabling inclusive growth, supporting clean growth and delivering 21st century transport.	Compliance with DfT code of practice	Three years after opening
6) New housing developments in the catchment area of the stations have above Calderdale average use of rail and active modes.	Survey of households	Supporting clean growth.	Number of dwellings, employment units delivered (%)	2031 (end of Local Plan period)

C.6 What are the existing arrangements/ current situation?

Advice for completion

Provide a clear picture of what the existing situation is and what the future will be if no intervention takes place. This should include all public sector related costs of the existing situation

This section will provide an evidence base to measure any forecast improvements against and should **not** critique the difficulties associated with existing arrangements.

The towns of Elland and Brighouse are located to the east of the Calderdale District, which sits on the western edge of the Leeds City Region. Calderdale is located mid-way between the cities of Leeds and Manchester. Both Elland and Brighouse are both within 2 miles of the M62 corridor connecting Leeds and Manchester. The corridor holds an annual average of 112,000 daily flow of vehicles between junction 24 and 25. The high volume of traffic passing both towns indicates the strategic placement of the towns to capture additional inward investment with improved transport links to popular cities in the North.

The scheme package is comprised of two projects designed to improve connectivity for active modes to the rail stations serving Elland and Brighouse. The two projects are at different stages in their development and as such the understanding of problems to be addressed is at different levels of detail. These projects are:

1. Elland Station Access Package (in association with the Elland Rail Station development project); and
2. Brighouse Cycling Improvements (from Calderdale's Local Cycling and Walking Infrastructure Plan).

Both towns currently suffer from poor public transport connectivity and significant congestion levels on the strategic road network that connects Elland and Brighouse to the regional economic centres of Leeds and Manchester. This hinders access to employment and skills opportunities both locally and across the wider LCR, subsequently constraining future growth and development.

This section describes the existing arrangements and current situation at a local, district and regional level.

Economy

Leeds City Region (LCR) is the largest UK economy and population centre outside of London and is critical to the North's and the UK's success. With an economy worth over £69 billion, LCR accounts for 5% of the UK's economic output (predicted to increase by 47% in real terms by 2036) and a fifth of the output of the Northern

Powerhouse. The Combined Authority is the Local Transport Authority for the City Region and has responsibility for transport, economic development and regeneration in the five West Yorkshire Districts of Bradford, Calderdale, Kirklees, Leeds and Wakefield as well as York as a non-constituent member. Other districts within the LCR (outside of West Yorkshire) include Barnsley, Craven, Harrogate and Selby. The Combined Authority is in discussions with the Government regarding a further devolution deal, to include the North Yorkshire District Councils of Craven, Harrogate and Selby.

LCR is growing. At the heart of the North of England, it is an attractive place to live, increasingly drawing highly skilled, knowledge intensive service sector workers as well as new tourism, cultural and leisure opportunities. However, as the population has increased, transport congestion and air quality have become major constraints on inclusive growth.

Deprivation and Accessibility

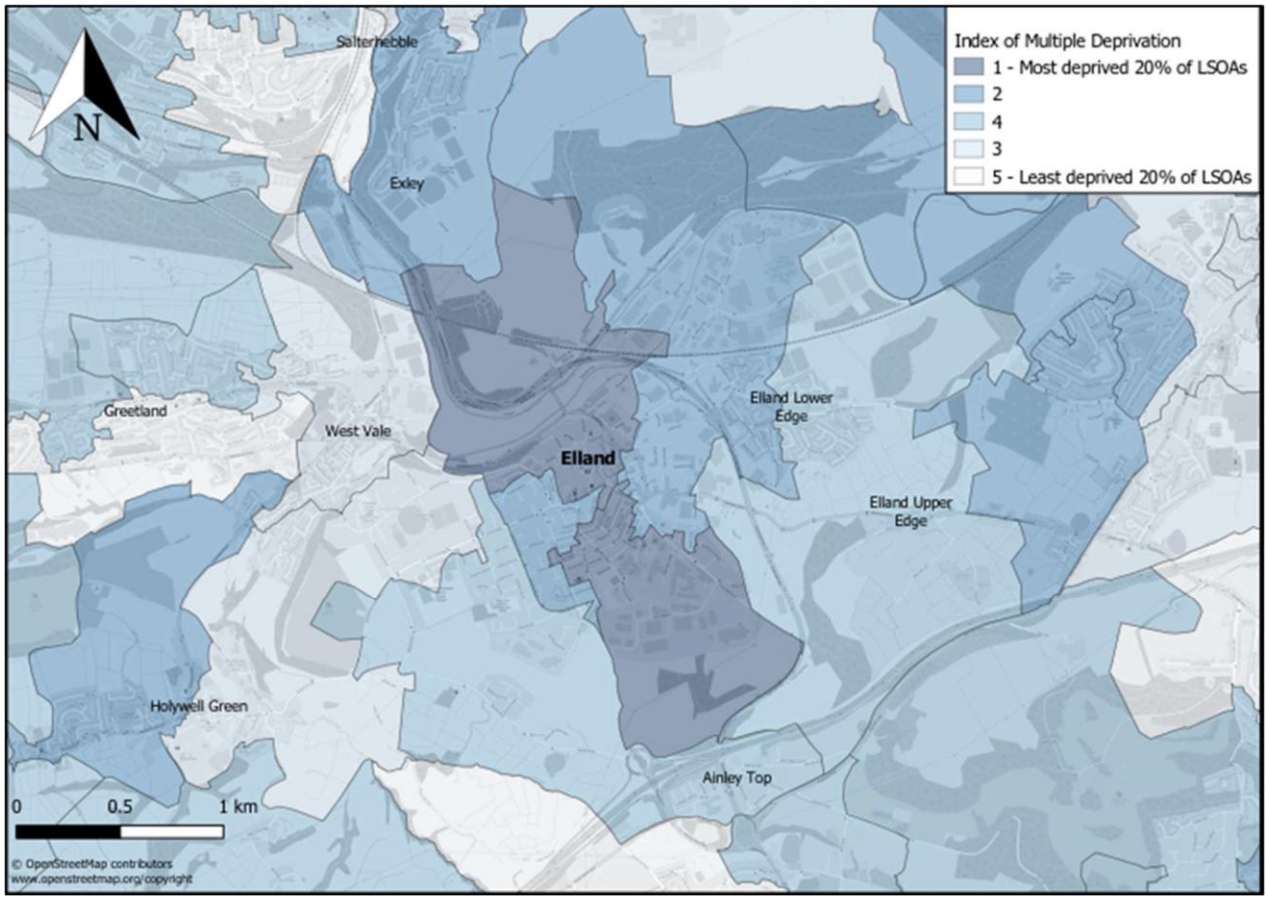
Calderdale is an important centre for financial services and manufacturing, whilst also accommodating many smaller businesses in the digital and creative sectors and pioneering green businesses. Calderdale also has a thriving visitor economy offer, with cultural assets including the Piece Hall in Halifax.

Despite this, the district is amongst the 30% most deprived Local Authority areas in the country. From a working population of 106,000 there are 28,400 economically inactive people in the borough. This is slightly better than the regional average, but worse than that of the UK. With NVQ4 and above educational attainment at 34.8%, Calderdale is significantly worse than that of the rest of the country with the national figure standing at 39.3%. Calderdale also has more out-of-work benefit claimants (3.7%) than both the regional average (3.1%) and at the national level (2.8%).

At a local level there are significant issues related to deprivation in both Elland and Brighouse.

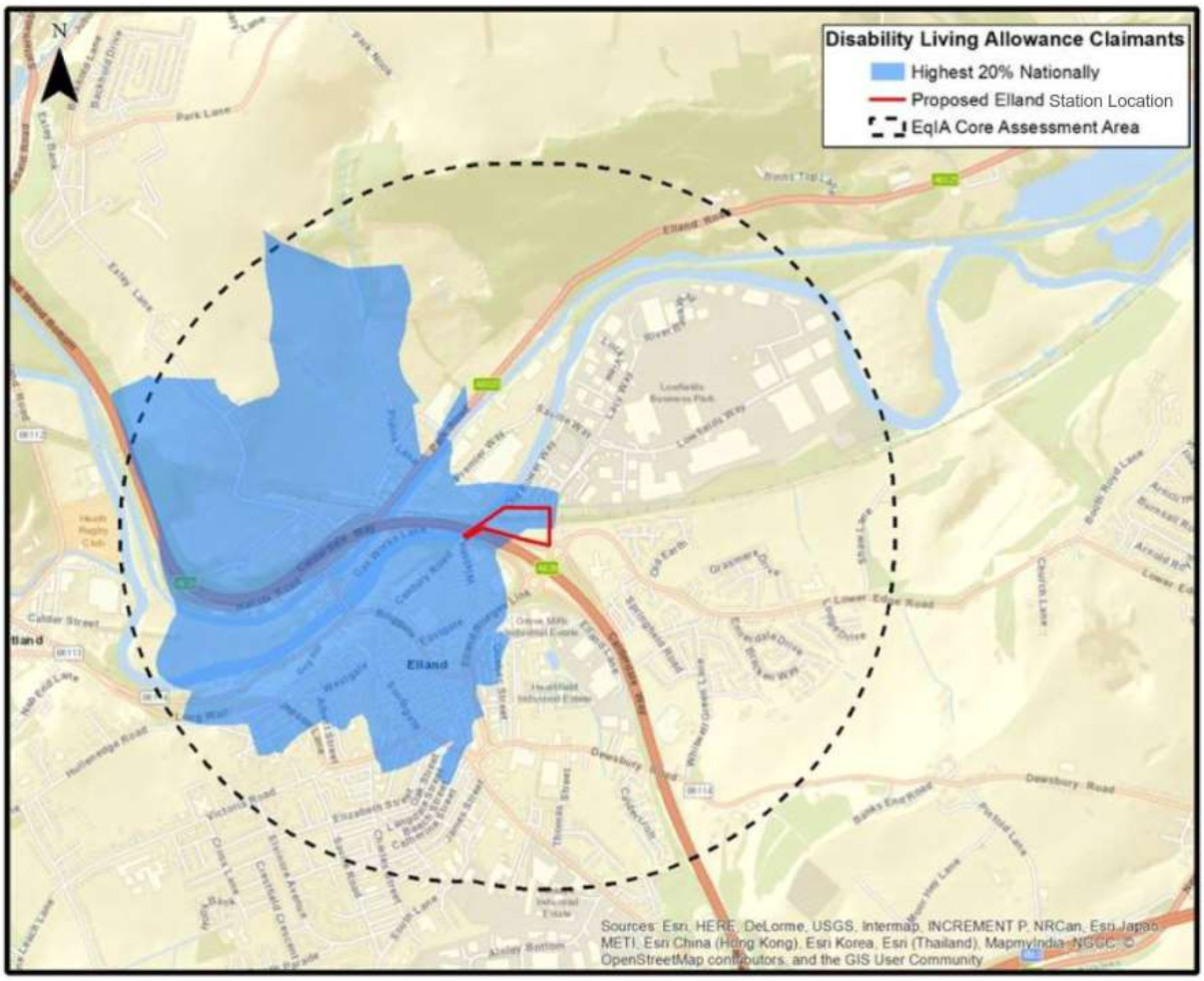
Figure 3 shows that the most deprived areas of Elland are in the town centre and to the north of the town centre towards Exley. These areas are both classified as being within the 20% most deprived areas of the country, as defined by IMD.

Figure 3 - Index of Multiple Deprivation in Elland



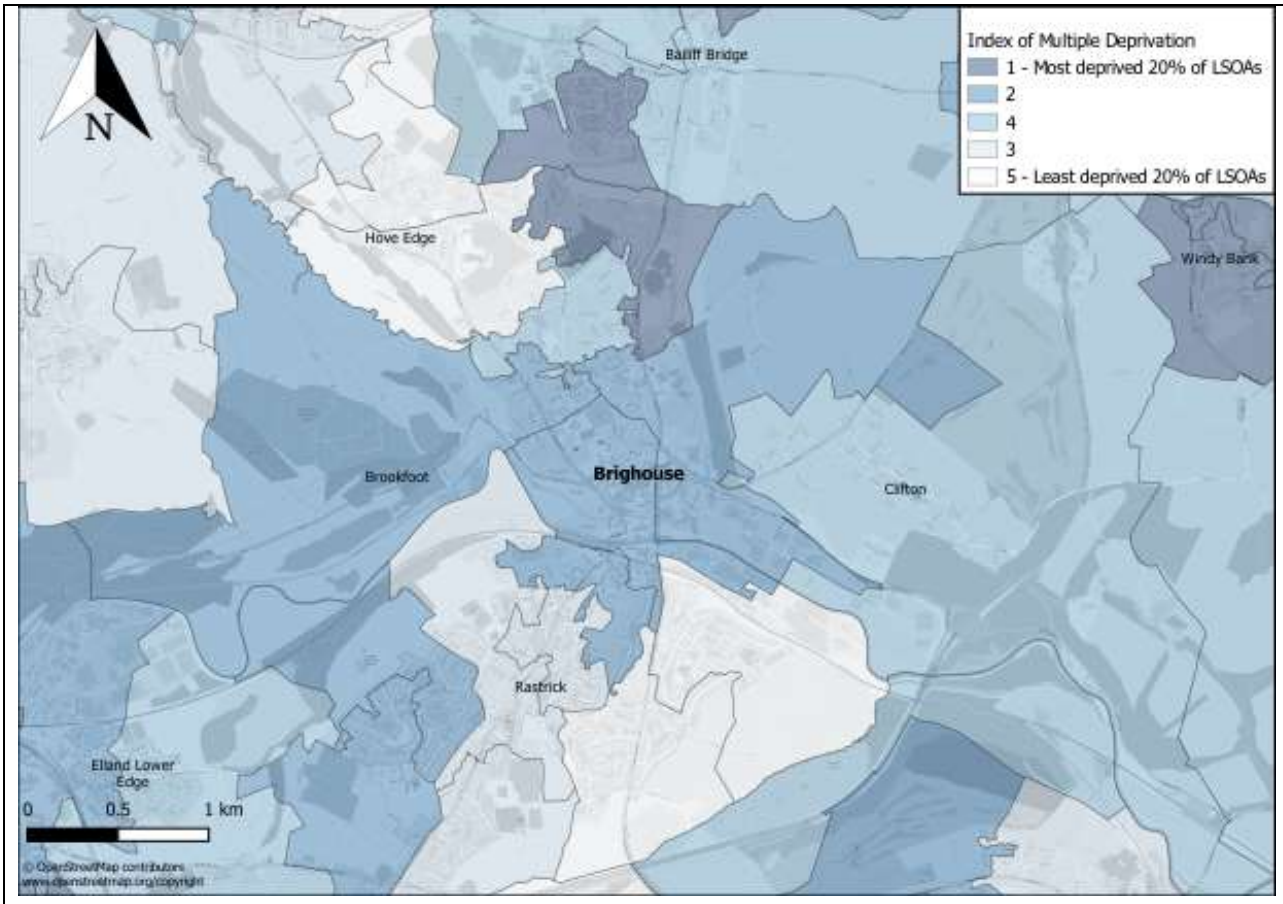
Additionally, Figure 4 shows that there are a higher than UK average number of disability living allowance claimants living in Elland town centre and to the north of the town centre. The importance of high-quality pedestrian facilities is paramount to ensuring the new station is accessible for all and serves to help disabled residents of Elland to be economically and socially active. In a public consultation undertaken for the Elland Station and Access Package, comments were received about the potential for the station to improve connectivity to the Elland NHS Mobility Clinic for wheelchair users travelling to Elland from the wider area. Elland Station also has the potential to act as a hub between the Calderdale and Kirklees hospitals, improving connectivity between the two.

Figure 4 - Disability Living Allowance Claimants in Elland



In Brighouse, the most deprived areas are to the north of the town centre along the A641, south of Bailiff Bridge where there are several residential estates within the 20% most deprived areas of the country, as shown in Figure 5.

Figure 5 - Index of Multiple Deprivation in Brighouse

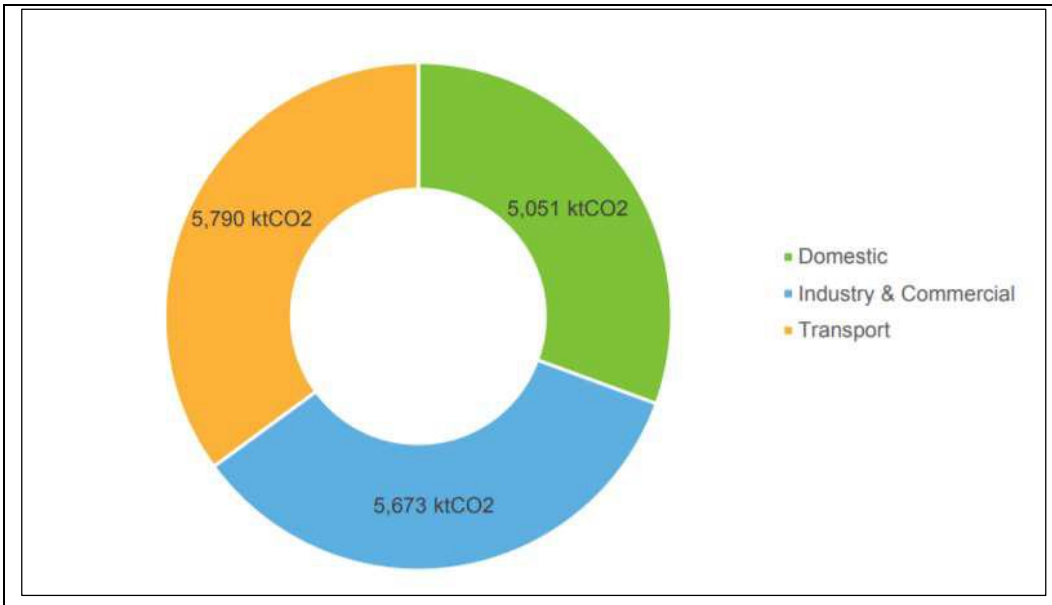


It is evident that transport is a significant contributing factor in exclusion of many low-income groups, particularly those in the 20% most deprived communities. It acts as a barrier to access employment, education and other services. Improvements to walking and cycling infrastructure as part of the scheme will enable those living in the most deprived areas (often without access to a car) to be able to travel by sustainable modes to access these key services, widening the catchment area for employers and promoting social inclusion.

Carbon

Figure 6 below shows that in 2015, transport accounted for the largest share of total carbon emissions in the LCR, above the national average.

Figure 6 - Leeds City Region Emissions by Sector (2015)

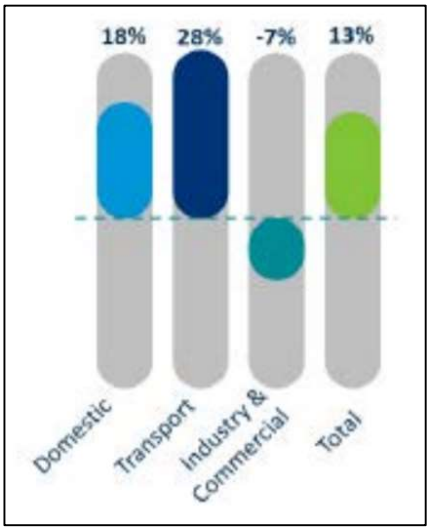


Source: West Yorkshire Combined Authority: Towards a zero-carbon Leeds City Region

It can be seen from Figure 6 that the total emissions in LCR in 2015 were 16,472 $ktCO_2$. This represents a 4% and 43% share of the UK and Yorkshire and Humber region respectively.

Predictions generated by using both local and regional data (e.g. number and type of cars on the road, LCR housing ambitions), as well as national data (e.g. industry and commercial growth, grid carbon intensity) indicate that energy consumption within the LCR is forecast to rise in the domestic and transport sectors up to the year 2036, as shown in Figure 7.

Figure 7 - Business as usual energy forecasts as a percentage change from 2015 to 2036

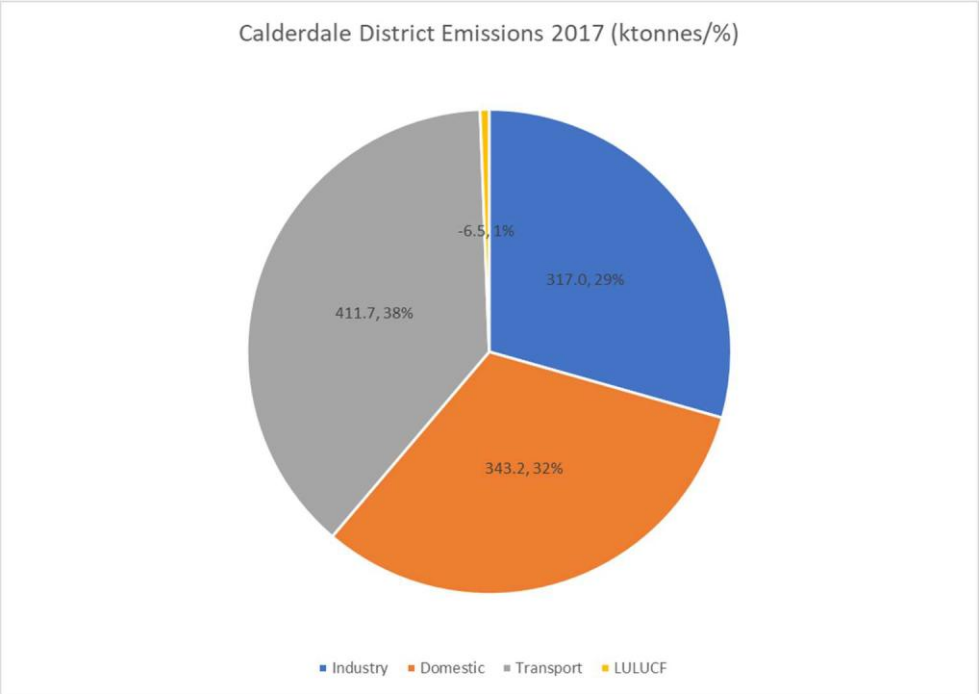


Source: West Yorkshire Combined Authority: Towards a zero-carbon Leeds City Region

Although the 'Business as Usual' scenario leads to a reduction in total emissions, it is not enough of a decrease to begin to reach the levels of reduction targeted by the UK government. Greater efforts and localised action will need to be made to reduce energy consumption and emissions within the domestic and transport sectors in particular.

On a more local level, Figure 8 shows that in 2017, approximately 39% of annual CO_2 emissions within Calderdale were transport related.

Figure 8 - Calderdale District CO_2 Emissions (2017)



Source: UK local authority and regional carbon dioxide emissions national statistics: 2005-2017

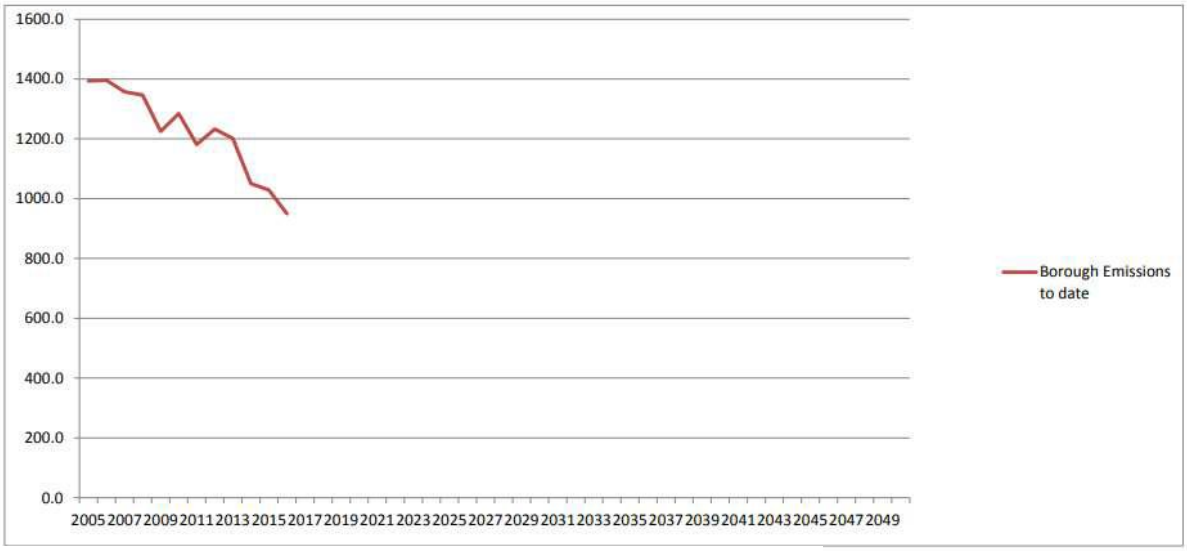
Most of the local authorities within the LCR have declared a 'Climate Emergency', including Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Wakefield and York.

CMBC declared a Climate Emergency in January 2019, based on the premise that failure to act would see a significant increase in sea levels and flooding, extreme changes to weather patterns, crop failures, extinctions of plant, insect and animal species and global economic disruption.

Since then, the Council have set up a new target and action plan to be carbon neutral; and to work with other councils and the West Yorkshire Combined Authority on carbon reduction projects.

The district is on track for a 40% reduction in carbon dioxide emissions by 2020, and an 80% reduction by 2050. The progress made so far is shown below in Figure 9.

Figure 9: Borough CO2 (in '000 tonnes) emissions 2005 - 2016



Source: Calderdale Emergency Cabinet Working Party Report (2019)

Despite this, more needs to be done locally to help achieve these targets and ensure the district is resilient to the impacts of climate change.

A significant reduction in car travel has been experienced in light of the current Covid-19 pandemic which is likely to be attributable to a reduction in transport related carbon emissions both nationally and across the district. There is an opportunity for the scheme to capitalise and build on this positive effect by encouraging active and sustainable travel. In doing so, the scheme will directly contribute towards the district's climate emergency targets and help improve air local air quality through encouraging a sustainable mode shift, making walking, cycling and rail the preferred modes of transport, reducing the need to travel by private car.

Air Quality

CMBC have declared seven AQMAs across the district, including one in Brighouse town centre, shown below in Figure 10. For the AQMAs declared in Calderdale, there is often a combination of high traffic volumes and buildings located close to the roadside which can hinder the dispersion of exhaust fumes.

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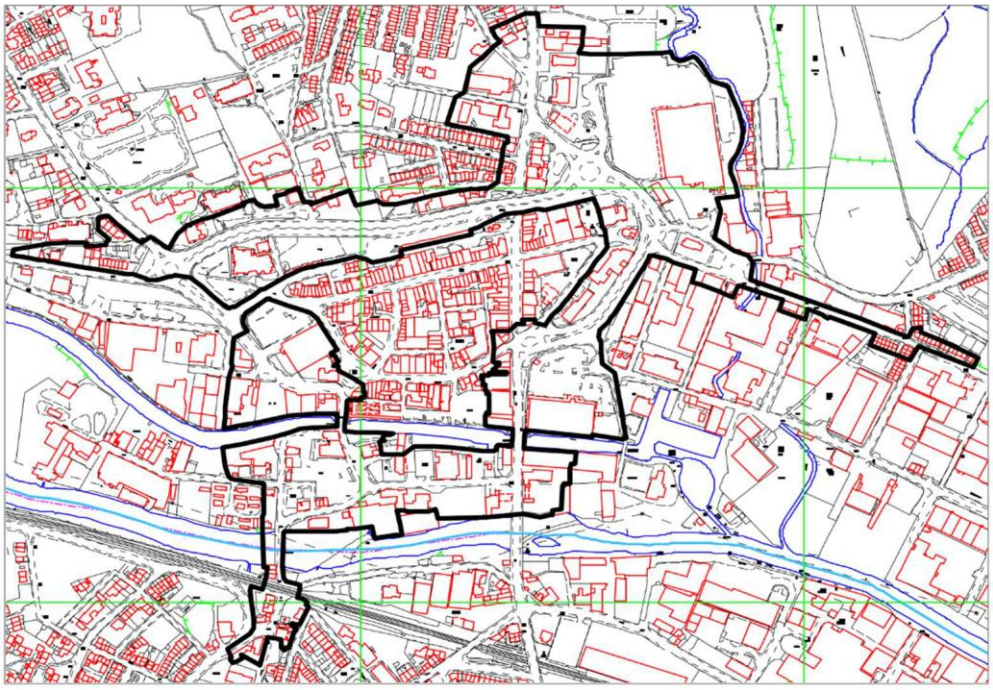
Figure 10: Brighouse AQMA



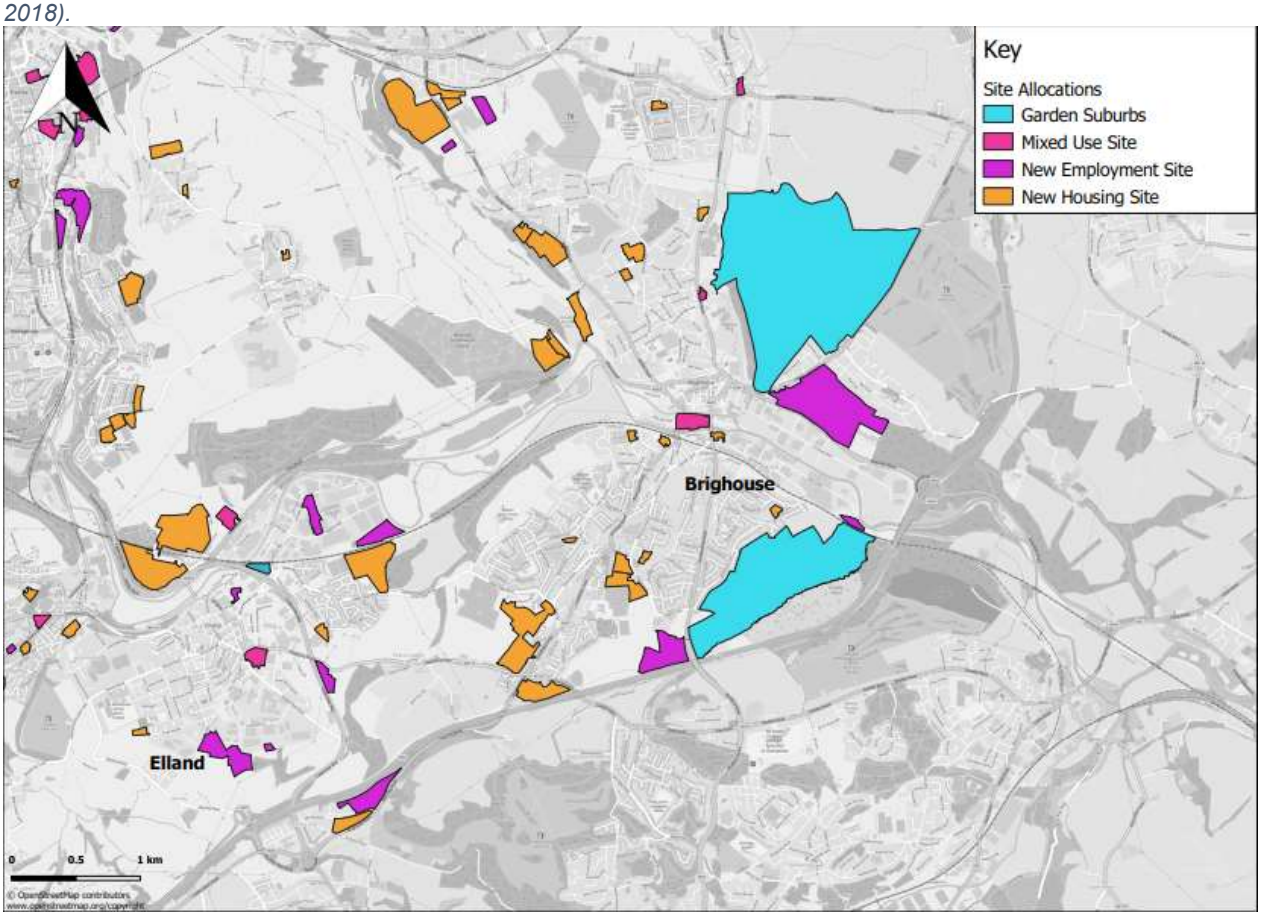
The Brighouse town centre AQMA was declared in 2007, in relation to a likely breach of the nitrogen dioxide (annual mean) objective, as specified in the Air Quality (England) Regulations 2000.

Since then, CMBC have published an AQAP setting out the steps to be taken to try and reduce the levels of nitrogen oxide.

Housing and Employment

Within the Elland and Brighouse areas there are significant allocations for employment and housing sites. Figure 11 below shows the land allocations of the published Local Plan for this part of the district.

Figure 11: Housing and employment development Elland and Brighouse (based on local site allocations as of January 2018).



A number of large development sites are located in the Brighouse area, including the Thornhills and Woodhouse Garden Suburbs and the Clifton Enterprise Zone.

There are two Garden Suburb site allocations in Brighouse. The Woodhouse Garden Suburb site (LP1451), located south of the town centre, has an indicative capacity of 1,257 dwellings. The Thornhills Lane Garden Suburb (LP1463), to the north east of Brighouse town centre, has a residential capacity of 1,998 dwellings. Collectively, both sites are expected to deliver more than 3,200 homes by 2032.

Also within Brighouse, is the proposed new Clifton Business Park and Enterprise Zone employment site (LP1232), which is one of nine sites forming Phase 2 of the LCR Enterprise Zones Programme. The creation of a business park at Clifton is a long-standing ambition of CMBC, and would create significant new business and employment opportunities in the district. The proposed development would house Calderdale-based businesses and help attract new businesses from outside the region, generating growth and increasing the attractiveness of the area for potential future investors.

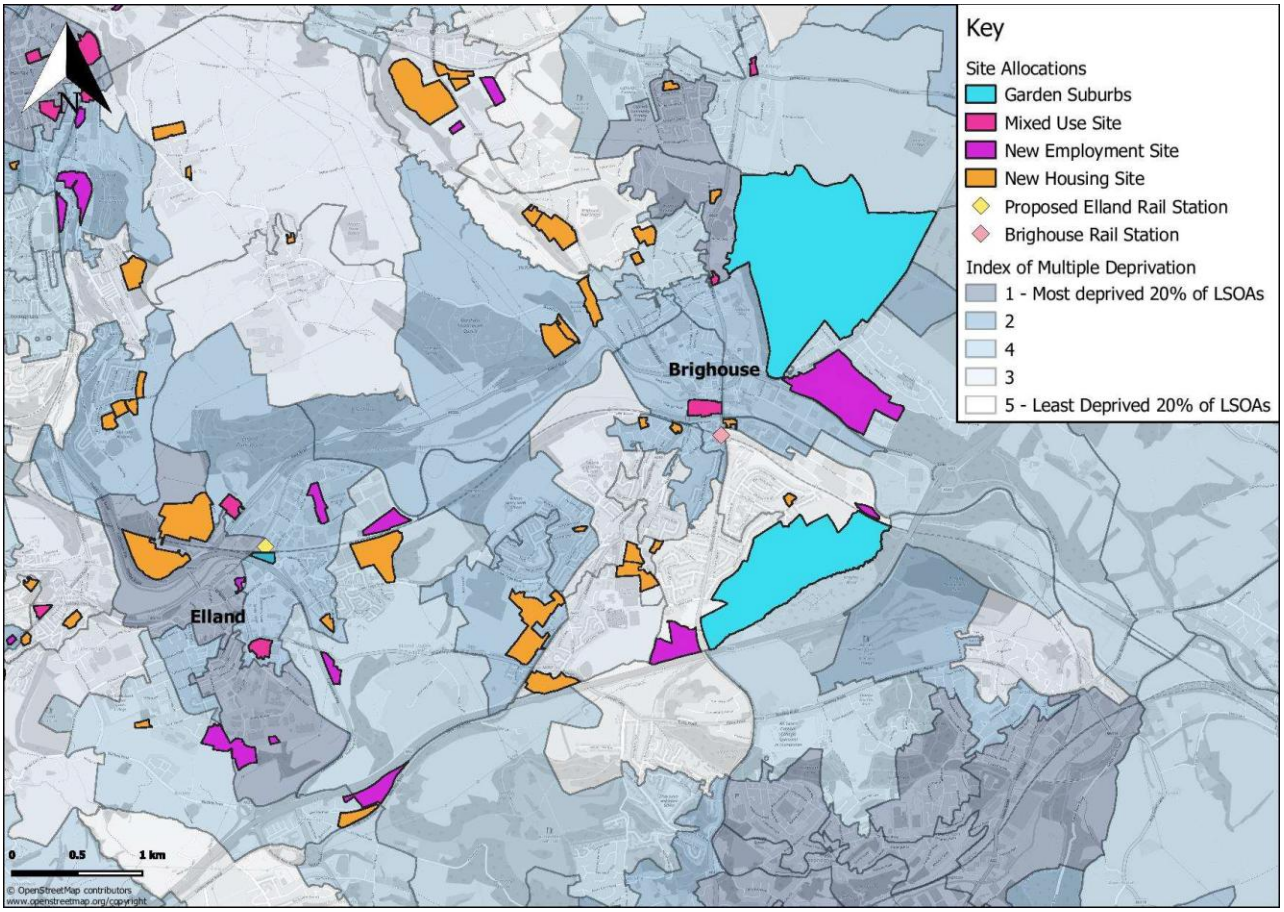
In Elland, two new large housing sites have been identified as part of the latest Local Plan. These are situated north of the town centre, bounded to the south by the A629 and to the east by the Lowfield Business Park. Together these new sites have capacity to deliver 900 new dwellings. These are in addition to a large site located at land off Lower Edge Road to the east of Elland which has a residential capacity of 246 new homes.

There are also allocations within the Lowfield Business Park site, making up approximately 5 hectares of employment land.

These planned developments across both Elland and Brighouse will place increasing pressure on the transport network. As a result, mitigation measures are likely to be required to meet the growing transport demand and alleviate pressure on the existing network. This scheme will directly support the anticipated growth through the provision of better access for sustainable modes to development sites, resolving existing transport challenges and increasing capacity on the transport network.

Figure 12 illustrates that some of the most deprived communities in Elland and Brighouse have been identified for further housing and employment development, emphasising the importance of improving connectivity for these areas, particularly by sustainable and active modes of travel.

Figure 12 - Housing and Employment Growth sites and Index of Multiple Deprivation



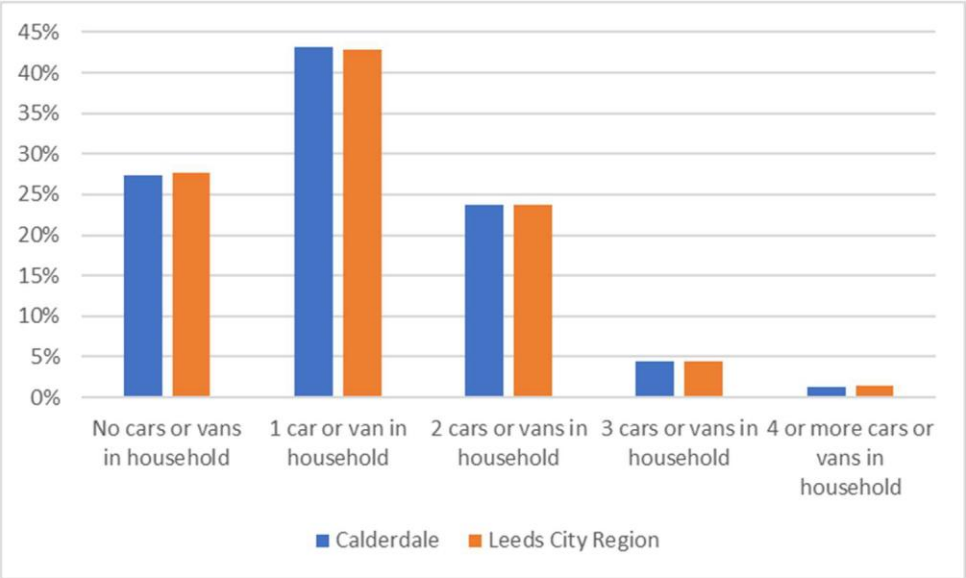
These communities with high levels of deprivation around Brighouse and Elland will benefit from targeted intervention that will provide cheaper travel options and enhance access to employment opportunities and education. In turn, this will improve public health by promoting physical activity through modal shift from private car to active modes whilst also improving local air quality.

Car Ownership

Transport promotes social inclusion by connecting people to employment, education, leisure and social opportunities.

Despite the fact that the number of private cars within the LCR has increased over recent years, within Calderdale, over 27% of households have no access to a car or van (Census 2011). Similarly, within the wider LCR, 28% of households have no access to a private vehicle, as shown in Figure 13.

Figure 13: Car Ownership (Census, 2011)

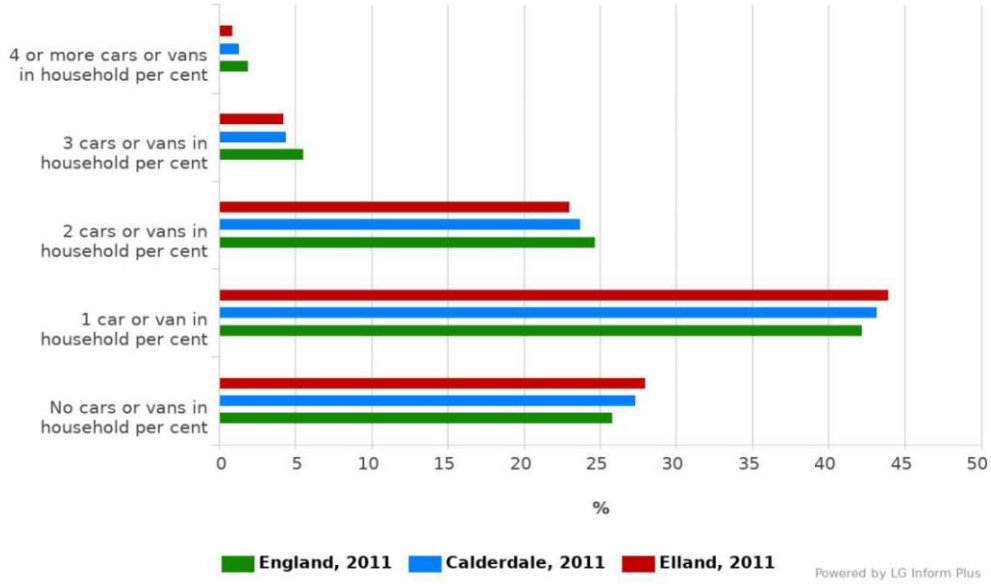


Despite the relatively high proportion of households without access to a car, the Calderdale district has actually seen a growth in car ownership.

Within Elland, 44% of households have access to 1 car or van, which is slightly higher than the district and national average, at 43% and 42%, respectively.

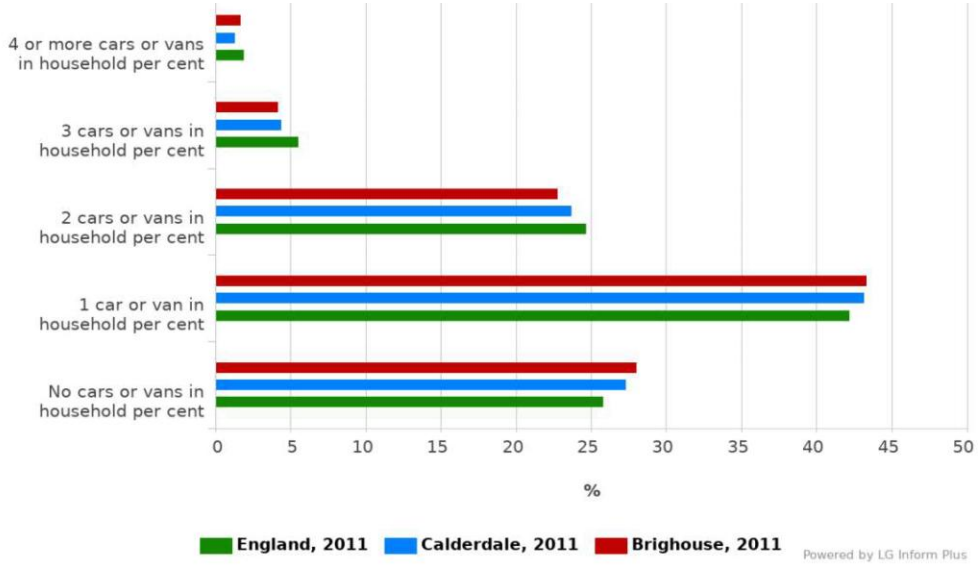
Despite this, over a quarter (28%) of households in Elland do not have access to a car or van, which is also slightly higher than the averages for Calderdale (27%) and England (26%). A breakdown of car ownership by household in Elland is shown below in Figure 14.

Figure 14: Elland - Proportion of households by number of vehicles owned (Census, 2011)



Levels of car ownership in Brighouse are very similar to those in Elland. As shown below in Figure 15, 43% of households in Brighouse own 1 car or van, whilst 28% do not own a car or van.

Figure 15: Brighouse - Proportion of households by number of vehicles owned (Census, 2011)



Method of Travel and Commuting Patterns

Calderdale's increase in car ownership, alongside the region's good communication links, has influenced travel patterns across the district, as indicated by census 2011 data.

Over a third of employed residents work outside the district, with 26,978 commuting out of Calderdale daily. The majority of these trips are undertaken by a private car or van (83%) with 4% travelling by train.

Car usage for employment purposes is approximately 15% higher amongst people commuting into or out of Calderdale than it is among residents working within the district. The increase in car commuting for Calderdale residents reflects a shift away from other modes of travel. In both Elland and Brighouse, rail accounts for less than 1% of in-commuting trips but accounts for around 4% of out-commuting trips.

Census 2011 data shows that there is substantial out-commuting from Elland and Brighouse into Kirklees; 25% and 27%, respectively. Around 57% of those commuting to Brighouse are from within the Calderdale. Similarly, 56% of those commuting to Elland are from within Calderdale.

The business administration industry accounts for over 38% of total employment in Brighouse whilst the manufacturing industry accounts for approximately 15%. The largest part of the workforce comes from within Calderdale (57%), however, there is also a substantial net inflow from Kirklees.

For Elland, manufacturing accounts for one third of the town's employment, well above the district and national averages of 15% and 8%, respectively. The construction and wholesale industry is also significant, whilst banking and public administration are relatively small. Approximately 56% of Elland's workforce live within Calderdale. There is a substantial commuting outflow to other parts of Calderdale, a net outflow to Leeds and Bradford, but an inflow from Kirklees.

Tables 3-5, below summarise Calderdale's methods of travel.

Table 3: Method of travel for in-commuters (Census, 2011)

	All People	Train	Bus/Coach	Taxi	Motorcycle	Car/Van (passenger or driver)	Bicycle	Walk
Calderdale	26,978	4%	8%	0%	1%	83%	1%	3%
Elland	3,244	1%	7%	1%	1%	89%	1%	2%
Brighouse	1,924	1%	10%	1%	1%	84%	1%	2%

Table 4 - Method of travel for those working within the district and towns (Census, 2011)

	All People	Train	Bus/Coach	Taxi	Motorcycle	Car/Van (passenger or driver)	Bicycle	Walk
Calderdale	52,014	1%	12%	1%	1%	67%	1%	17%
Elland	4,054	0%	7%	1%	1%	75%	10%	16%
Brighouse	2,526	1%	7%	1%	1%	65%	2%	24%

Table 5 - Method of travel for out-commuters (Census, 2011)

	All People	Train	Bus/Coach	Taxi	Motorcycle	Car/Van (passenger or driver)	Bicycle	Walk
Calderdale	28,593	8%	5%	0%	1%	82%	1%	2%
Elland	1,395	4%	6%	1%	2%	85%	1%	2%
Brighouse	1,398	4%	7%	0%	1%	85%	1%	1%

These statistics demonstrate a high reliance on the private car/van in Calderdale. Comparatively, the number of pedestrians, cyclists and bus users is much lower. In light of the current climate emergency, there is a need to reduce the number of journeys made by private vehicle. This can be achieved through promoting alternative, sustainable modes of travel such as walking, cycling, rail and bus travel.

Since the majority of commuters are undertaking journeys contained within the Calderdale region, there is a need to ensure that these journeys can be easily undertaken by sustainable modes, reducing the proportion of commuters travelling by private vehicle.

Furthermore, as described above, the current Covid-19 pandemic has resulted in a significant reduction in car travel. This presents an opportunity for the scheme to build on this positive effect by encouraging active and sustainable travel as alternative modes across the district.

Local Transport Conditions

Significant levels of congestion are apparent on the SRN that connects both Elland and Brighouse to the regional economic centres of Leeds and Manchester. The local road network in both towns, at some key junctions, will start to act as a constraint to growth and development, with current levels of congestion expected to grow.

Particular issues relating to transport conditions in the two towns are set out below.

Transport conditions & travel patterns - Elland

Elland is situated on the A629, providing a dual carriageway link to the M62 and hence access to Leeds (19 miles) and Manchester (28 miles). The A629 also forms the primary route for local bus services between Huddersfield and Halifax with six services per hour operating from Elland to Huddersfield and Halifax.

However, these facilities do not necessarily serve to provide good quality strategic connectivity to and from Elland, as reported by CMBC's Elland Transport Needs Assessment:

- Bus is a more practical option for local journeys, particularly those to Huddersfield and Halifax, rather than for longer journeys to Leeds, Bradford or Manchester.
- Rail mode share in Elland is very low, just 0.4% for inbound commuters and 1.6% for outbound commuters, demonstrating the poor accessibility via rail, and supporting the case for the new station.
- Walking is the dominant mode for trips within Elland.
- Elland exhibits a high level of households without access to a car (28%), evident in the high levels of walking locally and also the relatively low volume of outward commuting.

Low car ownership and local congestion at peak hours due to the town sitting on the main corridor to the M62 alongside declining bus services restricted to local destinations limits the commuting opportunities for local residents. In addition, with poor access to the rail network, employees are constrained to a relatively restricted geography which largely excludes the key economic centres of Bradford, Leeds and Manchester.

Though considerable investment is being made by the West Yorkshire Plus Transport Fund (WY+TF) in Calderdale on the A629 corridor to alleviate some of these conditions, the highway will remain unable to provide compelling and reliable journey times to the key economic centres of West Yorkshire and Greater Manchester compared to rail. However, journey times for rail users along the Calder Valley Line also experience poor journey times on the rail network to key economic hubs in the region. In order to be more competitive with towns such as Huddersfield and Wakefield, both of which have fast and frequent direct services to Leeds, rail journey times would have to improve. Generalised journey times of commuters will decrease as a result of improvements to access the rail stations. However, there is and will continue to be no direct service to Manchester from Elland and Brighouse, which is why improved access to these stations is important to improve perceptions of generalised journey times in the region.

Many of these connectivity constraints are shared by other communities along the Calder Valley Line, but those with direct access to the rail network and to key cities, such as Leeds and Manchester, benefit from better strategic connectivity. Furthermore, Average Annual Public Performance Measure (PPM) of the Calder Valley line declined by 2.2% between 2013 and 2015 as part of a longer trend. However, the lack of viable alternatives to rail is evidenced by the high levels of passenger growth at stations on the Calder Valley Line between 2011/12 to 2018/19. Total passenger growth for that period was just over 14%, with Mytholmroyd displaying 11% growth, Brighouse 74% and Sowerby Bridge 25%.

Though the current level of rail usage from Elland is quite low, the above implies that the new station at Elland might abstract demand from Halifax, Huddersfield and Brighouse, leading to the reduction in volume and distance of the local car trips that currently form the first leg of these rail journeys. This will contribute to less congestion on the road in Calderdale, improved air quality and other social benefits. In addition, a significant number of passengers at Elland will be 'new to rail' passengers who are either not travelling at all at present, or currently driving. It is however critical that this new station facility is linked up to the local walking and cycling network to the maximum quality to ensure that first-mile last-mile journeys to the station are undertaken by sustainable means.

Transport conditions & travel patterns - Brighouse

The road network around the town of Brighouse has for some time been understood as being congested and as such has been identified as the focus of significant levels of investment as part of the WY+TF A641 programme. Pre-feasibility work undertaken in 2017 found that there are a number of locations in Brighouse where the highway network is at or close to capacity at peak times. Further, without intervention these issues would become worse in a number of locations due in part to significant levels of development proposed in Brighouse as part of the emerging Local Plan for the borough.

The static motor vehicular traffic that results from these capacity issues is a contributing factor towards the fact that Brighouse has a substantial Air Quality Management Area (AQMA), outlined previously in Figure 10, where there is a residential population and high levels of gases produced by motor traffic that are harmful to human health. This is compounded by the topography of the town; Brighouse sits in the bottom of the valley where polluted air is trapped.

An additional finding from the 2017 pre-feasibility work in Brighouse was that a relatively high number of commuting trips remain within Brighouse itself and an inappropriately high proportion of these trips are accommodated by private car, at 57%. This is perhaps no surprise given that in central Brighouse, the combination of multi-lane highway and significant queues lead to a poor pedestrian and cycling environment and severance between housing and the town centre. The cycle facilities in Brighouse are limited: in order to avoid passing through the many junctions in the town centre, a cyclist would currently need to use the underpass and steps beneath the A664 Ludenscheid Link, which, as shown below in Figure 16, is not an environment currently conducive to safe and secure cycle journeys or even for walking for a range of more vulnerable population segments. The challenges and opportunities presented in Brighouse led to it being selected as the area of focus for cycling in CMBC's Phase One LCWIP.

Given the limited cycling infrastructure, there is a strong indication of market appetite for cycling in Brighouse. Using Annual Average Daily Flows (AADF) from the DfT, cycling flows in Brighouse were assessed at the following locations:

- Ludenscheid Link;

- A644 near Tesco Superstore;
- A644 Wakefield Road; and
- A643 Clifton Road.

Between 2005 and 2018, total cycling levels increased by 195%, with average annual growth of 11.6%.

Figure 16: Street View image of the underpass and stairs under Ludenscheid Link Road

Traffic forecasts

Evidence from the Calderdale Transport Model[2] has been utilised to demonstrate future growth and demand on the highway network. The model represents the network operation prior to the application of growth to be allocated under the Local Plan but following realisation of committed developments, windfalls and planned major transport schemes.

The traffic modelling undertaken identified issues of capacity constraint in both Brighouse and Elland town centres. The specific issued identified are summarised below.

Brighouse Town Centre

Several capacity issues were highlighted across Brighouse town centre, including the A644 to the south east which shows some linked capacity issues as a result of right turning traffic causing delays to other vehicles. Several junctions in central Brighouse that make up the through-route on the east side of the town are also close to capacity. On the west side of the town the roundabout at the junction of the A644, A6025 and A643 shows congestion on all arms, but is over capacity on the northern arm (A644 to Halifax).

Elland Town Centre

The model shows several junctions at close to capacity in Elland town centre. There are also linked capacity issues in this area as a result of being within the heart of the historic centre of Elland. On the east side of the town there are issues shown on the through route formed by Huddersfield Road and Elland Riorges Link.

The capacity issues shown in Elland are in part caused by the availability of the high capacity A629 which leads to both Halifax and the M62 Junction 24 at Ainley Top. Any traffic heading for these destinations must therefore travel through Elland unless they are willing to take a large detour on lower class roads.

Summary of Evidence

The report concluded with a summary of the key themes emerging, most notably the preferential status of the eastern side of Calderdale, containing both Elland and Brighouse. It was found that the large towns in the east of the district are more sustainable locations, offering more opportunities for improved public transport and subsequent uplift in usage. The eastern side of the district is generally flatter, thus offering better opportunities for walking and cycling.

[2] Calderdale Local Plan Transport Evidence: Future Network Baseline. June 2016.

Therefore, given the pre-existing capacity issues across both Elland and Brighouse, and their strategic location to the east of the Calderdale district, the TCF package would help resolve some of the existing transport issues and would likely result in an uplift in active mode usage.

Rail

Rail travel is becoming an increasingly popular mode of transport in Calderdale. In 2011, rail accounted for 3% of journeys to work made by Calderdale residents (Calderdale Transport Strategy). Between 2001 and 2011 there was a 154% increase in commuting trips by residents within the Calderdale district.

Total passenger numbers at all 7 railway stations across Calderdale have increased by 0.5 million from 3.8 million in 2011/2 to 4.35 million in 2018/9, according to data from the Office of Rail and Road. Despite this, poor railway station connectivity constrains access to the rail network for some residents, limiting the number of journeys made by train.

It is therefore pivotal that Brighouse railway station, and the new station in Elland, become fully accessible for all. To ensure that local journeys to the stations are done by sustainable means, it is critical that both stations are connected to the local walking and cycling network. Without intervention, rail travel remains inaccessible for certain residents of Elland and Brighouse, including those with limited mobility, or without access to a car.

By improving station connectivity by sustainable modes, this will improve access to LCR's wider public transport network, increase the attractiveness of rail travel, and reduce the number of journeys made by private car, thereby contributing to Calderdale and LCR's Climate Emergency Targets.

Gross Value Added (GVA) and Productivity

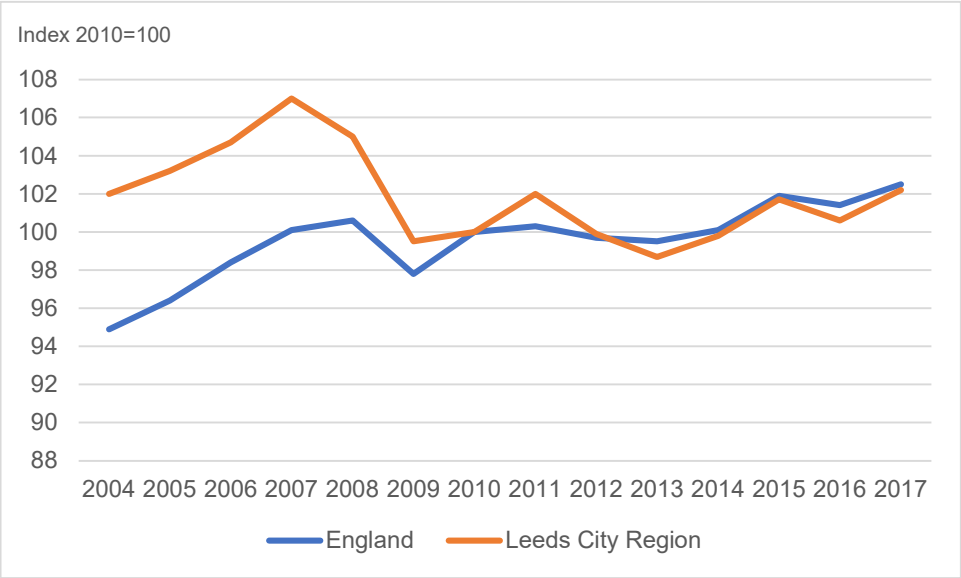
ONS produces annual estimates of Gross Value Added (GVA) for different parts of the UK.

Despite LCR's sizeable GVA of £69.6bn, growth in recent years has lagged behind UK levels. Since 2012, growth has been lower than the UK rate of 3.7%, at an average of 3.3%. LCR GVA per head (£22,729) is 18% below the England average. Within this there are significant disparities between different districts in the LCR. Calderdale has a total GVA of £4.5bn. Per head, GVA is £17,800, 30% below the national average.

Productivity (the economic output per worker / hour worked) in the Leeds economy has not risen significantly since the 2008-09 recession. This can be partly attributed to firms holding on to workers in the downturn, and people taking lower paid jobs or becoming self-employed. It also reflects insufficient investment in infrastructure.

Figure 17 shows the real productivity growth between 2004 and 2017, indexed to the year 2010. Productivity for LCR remained fairly stable throughout this period, close to England's figures.

Figure 17 - Labour productivity (real GVA per hour worked) 2004 to 2017



Source: Regional and sub-regional productivity in the UK: February 2019

Calderdale is experiencing a productivity gap. Average weekly pay is £535, 7% lower than the national average of £575. The district is less productive in economic terms than London and the South East, and there is an employment rate gap for vulnerable residents. Over 25,000 residents of Calderdale have common mental health conditions with 12.9% suffering from depression, 0.2% higher than the national average according to the General Practitioner (GP) survey. 18% of people reported a long-term mental health problem according to the 2011 Census with 7.3% of school pupils learning difficulties according to government figures, compared with the 5% English average. The district also has relatively poor levels of educational attainment, with only 34% of the population having a level 4 or above qualification compared to the National average of 37%. This productivity gap hinders future growth and development, making the area less attractive to potential future investors.

In light of the current Covid-19 pandemic, the economy is suffering another recession. The impact on the economy of the current pandemic is predicted to be severe. Using the 2008-09 recession as a guide of what might happen, where labour productivity moved to a new, much lower growth trajectory, and took a much longer time to recover to pre-recession levels, it seems likely that the UK will follow the same pattern as post-2007 but with deeper 'cuts' in productivity and a longer recovery time to follow.

Growth

Calderdale's population is growing, and the rate at which households are forming is increasing. Between 2015 and 2031, the population of Calderdale will grow by 16,000, an increase of 8% (Calderdale Transport Strategy, 2016-2031). This equates to approximately 6,600 new cars on the road.

Calderdale has a complex, multi-modal transport system, consisting of roads, bridges, railway lines, canals, footpaths and cycle paths. Whilst this infrastructure has evolved over time, in the last two decades, investment in transport has not kept pace with economic and population growth. As a result, the transport system does not always meet the needs of Calderdale's residents and employers. The Calderdale Transport Strategy identifies five transport connectivity shortcomings within the district:

- Gaps in the transport network;
- Unreliable journey times on all modes;
- Low quality rail and bus services;
- Limited provision for walking and cycling; and
- Weak integration between modes.

Considering the significant population growth forecast for the district, without intervention, the existing issues outlined above, will only exacerbate.

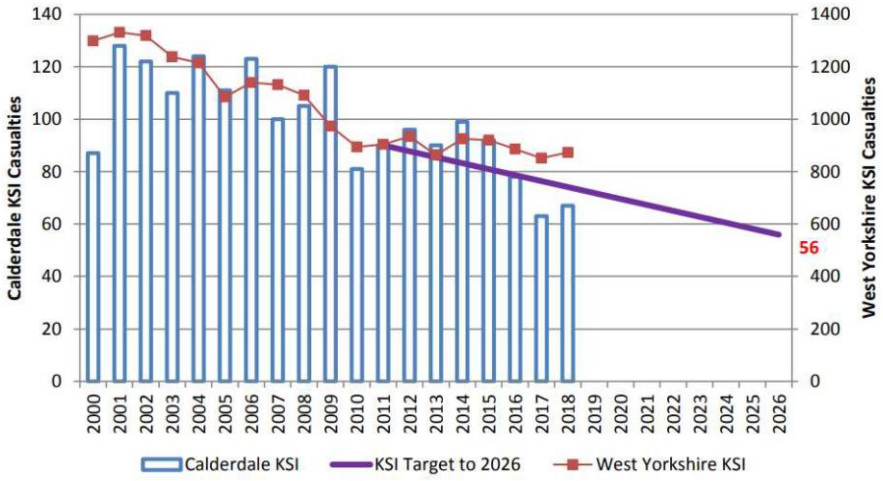
Road Safety

As reported in the latest Road Traffic Collision (RTC) Report, there has been a reduction in the number of casualties of all severities in Calderdale, across all road user categories. Despite this, the number of people killed or seriously injured (KSI) continues to fluctuate.

The number of pedestrian casualties of all severities fell marginally in 2018, but a 40% increase in KSI's contributed to a flat trend between 2013-2018 (RTC Statistics, 2018). The number of cyclist casualties also reduced marginally in 2018, but the number of KSI's rose from 8 to 38 (a 375% increase) in 2018.

Overall, Calderdale has experienced a reduction in the number of all casualties across all road users, albeit a continued fluctuation in the number of KSI. These patterns are shown below in Figure 18.

Figure 18: Reported Road Traffic Causalities since 2010 (Source: RTC Statistics, 2018)



More locally, Crashmap data has shown a total of 59 road traffic incidents across both Elland and Brighouse town centres between 2015-2019. Almost a third (32%) of these incidents involved a cyclist. The majority of these were slight incidents, some were serious, but none were fatal. The locations of these incidents are shown below in **Error! Reference source not found.** and Figure 20, and summarised in Table 6.

Figure 19: Elland Town Centre Cycle Incident Locations

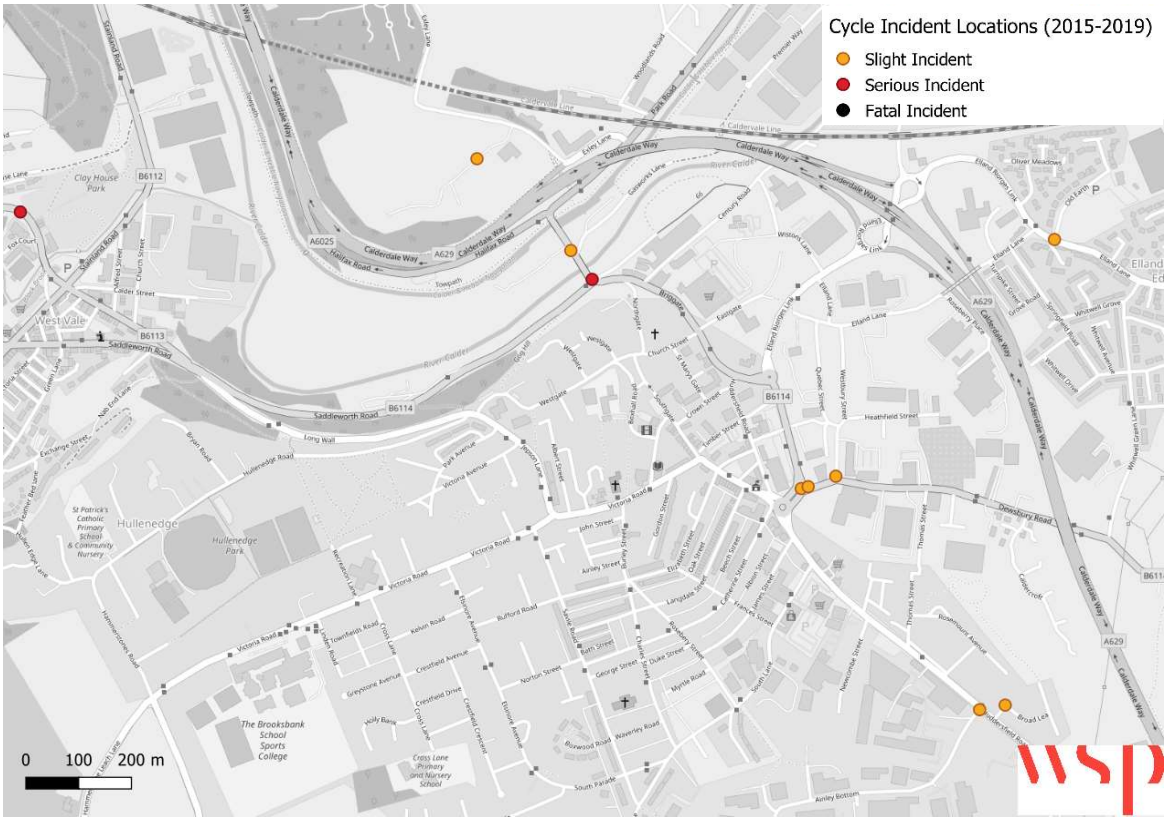


Figure 20: Brighouse Town Centre Cycle Incident Locations

Table 6: Summary of Cycle Incidents in Elland & Brighouse between 2015-2019

Town	Severity	Year	Location
Elland	Slight Incident	2017	Elland Hall
Elland	Slight Incident	2017	Elland Bridge
Elland	Serious Incident	2015	Elland Bridge
Elland	Slight Incident	2018	Elland Riorges Link
Elland	Slight Incident	2016	Elland Riorges Link
Elland	Slight Incident	2015	Dewsbury Road / Westbury Street Jct
Elland	Slight Incident	2017	Elland Lane / Old Earth Jct
Elland	Serious Incident	2016	B6113 Rochdale Road
Elland	Slight Incident	2017	Huddersfield Road / Ainley Bottom
Elland	Slight Incident	2018	Broad Lea
Brighouse	Slight Incident	2017	Thornhill Road / Thomas Street
Brighouse	Slight Incident	2018	A644 Wakefield Road
Brighouse	Slight Incident	2016	A644 Wakefield Road
Brighouse	Slight Incident	2015	A6025 / A644 / A643 Roundabout
Brighouse	Slight Incident	2017	A6025 / A644 / A643 Roundabout
Brighouse	Serious Incident	2017	A6025 / A644 / A643 Roundabout
Brighouse	Slight Incident	2018	A643 / Gooder Street Roundabout
Brighouse	Slight Incident	2018	Halifax Rd / Waterloo Rd Jct
Brighouse	Serious Incident	2018	Halifax Rd / Waterloo Rd Jct

Though the Calderdale district is experiencing a long-term decline in the number of traffic related casualties, intervention is necessary to continue this trend and reduce the number of KSI, particularly for vulnerable road users. The provision of appropriate infrastructure, such as dedicated pedestrian and cycle facilities, will enhance the safety of vulnerable road users, reduce casualties and encourage increased uptake of active and sustainable modes of travel, such as cycling.

Summary

In summary, the existing issues for Elland, Brighouse, and the wider Calderdale district, align closely with the six transport challenges identified in the LCR TCF SOBC. These challenges are:

1. Tackling persistent poverty and stalled living standards;
2. Transport impacting access to jobs and training;
3. Reducing the productivity gap;
4. Transport constraining growth;
5. Making sustainable travel the obvious choice; and
6. Decarbonising the transport network.

Without intervention existing issues and challenges in Elland and Brighouse will worsen. Amongst the most significant issues are inadequate connectivity to rail stations via sustainable modes, increasing car dominance and capacity issues associated with increased demand.

Future population growth across Calderdale will place the transport network under increasing pressure. Intervention is therefore necessary in order to meet the growing transport demand and prevent exacerbation of the existing challenges.

C.7 Building on the Strategic Assessment, summarise the need for a scheme which makes changes to the current situation

Advice for completion

This should set out the opportunities and problems associated with the current situation. It should identify the improvements and changes that are required to the current situation for the scheme to deliver its objectives.

You should also identify where and why market failure has occurred which has led to the requirement for public sector intervention.

It should also make clear the rationale for public sector investment.

The problems and opportunities discussed in section C.6 are summarised below in Table 7 along with the improvements required to the current situation for the scheme to deliver the following scheme specific objectives:

1. Access to Rail Stations improved for populations within Elland and Brighouse in the most deprived quintile of the IMD.
2. Increased use of non-car modes of travel for access to Brighouse Station.
3. Increased walking and cycling within Elland and Brighouse.
4. Increase use of rail as mode of travel for commuting for populations within Elland and Brighouse.
5. Provision of best practice accessibility by non-car modes for both stations in line with guidance
6. New housing developments in the catchment area of the stations have above Calderdale average use of rail and active modes.

Table 7 – Summary of problems, opportunities and identified improvements required

Problem/Opportunity	**Improvement/Change**	**Objective Delivery**
Inadequate walking and cycling routes in Elland town centre within vicinity of the proposed new rail station site	• Provision of direct, traffic free access via National Cycle Network Route 66 and Calderdale Greenway to the proposed new rail station via two pedestrian/ cycle bridges. • Towpath widening to give access from Calderdale Greenway • Upgrading Century Road for direct traffic free access to Elland town centre and Lowfields Industrial Park • Upgrading Old Power Way to provide direct, traffic free access from the Brighouse direction and Low Fields. • Improving walking and cycling route to and from Elland town centre and the proposed new rail station via Eastgate	Will aid in the delivery of objectives 1, 3, 4, 5 and 6.
Inadequate walking and cycling routes to Brighouse Rail Station and town centre	• Improvements on priority pinch points/junctions in Brighouse town centre as identified through phase one of the Calderdale LCWIP	Will aid in the delivery of objectives 1, 2, 3, 4 and 5.
Significant levels of congestion on the strategic road network connecting Elland and Brighouse to Leeds and Manchester	• Improved pedestrian and cyclist infrastructure providing connections to rail stations via sustainable, car free routes, thereby reducing the number of trips by private vehicle and alleviating traffic congestion.	Will aid in the delivery of objectives 1, 2, 3, 4 and 5.
New housing and employment growth will result in additional demand on the transport network	• Improved connectivity for sustainable modes to new housing and employment growth sites • Better access to rail stations to increase rail uptake as a mode of travel (particularly for commuting) and alleviate pressure on the road network.	Will aid in the delivery of objectives 1, 2, 3, 4, 5 and 6.

The mobility gap between income groups deprives lower income communities access to employment and services, exacerbated by low levels of car ownership	• Improved walking and cycling linkages between communities and the town centre, including rail stations, widening the catchment area for those living in deprived locations, providing enhanced opportunities for accessing employment, education and training.	Will aid in the delivery of objectives 1, 2 and 3.
Poor local air quality	• Improved active and sustainable mode provision will encourage increased uptake of walking and cycling in Elland and Brighouse town centres and a reduction in private car usage, resulting in lower harmful emissions and better local air quality.	Will aid in the delivery of objective 3.

In the future, without intervention, the issues highlighted above will be exacerbated as demand on the road network increases resulting in car dominance and associated air pollution across the towns, as described in section C.6. This is out of line with the WYTS which envisages 'Good Growth' across the region, supported by removing car dominance and promoting sustainable travel choices; whilst improving connectivity for the most deprived in society, and reducing environmental impacts associated with high traffic volumes. There is a clear requirement for public sector investment to address the highlighted issues.

C.8 Determine the scope and requirements of the scheme

Advice for completion

Identify the scope and requirements of the scheme. This should outline what needs to be put in place in order to deliver the objectives and the areas which these changes are applied to i.e. geographical location. This should be the scope and requirements in advance of the identification of individual option identification.

Scope = operational coverage and capabilities required to satisfy the identified business needs.

Requirements = service changes required to satisfy the identified business needs.

The potential scope of the scheme has been identified which describes the operational coverage and capabilities to satisfy the core business needs, included in Table 8 below.

Table 8: Scope of Scheme

Potential Scope	Requirements
Elland Station Access Package	• Upgrading of roads for direct traffic free access to the town centre and Lowfields Industrial Park. • Improving walking and cycling routes to and from the town centre and the proposed new rail station via Eastgate. • Reducing severance caused by the Calder River and the Calder & Hebble Navigation. • Creating traffic free connections from the West Vale/Greetland area. • Increased public realm and aesthetic improvements in Elland town centre.

Brighouse Cycling Improvements	• Improvements on priority pinch points/junctions in Brighouse town centre. • Improved cycling infrastructure and facilities in Brighouse town centre • Improved cycling connectivity to Brighouse rail station

Forecasted outcomes and benefits

Definitions

Output – A product that is produced, constructed or created as a result of a scheme which is handed over to the identified end user

Outcome – the result of the change which effects real world behaviour or circumstances. Outcomes are the reason that a scheme is conceived and outcomes are achieved as a result of the activities undertaken to effect the change

Benefit – the measurable improvement resulting from the delivery of an outcome, which is perceived as an advantage by one or more stakeholders, which contributes to one or more organisational objective

Advice for completion

The Management of scheme benefits forms part of both the Strategic, Economic and Management cases.

The Strategic case seeks to identify all the potential outcomes that a scheme could deliver and demonstrate that they are aligned with the objectives of the scheme.

The Economic case seeks to begin the process of identifying which of the outcomes can be measured (and therefore become benefits) and will be key to demonstrating scheme value in line with the objectives and can be realistically measured. In Stage 1, the focus should be on identifying the 20% of benefits which are likely to provide 80% of the scheme's benefit value

In order to identify and quantify your benefits you should first identify the outcomes you and the scheme's stakeholders anticipate will be achieved from the scheme, the outcomes should have a clear link to your scheme objectives. To demonstrate this link you will be required to complete a logic model as part of the economic case for each of the short-listed options.

C.9 What are the forecast scheme outcomes?

Advice for completion

In order to identify the potential outcomes of the scheme, you should review the drivers (problems and opportunities stimulating the need to intervene) and objectives. At this stage they may not be specific, and should be strategic not solution focused so as not to limit the option development. Therefore all outcomes presented below should be linked to the drivers and context and the objectives.

The drivers should be derived from section C.6 and C.7.

You can list outcomes here which may not ultimately be measurable and as a result do not qualify as benefits

Following the identification of the problems and opportunities in section C.6, a number of scheme drivers have been identified which stimulate the need to intervene. A summary of how these drivers relate to the scheme specific objectives along with the anticipated outcomes is provided below.

The scheme specific objectives are:

1. Access to Rail Stations improved for populations within Elland and Brighouse in the most deprived quintile of the IMD.

2. Increased use of non-car modes of travel for access to Brighouse Station.
3. Increased walking and cycling within Elland and Brighouse.
4. Increase use of rail as mode of travel for commuting for populations within Elland and Brighouse.
5. Provision of best practise accessibility by non-car modes for both stations in line with guidance
6. New housing developments in the catchment area of the stations have above Calderdale average use of rail and active modes.

Drivers	Related objective	Related Outcome/s
To improve the efficiency, attractiveness and accessibility of active modes	Objectives 1, 2 and 3	• Improved journey quality and user satisfaction for active and sustainable modes; • Increased uptake of walking and cycling; • Improved safety for cyclists and pedestrians; and • Reduction in car kms travelled.
To improve connectivity to Elland and Brighouse Rail Stations	Objectives 1, 2, 4, 5 and 6	• Increased rail patronage; • Reduced volume and distance of local car trips that form the first leg of rail journeys; • Increased number of people accessing the railway stations by active and sustainable modes.
To support the planned housing and employment growth in the Calderdale Local Plan	Objective 6	• Catalyst for unlocking housing and employment development; • Improved access to employment, education and training (expanded labour catchments); and • Facilitation of new business trips.
To improve accessibility for deprived populations to employment and services	Objective 1	• Increased number of people commuting by sustainable modes, particularly for households that do not have access to a private vehicle (enhanced social inclusion); • Improved access to employment, education and training (expanded labour catchments); and • Access for businesses to deeper pool of labour and wider range of skills.
To reduce vehicle carbon emissions	Objectives 1, 2, 4, 5 and 6	• Reduced concentrations of vehicle related pollutants in the air

C.10 What are the forecast scheme benefits?

Advice for completion

Promoters should develop a long list of potential benefits, which should not be constrained by whether the benefits are realistically measurable or whether they can be monetised for the economic case, they should however be quantified. The longlist of benefits should cover all potential improvements that have been identified and that are aligned with your outcomes.

You should now shortlist your benefits - as it will not be realistic to take forward quantify and measure every benefit. Benefits should initially be prioritised based on their contribution to project objectives, stakeholder perception of the importance of this benefit, the scale of impact of this benefit and where the biggest improvements can be made. Shortlisted benefits should be a mixture of intermediate and end benefits.

Finally benefits should be prioritised for their ease of measurement.

You can provide evidence of how these benefits were short-listed and a further detail on each benefit as appendices if required.

The drivers should be derived from section C.6 and C.7.

The benefit should be SMART and include a target for the level of improvement that is expected.

The benefit type should be categorised as

- Cash releasing (CRB) - Reductions in operating cost Increases in revenue stream
- Non-cash releasing (non- CRB) Re-deployment of existing resources, including staff and infrastructure onto other business Improved efficiency
- Quantifiable (QB) Improved social outcomes Improved retention of trained staff Customer satisfaction
- Qualitative (Qual) Widening the cultural appreciation of school children

Drivers	Related objective	Benefit (to include target)	Benefit type
To improve the efficiency, attractiveness and accessibility of active modes	Objectives 1, 2 and 3	Improved journey times for cyclists and pedestrians.	QB
		Improved safety for cyclists and pedestrians.	QB
		Improved health for cyclists and pedestrians.	QB
To improve connectivity to Elland and Brighouse Rail Stations	Objectives 1, 2, 4, 5 and 6	Improved journey quality and travel experience.	Qual
		Increased income for rail operators.	QB
To support the planned housing and employment growth in the Calderdale Local Plan	Objective 6	New housing and employment sites unlocked.	QB
To improve accessibility for deprived populations to employment and services	Objective 1	Increased number of jobs in Elland and Brighouse	QB
		Greater productivity and reduction in deprivation through improved access to skills (Wider economic benefit)	QB
		Agglomeration (Wider economic benefit)	QB
		Improved access to employment and education.	Qual
To reduce vehicle carbon emissions	Objectives 1, 2, 4, 5 and 6	Improved air quality and public health.	Qual
		Protection of the natural and built environment.	Qual

C.11 Alignment with funding stream requirements

Advice for completion

Combined Authority funding is derived from a variety of sources, as a result some funding streams will have additional requirements in terms of strategic fit to a particular strategy or plan or the delivery of outputs or benefits. As a promoter you should identify any additional eligibility requirements of your identified Combined Authority funding source and outline your potential to deliver against these below.

This section should specifically set out how the scheme aligns with the Department for Transport's Transforming Cities Fund objectives.

TCF Essential Criteria:

- Improve capacity on commuting trips, access to employment/development centres
- Reduce carbon emissions
- Value for money – benefits to bus users, benefits for walking and cycling
- Deliverable by 2023
- Financially sustainable to DfT
- Maximise match funding where possible

TCF Desirable Criteria:

- Social value e.g. support apprenticeships
- Improve accessibility
- Directly support housing delivery
- Improve air quality
- Integrate with Future of Mobility Grand Challenge
- Prioritised through stage 1 submission
- Links to prioritised TCF corridors

The scheme will support TCF objectives and meet the requirements of a number of TCF 'Essential' and 'Desirable' criteria as set out in more detail below:

Essential Criteria

- **Improving capacity on commuter trips, access to employment / development centres** – by providing improved sustainable transport infrastructure, people will benefit from greater connectivity and access to Elland and Brighouse railway stations, facilitating greater access to opportunities across the wider LCR.

  In Elland there is a latent potential for a significant improvement in employment accessibility. At present, rail mode share in Elland is very low, just 0.4% for inbound commuters and 1.6% for outbound commuters. A public engagement evidenced that the number of people making regular trips by rail is very low. These realities coupled with the fact that walking is the dominant mode for trips within Elland would indicate that a good quality walking network into the new station will provide significant employment access opportunities to the town.

  In Brighouse the proposed improvements will provide vital active mode linkages into the town centre which is the focus for a relatively high proportion of commuting trips from Brighouse residents. The majority of trips are made by car leading to constrained highway capacity, as well as into Brighouse station where patronage has been growing rapidly. Between 2010/11 and 2018/19 rail patronage at Brighouse saw an increase of 74%, despite the fact that the station sits within a town centre context poorly served by pedestrian and cycling linkages into the station and where car access to the station is highly limited by poor and highly constrained parking opportunities. Further, the Publication Draft of the Calderdale Local Plan stipulates Brighouse as the largest single growth area for both

employment land and housing allocations, with all of these allocated sites being well served by the suggested cycling interventions of the Calderdale LCWIP scheme.

- **Reducing carbon emissions** – the scheme will encourage use of sustainable travel modes through provision of high-quality active mode infrastructure, helping to reduce carbon emissions, noise pollution and provide air quality improvements.

  The project will encourage modal shift and in turn a positive carbon emission impact. In a survey for the development of the Elland Station Access Package from 209 respondents 46% said they would be likely to walk to the proposed Elland Station, and improved walking and cycling facilities in place when the station opens could mitigate against excessive levels of car trips to access the station.
- **Increasing the proportion of journeys made by low carbon, sustainable modes -** High quality, fit for purpose active mode provision will reduce real or perceived barriers and encourage uptake, alongside a reduction in car usage, hence leading to an increased proportion of journeys which are made by low carbon, sustainable modes (walking and cycling).
- **Benefits for walking and cycling –** in being composed of projects specifically aimed at improved walking and cycling access between railway stations, key employment centres, residential areas and development sites, this package will enhance the attractiveness of these modal choices. Increased uptake of active and sustainable modes (walking and cycling) will positively impact the health and wellbeing of travellers.
- **Financial Sustainability to DfT –** the scheme will be under the scrutiny of the Combined Authority appraisal process and monitored accordingly.
- **Match Funding Maximised –** in their close relationship to existing WY+TF programme areas, both the projects that make up this scheme are complementary to a wider package of works and together these programmes will provide enhanced connectivity to these communities.

Desirable Criteria

- **Support housing delivery and access to employment trips –** the scheme will enhance access to employment destinations where there is currently poor access and it will support the housing delivery as it is located in close proximity to large development sites identified in the local plan, by providing high-quality walking and cycling routes that provide a viable and fit-for-purpose alternative to car travel.
- **Social value -** The scheme will directly connect jobseekers with employment and apprenticeships through improved walking and cycling connectivity, making active travel a more viable way of accessing jobs and education.
- **Improve accessibility –** Improved walking and cycling provision, as proposed by the scheme, will result in a cycle network with more inclusive infrastructure that allows pedestrians and cyclists to access key services. The scheme will particularly benefit people with mobility difficulties by reducing severance and providing better quality facilities for active travel.
- **Improve air quality –** Increasing the number of trips made on foot and by bicycle will have a significant impact on reducing harmful vehicle related carbon emissions and will lead to overall improvements in local air quality and public health as a long-term impact. The scheme promotes active travel, supporting an uptake in sustainable journeys and reducing the detrimental effects to air quality caused by car dominance.
- **Integrate with Future of Mobility Grand Challenge –** The Government have emphasised that walking, cycling and active travel must remain the best options for short urban journeys, irrespective of technological developments in automation and news ways of travelling. The scheme supports this ambition by providing better infrastructure to increase uptake of active travel and therefore supports integration with the Future of Mobility Grand Challenge.
- **Links to prioritised TCF corridors –** Elland and Brighouse are located in close proximity to the Bradford to Halifax and Bradford to North Kirklees corridors, both identified as prioritised corridors within the TCF submission by the Combined Authority.

Section D: Economic Case

Guidance for Section D

This section should outline the range of options that have been identified to address the problems and need that were set out in the strategic case and how they have been appraised to determine the short list of options that will be taken forward to the next stage of project development.

It is acknowledged that the level of economic appraisal will be proportional to the type and scale of scheme you are proposing. It is anticipated that the appraisal undertaken will be in line with the government guidance on developing business cases using the five case model and HM Treasury's Green Book guidance on generating options and long list appraisal (and for transport projects also comply with webtag guidance)

Promoters should agree the scope of economic appraisal that is proportionate to their scheme at this stage of its development with the Combined Authority, please contact the Combined Authority's Feasibility and Assurance team for further guidance.

For transport schemes, it is recommended that an Options Appraisal Report is completed as part of your options appraisal process. This should be provided as an appendix to this SOC and summarised in the SOC.

D.1 Outline the approach taken to identify the preferred way forward and short list of options that have been identified

Advice for completion

Provide a summary of the steps that have been taken in order to develop this Strategic Outline Case short list of options, it should reference what tools were used and which stakeholders were involved.

If a single option has been proposed, identify how this was identified and outline why it was not judged to be appropriate to undertake a more detailed options appraisal. Generally a single option will not be acceptable.

The LCR TCF SOBC Chapter 4 provides details of the approach to prioritisation / shortlisting of all the 22 packages at a wider programme level. The following provides a very brief overview of the stages:

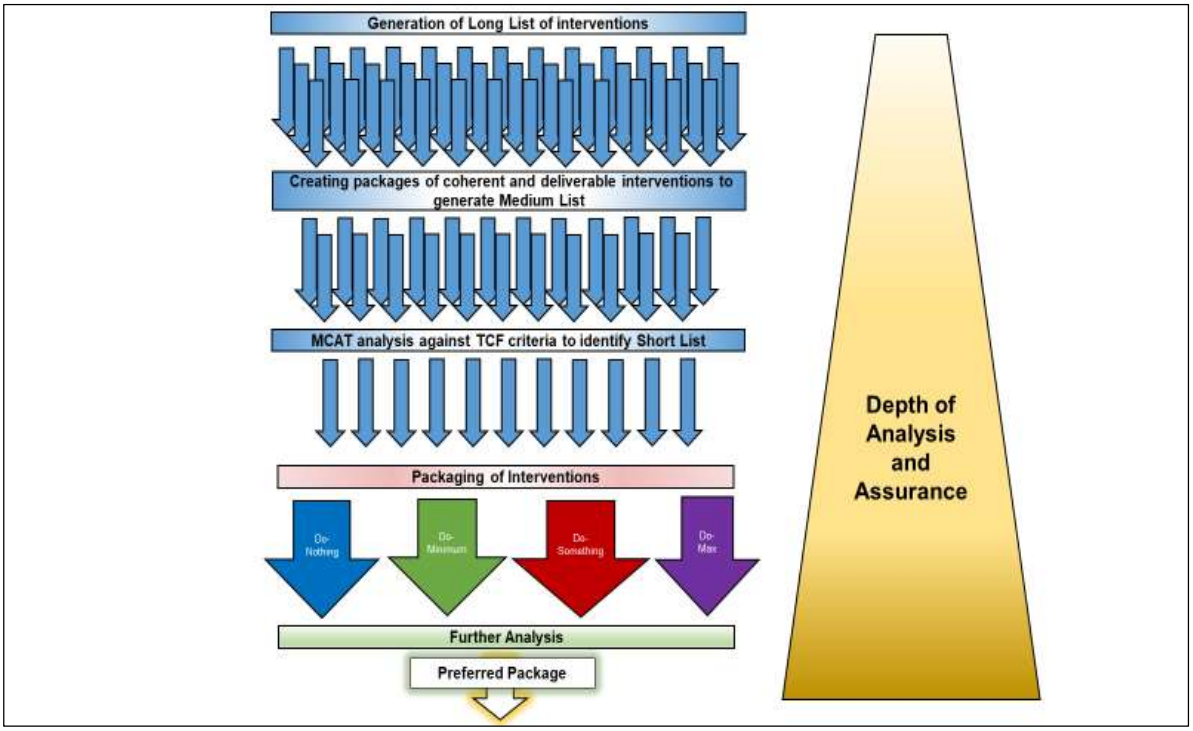
- 1a – Identifying the communities of greatest economic need in LCR – identified 57 corridors
- 1b – Identifying the priority gateways across the LCR – identified 10 gateways
- 2a – Shortlisting the spatial areas which best align with the principles of TCF guidance – identified 4 priority corridors
- 2b – Identification of the long list of schemes within the prioritised spatial areas – identified over 350 schemes
- 3 – Creating packages of coherent and deliverable interventions (Medium Listing) – identified 28 packages informed through workshops with partner councils, bus operators, universities, elected representatives
- 4 – Multi-criteria analysis against TCF Criteria (Short Listing) – identified 16 packages for TCF Lower Scenario, 22 packages for Core and Higher Scenarios. Elland and Brighouse are included in both the Core and Higher scenarios, but not the Lower scenario which is what is currently funded.

It is evident that an extensive optioneering process has been undertaken at a programme level for the LCR TCF SOBC which identified the Elland and Brighouse package as a key component.

Further work has been undertaken to progress this package in more detail for this SOC. The process which has been undertaken to identify the preferred way forward and the shortlist is described in the following paragraphs (the process is provided in more detail within the Options Assessment Report which is contained in Appendix C) and summarised in Figure 21 which provides a visual representation of the option assessment and sifting process.

The process described below is based on the established methodology that has been undertaken as part of the LPTIP option assessment and therefore provides a robust and effective approach.

Figure 21 - Option Assessment Process



Long List Generation Summary

Elland Station Access Package

Since the Elland Station OBC was submitted in March 2019, there has been a shift in prioritisation following a more detailed study of the site locations and updates to the Local Plan meaning that the original preferred option for the access package outlined in the OBC is not in line with the current aspirations to integrate the proposed rail station into recently identified growth sites and other land allocation changes. The recent addition of large housing site allocations in the Local Plan as stipulated by the Planning Inspectorate in recent hearings has boosted the main priority of complementing the proposed station which is to provide traffic free access to the station from the Calderdale Greenway (Route 66) from the western side of Elland and West Vale/Greetland.

Critically, if the largest of these sites is to fall within the recommended walking distances for access to a rail station in order to be considered sustainable development allocations, the 'required additional funding' set out in chapter three below, will be required. This is a change from the submission of the TCF 'Low' scenario. If at the time this land allocation change had been anticipated then all scenarios of the TCF bid would have included a funding allocation for the Elland Station Access Package.

Of the various scheme options considered, the OBC design option proposed that two bridges would be required to provide the critical active travel connectivity in Elland to pass from Park Road (north of the River Calder and Calder Hebble Navigation) to Riverside Park (south of river and Navigation) with Gas Works Lane interconnecting the two (between the river and the Navigation).

More recent investigations have seen a number of new site issues arise for the two-bridge option. In taking into account river flood levels, a substantial number of statutory undertaker's services present on Gas Works Lane, increased land take and very dilapidated riverbank walls, the amount of risk has grown substantially.

To minimise the variability of final costs associated with the significant risk contingency the two-bridge option would require, a single bridge option was put forward by designers for consideration.

Due to the sensitive nature of the Navigation and Calder River area (conservation area) the scheme requires close working with CMBC's conservation and planning officers, whom have previously stated they will only accept an appropriately designed bridge, sympathetic to its surroundings. In response to this, a third bespoke bridge option was identified to mitigate the negative impact the bridge will have within the conservation area.

Furthermore, initial work as part of the OBC identified an additional bridge and connection in West Vale/Greetland, however, these were only presented as part of the 'more ambitious' scenario. More recently, with a growing political pressure to deliver increased housing allocations in West Vale and Elland as a result of the Local Plan Examination in Public, further work has been undertaken to assess the requirements for the increasingly important West Vale elements which are now critical in creating traffic free connections from the West Vale/Greetland area.

In addition to the bridge connections, a number of traffic free routes and sustainable infrastructure links were identified within the OBC to allow a larger population safe, sustainable access to and from the station and surrounding areas. Through assessments and further studies, the OBC route options that were previously prioritised have been revised; however, the fundamental directions and areas they provide connections to have not changed, connecting key economic and potential development areas. Additional critical links to connect the bridges at Elland and West Vale along with other increased public realm or aesthetic improvements have also been considered as part of the subsequent studies.

From the optioneering process described above, five interventions have been identified as part of the long list for the Elland Station Access Package:

- E1) Elland single basic bridge option;
- E2) Elland two bridge option;
- E3) Elland bespoke bridge option;
- E4) Elland bespoke bridge option and West Vale bridge and links; and
- E5) Elland bespoke bridge option, West Vale bridge and links, and sustainable Infrastructure Links, Public Realm and Place Making Improvements in Elland and West Vale

Brighouse Cycle Improvements

The option development process for the Brighouse Cycling Improvements centres on Brighouse Town Centre Masterplan, a document that will become part of the Town Investment Plan and will be incorporated into a Town Deal Funding application to the Government.

The options have been developed in line with the Masterplan's key aims of creating sustainable and attractive spaces whilst making the town centre walkable and cyclable, with clean fresh air to breath adhering to the Healthy Streets approach and Green Streets Principles. Amongst the objectives to achieve these aims is to reduce car dominance and to improve the experience for sustainable transport users. It identifies that the pedestrian link to the rail station is poor and the detrimental impact on air quality due to car dominance and overuse of on-street parking. It also recognises that planned new housing and employment development in Brighouse could add increased pressure to the road network and it is therefore essential to improve walking and cycling options to manage traffic growth.

Underpinning the key aims set out within the Brighouse Town Centre Masterplan, further refinement of the option development carried out within the Calderdale LCWIP has been undertaken. It is envisaged that the

Brighouse town centre section of the Bailiff Bridge to Rastrick via Brighouse priority LCWIP route is the focus for TCF funding, delivering much needed improvements to north-south walking and cycling routes including improvements to key junctions, whilst also complementing the interventions being developed as part of the WY+TF A641 programme.

The process outlined above resulted in the identification of three potential incremental options for the Brighouse Cycle Improvements scheme element which includes different packages of walking and cycling improvements:

- **B1) Station to Canal** – Cycle SuperHighway route between Brighouse rail station and the Calder River Canal;
- **B2) Station to Ludenscheid Link subway** – B1 plus Cycle SuperHighway route between the Calder River Canal and Bethel Street roundabout, improvements to Bethel Street roundabout and mixed improvements for walking and cycling between Bethel Street roundabout and the Ludenscheid Link subway; and
- **B3) Station to Bonegate Road** - B2 plus improvements to the Ludenscheid Link subway entrances (i.e dropped kerbs, links to cycle routes) and mixed improvements for walking and cycling from the Ludenscheid Link subway to Bonegate Road.

Further information on option development can be found in the Options Assessment Report included as Appendix C.

Appraisal of the Long List and Shortlist Generation

Interventions from both the Elland Station Access Package and the Brighouse Cycling Improvements were subject to a sifting exercise through an approved Multi Criteria Assessment Toolkit (MCAT) to inform a final shortlisted package of interventions. Each intervention from the long lists was scored against the scheme objectives and Critical Success Factors (CSFs) (buildability and deliverability), scoring them on a 7-point scale from large disbenefit (-3) to large benefit (3). Any intervention which was found to have a score less than 7, or resulted in a negative score against a CSF, were rejected.

The ranked list of interventions was subsequently filtered by estimated cost in line with budgets identified within the LCR TCF SOBC (£5.4m combined both for the Elland Station Access Package and Brighouse Cycle Improvements). It should be noted that £1.978m of capital funding has already been secured for the Elland Station Access Package from the Elland Station (WY+TF) scheme.

In recognition of the changing planning policy in Elland, and the political backdrop, a decision was made to include a Do-Maximum option with the preferred interventions in both Elland and Brighouse. The cost of this Do-Maximum option is well in excess of the total funding available through the currently identified sources (TCF and WY+TF Elland Station). The rational for this is described further below.

The option assessment process described above feeds into the development of this Strategic Outline Case (SOC) (Activity 2) for the corridor including Do-Minimum (less ambitious), Do-Something (core) and Do-Something (more ambitious) options to be considered (alongside a Do-Nothing).

The sifting exercise resulted in the development of four options:

- **Do-Nothing** – No Elland Station Access Package or intervention in Brighouse town centre
- **Do-Minimum** – Elland bespoke bridge option and West Vale bridge with associated links.
- **Do-Something** – Elland bespoke bridge option and West Vale bridge with associated links and sustainable infrastructure links, public realm and place-making improvements in Elland and West Vale.

- **Do-Maximum** – Elland bespoke bridge option, West Vale bridge with associated links and sustainable infrastructure links, public realm and place making improvements in Elland and West Vale. Option also includes Brighouse Station to Bonegate Road cycle improvements.

It was found that the interventions that make up the Brighouse Cycle Improvements scheme element do not perform as well as the interventions that make up the Elland Station Access Package scheme element in terms of their scoring against the scheme objectives and the CSFs. More specifically, it was found that the proposed Brighouse Cycle Improvements would only marginally support new housing development in terms of having above average use of rail and active mode travel due to none of the proposed interventions directly linking in to the identified growth sites. Furthermore, it is expected that the Brighouse Cycle Improvements would have moderate to serious challenges associated with public acceptability in relation to some of the measures linked to the prioritisation of cyclists in the town centre. A decision was therefore made to only include the Brighouse Cycle Improvements within the Do-Maximum (more ambitious) option.

It is apparent that there are difficult choices that need to be made following the shortlisting process. It is likely that splitting the available scheme funding across both Elland and Brighouse will impact negatively on the quality of local delivery, which is reflected in the scoring of the schemes through the MCAT and the subsequent option definition.

A copy of the MCAT can be found as part of the Options Assessment Report in Appendix C.

D.2 What are the Critical Success Factors (CSFs) for the scheme

Advice for completion

The Critical Success Factors are a small number of criteria used at long list stage to make strategic choices about options. They are attributes essential to the successful delivery of a scheme against which the initial options for delivery will be appraised alongside the scheme objectives.

They should be:

- crucial to successful delivery of the project and not merely desirable
- set at such a level which does not lead to early exclusion of viable options at an early stage
- Cover all 5 dimensions of a scheme's business case
- Consider the constraints, dependencies and risks which have been identified in Section G

Guidance on Agreeing critical success factors can be found in Chapter 5 of HMT's Guide to Developing the Project Business Case 2018, which also reflects the guidance provided in the HMT's Green Book in Chapter A.1

CSF Name	CSF Description
Value for Money	• Optimises value for money
Strategic Fit	▪ Meets business needs and wider government policies/ strategies/ objectives ▪ Enables Sustainable Development (housing/ employment)
Achievability	▪ Public and potential acceptability ▪ Deliverable utilising current engineering solutions ▪ Sufficient capability and capacity of the client, contractors and others to deliver
Affordability	▪ Can be delivered within capital funding available
Timescale	▪ Can be delivered within timescale of available funding

D.3 Provide a brief description of the long list of options that were considered to deliver the scheme objectives?

Advice for completion

A long list of options should include all realistic and possible options for delivery of the scheme.

The long list of options must include a baseline for measuring improvement and value for money. This is called the Business as Usual option. It must also include a do-minimum option

In line with guidance, the Combined Authority recommends that a facilitated workshop is used to identify and appraise the long list of options. Chapter 5 of HMT's Guide to Developing the Project Business Case 2018 provides guidance on the attendance and structure of these workshops. Where possible a Combined Authority representative should attend and input into this workshop.

Options should consider the scope, solution, delivery method, implementation and funding of the option. These can be identified and then assessed through the use of an Options Framework and consider the known risks and constraints (identified in the management case). The long list appraisal should lead to the identification of a short list of options.

A summary of each of the identified long list options should be provided below. This includes a brief description of this option, how it performed against the critical success factors (**Appraisal Conclusion**), and whether it is being progressed to the short list (**Outcome**).

The record of the full appraisal of the long list should be provided as an appendix to this SOC. Chapter 5 of HMT's Guide to Developing the Project Business Case 2018 provides full guidance on the process for this. This guidance is also supported by the Green Book guidance on generating options and long list appraisal (and for transport projects also comply with webtag guidance).

For Transport schemes it is also recommended that the EAST tool is used to appraise the long list. (Guidance here). Where this has been completed it should be provided as an appendix to this SOC.

Promoters should seek advice from the Combined Authority's Feasibility and Assurance team on the scope and scale of value for money appraisal and cost forecasting that should be undertaken to inform this appraisal.

Sub-Scheme	Option Name	Brief Option Description	Appraisal Conclusion	Outcome
Elland Station Access Package	E1	Elland two bridge option	Moderately supports objectives 1, 3, 5 and 6. Serious challenges associated with achievability and moderate to serious challenges with delivery timescales.	Reject
	E2	Elland single basic bridge option	Moderately supports objectives 1, 3, 5 and 6. Very serious challenges associated with achievability and moderate to serious challenges with affordability and delivery timescales.	Reject
	E3	Elland Bespoke bridge option	Moderately supports objectives 1, 3, 5 and 6. Moderate challenges associated with achievability and moderate to serious challenges with delivery timescales.	Hold (E3 was found to be the best performing of the three bridge options for Elland and therefore was carried through

				to form part of options E4 and E5. It was not however shortlisted on its own due to the minimal benefits it could deliver in isolation.
	E4	Elland Bespoke bridge option and West vale bridge and links	Strongly supports objectives 3 and 6. Moderately supports objectives 1, 4 and 5. Moderate to serious challenges associated with achievability and delivery timescales and serious challenges associated with affordability.	Progress to short list
	E5	Elland Bespoke bridge option, West vale bridge and links, and sustainable Infrastructure Links, Public Realm and Place Making Improvements in Elland and West Vale	Strongly supports objectives 1, 3, 4, 5 and 6. Moderate to serious challenges associated with achievability and delivery timescales and very serious challenges associated with affordability.	Progress to short list
Brighouse Cycle Improvements	B1	Station to Canal	Slightly supports objectives 1, 2 and 3. Minor challenges associated with achievability and very minor challenges associated with affordability and delivery timescales. B1 delivered in isolation of any other intervention in Brighouse offers very little in benefits.	Reject
	B2	Station to Ludenscheid Link subway	Slightly supports objectives 1, 2 and 5, and moderately supports objective 3. Moderate to serious challenges associated with achievability and minor challenges associated with	Reject

			affordability and delivery timescales.	
	B3	Station to Bonegate Road	Moderately supports objectives 1 and 3. Slightly supports objectives 2, 4 and 5. Moderate to serious challenges associated with achievability and minor challenges associated with affordability and delivery timescales.	Progress to short list

D.4 Identify the Short List

Advice for Completion

Provide your short list of options below as per the HMT's Guide to Developing the Project Business Case 2018.

This should include as a minimum a 4 options, which have the potential to be identified as

- Business as Usual (Do nothing) - Baseline for measuring improvement and Value for Money
- Do-Minimum - Based on the core functionality and essential requirements for the scheme, this should be a realistic way forward that also acts as a further benchmark for Value for Money, in terms of cost justifying further intervention
- Preferred Way Forward – This is the recommended option at this stage of scheme development and should demonstrably show that it has the potential to offer best value for money in the delivery of the scheme of objectives. The preferred way forward should also have identified potential to be affordable when viewed alongside the scheme's funding strategy (F.6.)
- One or more other possible options based on realistic 'more ambitious' and 'less ambitious' choices that were not discounted at the long-list stage

If you are not providing 4 shortlisted options, please provide a justification below, by selecting that option.

Option Classification	Name and detailed Option Description
Business as Usual	**Do-Nothing:** Baseline wherein no changes are implemented. No Elland Station Access Package or intervention in Brighouse town centre.
Less Ambitious	**Do-Minimum:** Elland bespoke bridge option and West Vale bridge with associated links.
Core	**Do-Something:** Elland bespoke bridge option, West Vale bridge with associated links and sustainable infrastructure links, public realm and place making improvements in Elland and West Vale.
More ambitious	**Do-Maximum:** Elland bespoke bridge option, West Vale bridge with associated links and sustainable infrastructure links, public realm and place making improvements in Elland and West Vale. Option also includes Brighouse Station to Bonegate Road cycle improvements.

D.5 Further assessment of the short list.

Advice for completion

The shortlisted options should be appraised in more detail to establish how each option should be classified.

Chapter 5 of HMT's Guide to Developing the Project Business Case 2018 provides full guidance on the process for this.

Promoters should seek advice from the Combined Authority's Feasibility and Assurance team on the scope and scale of value for money appraisal and cost forecasting that should be undertaken to inform this appraisal.

The forecast cost range should include consideration of Optimism Bias and Risk allowance as set out in the guidance. You will be asked to provide a cost breakdown of these short-listed options (minus optimism bias) as part of the financial case. Please note:- Optimism bias should only be included and considered as part of the economic case. The cost forecasts included in your financial case, should not include optimism bias

Option Name	Summary of the conclusions of the further assessment of the options	Forecast cost range	Assessment Outcome
Do-Nothing	Zero benefits. Existing conditions to deteriorate.	£0	Business as Usual
Do-Minimum	Delivers minimum benefits along the but good value for money due to low cost. Includes option E4.	£5.36m	Less Ambitious
Do-Something	Delivers significant benefits along the corridor and best value for money. Includes option E5.	£8.23m	Core
Do-Maximum	Delivers maximum benefits along the corridor but lower value for money due to increased cost. Includes options E5 and B3.	£11.76m	More Ambitious

D.6 Provide a statement on how the preferred way forward will offer value for money?

Advice for completion

At this stage it may not always be possible to provide a benefit cost ratio for the scheme, but there should be emerging findings about the value for money that the shortlisted options could deliver as this should have informed the shortlisting process. Use this box to provide the wider narrative on how value for money will be delivered. Make reference to any option value for money metrics that are available at this stage of scheme development or for comparable completed schemes.

The scheme elements have broadly been appraised within the LCR TCF SOBC submission. The following provides a summary of some of the key metrics to give an indication of value for money at this stage. It should be noted that the Appraisal Specification Report (ASR) will inform the appraisal tool / approach at the next stage (Outline Business Case) at which benefit cost ratios will be presented. An initial ASR for the SOC stage will be provided following submission.

Indicative scheme costs for the three scheme options are:

- Do-Minimum = £5.36m
- Do-Something = £8.23m
- Do-Maximum = £11.76m

These are not Present Value of Costs (PVC) but do include 15% optimism bias in line with DfT's TAG Unit A1.2.

Indicative scheme benefits for the three scheme options are:

- Do-Minimum = £0.83m
- Do-Something = £0.83m
- Do-Maximum = £3.73m

A break-down of these benefits is provided below for both of the scheme elements.

Elland Station Access Package

The Elland Station Access Package benefits set out below are derived from historic appraisal work undertaken as part of the Elland Station OBC. The OBC states that the nature of the Access Package and the difficulty reflecting its value in monetised economic terms means that, in isolation (delivered separately to the proposed station), it appears to offer poor Value for Money. The strategic importance of the Elland Station Access Package is clear and although this hasn't been reflected in the indicative value for money assessments as part of the Elland Station OBC, further appraisal will be undertaken at the next stage to assess benefits based on the updated scheme options and design.

As noted in the Elland Station OBC, in borrowing mode-of-access behaviours from other nearby stations, the demand model assumes a certain standard of accessibility, wayfinding and route delineation for the proposed station that, in absence of the Elland Station Access Package, would not be realised. It is therefore considered that a proportion of the economic benefit delivered by the proposed station is attributable to the Access Package.

Due to the OBC appraisal being used to assess the Elland Station Access Package within this SOC, the benefits presented are the same across all three scheme options. It is important to stress that more extensive and detailed appraisal (including active mode appraisal) will be carried out at the next stage to explore other benefits that will be afforded by the Elland Station Access Package scheme element to allow a more accurate and reliable value of money assessment to be undertaken, using updated costs and values associated with detailed designs, from the various different appraisal methodologies.

The indicative benefits that were presented as part of the Elland Station OBC for the Elland Station Access Package include:

- Absenteeism: £9,000
- Journey Quality: £48,000
- Health Impacts: £773,000
- **Sub-Total: £830,000**

Absenteeism

Absenteeism for both pedestrians and cyclists has been calculated. This has been calculated based on the average sick days per year in 2017 (4.1days), the reduction in absenteeism (6%) and the average earnings per day, this is based on the ONS data for the average earnings per week in Leeds (£551.9) divided by 5 for the average earnings per day.

Journey Quality

Journey Quality for cyclists uses journey ambience benefits as per the data book. It was assumed that the length of route to be improved is 2km and 20% of this is off road segregated cycle way and 80% on road non-segregated. This section has been split into commuting cyclists, weekday leisure and weekend leisure. Weekday and weekend leisure is split 50/50 across the leisure cyclists.

Health Impacts

Health impacts have been calculated using WHO's HEAT (World Health Organisations Health Economic Assessment Tool). This has used as a single case based the individuals shifting mode to cycling and walking from another sedentary mode of transport.

Further appraisal will be undertaken at OBC stage to capture benefits from other mechanisms. These include:

- Active Mode Appraisal;
- Marginal External Costs; and
- A Pedestrian Environment Review System (PERS) and Cycling Environment Review System (CERS) audit.

Brighouse Cycling Improvements

It should be noted that the benefits associated with the Brighouse Cycling Improvements apply to the full preferred route from the Calderdale LCWIP. No further appraisal has been undertaken for the town centre section of the LCWIP route that comprises option B3 (Station to Bonegate Road improvements) as part of the Do-Maximum scheme option. Further appraisal for this updated scheme option and design will be undertaken at OBC stage to better reflect the benefits that will be delivered as opposed to those identified for full LCWIP route.

The indicative benefits presented as part of the Calderdale LCWIP for the Brighouse Cycle Improvements include Active Modes benefits of £2.9m, as described below.

Active Mode Appraisal

An Active Mode Appraisal was undertaken as part of the Calderdale LCWIP, in line with WebTAG Unit A5-1, to understand the benefits associated with walking and cycling as a result of the intervention being implemented. This appraisal was undertaken for the Calderdale LCWIP preferred route (on-road segregated cycle lane).

A disaggregate mode choice model was used to calculate the demand uplift as a result of the improved cycling infrastructure. This considers the change in utility from the current cycling provision to the proposed provision, the type spent on the infrastructure and the base proportion of the population who cycle using 2011 Census data for Calderdale. Further information on the methodology of how demand has been calculated along with a rationale behind other assumptions such as uplifts used will be outlined in the Appraisal Specification Report (ASR) to be submitted in advance of undertaking the next stage in the assurance process (OBC).

The monetised benefits as part of the AMAT consist of:

- Decongestion benefits (marginal external cost savings) which accrue from new walkers and cyclists switching mode from cars and taxis;
- Health benefits which accrue to new walkers and cyclists in the form of reduced mortality risk and reduced absenteeism; and
- Journey Quality benefits which accrue from improved infrastructure for current and new cyclists (journey quality has been excluded for walk trip to avoid double counting).
- Other Benefits which may accrue as a result of a change of mode to active travel including noise, carbon emissions/ greenhouses gases and air quality.

Results indicate that the Core package will result in **£2,865,920** of active mode benefits.

Table 9 provides a breakdown of the AMAT costs and benefits for the Brighouse Cycle Improvements.

Table 9 - AMAT costs and benefits (Brighouse Cycle Improvements)

Benefit / Cost Type	Monetised Cost Benefit
Congestion benefit	£40,800

Infrastructure	£380
Accident	£11,390
Local Air Quality	£40
Noise	£760
Greenhouse Gases	£2,000
Reduced risk of premature death	£1,717,400
Absenteeism	£324,050
Journey Ambience	£550,730
Indirect Taxation	£225,640
Present Value Benefits (PVB)	**£2,865,920**

Wider Economic Benefits

TCF guidance explicitly references productivity and socio-economic, i.e. increasing employment in deprived areas, impacts.

The LCR TCF SOBC states that:

> *"In addition to the conventional economic analysis the Urban Dynamic Model (UDM) has also been used to assess the full programme… The model is based upon economic growth forecasts provided by the Regional Econometric Model (which are different to those provided in the NTM). The UDM initially makes an assessment of how economic growth in the Leeds City Region is constrained due to rising transport costs. It then estimates the extent to which constrained economic growth is unlocked by new transport interventions which reduce those costs…The results quoted are the benefit over a do-minimum scenario in 2036. The package schemes modelled indicate a strongly positive shift to sustainable travel modes for daily commuting with average daily car trips falling by up to 50,000 with average daily bus trips increasing between 18,000 and 19,500, rail trips between 5,500 and 6,000 and trips on foot and by cycle between 5,000 and 25,000 depending upon the modelled scenario. The underlying mode shift implied would see a reduction in car commuter CO2 emissions between 8,500 and 15,000 tonnes annually to 2036. The UDM estimates the Transforming Cities Fund Package will unlock between 900 to 1,400 jobs at its peak and £100m to £150m of gross value added annually by 2036 to the Leeds City Region economy. The cumulative impact will add over £1 billion to the total WY GVA up to 2036."*

It is evident that both the Elland Station Access Package and Brighouse Cycling Improvements scheme elements contribute and play a key role to the wider economic benefits noted at a Programme level. The UDM assessment has not been undertaken at a package level and so the potential benefits cannot be disaggregated at this stage.

Although not quantified, other anticipated wider benefits of the scheme include:

<u>Productivity Benefits:</u>

The current lack of capacity on the transport network leads to congestion on roads and overcrowding on public transport links. Businesses are unlikely to locate in areas where access to suppliers or markets is unacceptably slow or unreliable. A lack of intervention could ultimately become a brake on economic growth.

The scheme will encourage more people to travel by active modes, particularly for shorter journeys, and is therefore anticipated to result in a more reliable and efficient transport network which is a key enabler of sustained economic prosperity and can promote productivity by:

- Supporting agglomerations of economic activity through expanded labour market catchments and an increase in accessibility of skilled jobs;

- Time savings for business travellers from improved journey reliability will lead to an increase in business efficiency; and
- Increasing competition by opening up access to new markets and allowing businesses to trade over a wider area, providing consumers with more choice.

Through increasing the number of economically active people living within key employment and university catchments by improving the public transport network, the scheme will also lead to an increase in Gross Value Added (GVA).

Air Quality Benefits

Transport is a major source of air pollution in urban areas across the UK and therefore has a significant role to play in alleviating the problem, subsequently improving air quality and public health. According to DEFRA, 95% of the 690 local AQMAs declared in the UK are a result of transport activity.

Reduced traffic levels and improved vehicle flow through de-congestion and modal shift are key to improving air quality on the road network.

Through improvements to walking and cycling, the scheme will encourage car drivers to switch to more sustainable modes of transport. Such measures not only reduce air pollutant emissions but can also provide climate change benefits.

By reallocating road space to promote active travel through the scheme, network-wide air quality impacts of congestion will be reduced.

Social Inclusion

Active travel provides cost effective ways to increase mobility and are easily available to a wide cross-section of society. Given that there are low levels of car ownership amongst the lowest earners, the least well off in society have the most to gain from an overall increase in walking and cycling meaning that active travel opens up access to jobs, services and the wider economy.

The scheme promotes social inclusion by encouraging active travel and improving walking and cycling linkages to rail stations in both Brighouse and Elland and therefore provides a better quality of life for those without access to a car and those on low incomes.

Summary

Given that the benefits presented in this SOC are considered to be unrepresentative of the true Value for Money of the interventions included, the decision about the preferred way forward is based on the MCAT and Strategic Case for the schemes. This places the Elland Station Access Package in a much stronger position than the Brighouse Cycle Improvements scheme.

It is clear that the scheme costs for the Do Maximum option that includes both Elland and Brighouse are over and above the high scenario funding for the scheme as presented in the LCR TCF SOBC (£5.4m). Given that the Do-Something scheme option (the full Elland Station Access Package scheme) falls within this funding envelope (minus Optimism Bias), it is deemed that this is the preferred option at this stage. As described above, further appraisal will be undertaken at OBC stage to capture benefits from other mechanisms. For both the Elland Station Access Package and the Brighouse Cycle Improvements scheme elements, these include:

- Active Mode Appraisal;
- Marginal External Costs; and
- A Pedestrian Environment Review System (PERS) and Cycling Environment Review System (CERS) audit.

These appraisal mechanisms will be employed using updated information on scheme design, values and costs.

D.7 Logic model for each of the short-listed options

Advice for completion

Building on the assessment of the drivers, objectives, outcomes and benefits, provide a logic model for the identified Preferred Way Forward Option and provide as an appendix to this SOC. You can find guidance on completing a logic model here In order to access the editable version, please right click the icon, then left click Presentation Object, and edit.

D.8	**Tick here to confirm that you have submitted a logic model as part of this SOC?**	☒

Section E: Commercial Case

E.1 What is the ability of the market to provide the outputs or services required to deliver this scheme?

Advice for completion

Set out the anticipated market appetite to deliver this scheme. This should reference the range of shortlisted options identified in Section D. The purpose of this section is demonstrate that there is sufficient skills and capacity within the market to deliver all goods, services and outputs that will be required to deliver this scheme which will not be delivered by the promoter directly i.e. any design, construction, project management, specialist technical input, vehicles. If this scheme is not being delivered by the market, and will be delivered by the promoting organisation provide evidence that this is the best approach and demonstrate in the management case that the promoting organisation is able to do this.

The Combined Authority has procured a development partner, for use by districts with the development of Strategic Outline Cases, and for support on a programme-level basis. Further procurement needs are currently being scoped out, for both business case development and construction. It has been agreed that this information be collated as early as possible in order to best prepare the market. A procurement strategy will be developed with input from all partners.

A critical reason for investment in walking and cycling infrastructure and access to rail is primarily due to the fact that strong, overall demand increases for travel (both within Elland and Brighouse and throughout the wider LCR) are not being matched by the demand for travel by sustainable modes, based on its current offer.

The rise in car demand and number of rail passengers in West Yorkshire demonstrates that there is, and will continue to be, a strong demand for travel in the scheme area by all modes; with the scheme overtly prioritising walking and cycling to capture a greater mode share of the overall demand.

It should be noted that CMBC, supported by their technical partners, have significant experience in the development, design, construction and management of both strategic highway and walking and cycling improvement schemes in the Calderdale district.

Recent examples of detailed contract procurement and management include the package of improvements for the A629 between Halifax and Huddersfield. Phase 1a of these improvements included construction of end to end cycle lanes and a 2.5m wide cycle and pedestrian path between Salterhebble and Shaw Hill. Phase 5 of the A629 Halifax Road Project (jointly delivered by Kirklees Council and CMBC) dedicated a new northbound cycle lane from Yew Tree Road between Ainley Top and Huddersfield. Phase 2 of the project is in progress with construction due to start in 2021 with key works including improved pedestrian and cycling facilities throughout Halifax and at key junctions, enhancing public space, pedestrianisation, removal of subways and creating town gateways.

Further examples include the work undertaken as part of the CityConnect programme, aimed at making it easier for people to cycle and walk. As part of the programme, resurfacing and widening of the Rochdale Canal Towpath has been undertaken to create a high quality 10km route linking Sowerby Bridge to Mytholmroyd and Hebden Bridge. These improvements provide communities along the Calder Valley with an attractive alternative route to the A646. In addition, improvements to a 2km section of the Calder and Hebble Navigation Towpath between Sowerby Bridge Basin and Hollas Lane Bridge, linking to the existing Calder Valley Greenway, have recently been completed, providing a traffic free cycling and walking route towards Halifax, Elland and Brighouse. Further work to build on these upgrades is currently underway including walking and cycling improvements to a 6km section of the Rochdale Canal towpath between Hebden Bridge and Todmorden.

Walking and cycle access is a critical element to the design of new rail stations and ensures inclusivity. Although there are no recent examples in Calderdale, there are examples within West Yorkshire such as Kirkstall Forge where there is cycle access to the new station from the National Cycle Route 66 and a good quality path leading to the Leeds-Liverpool Towpath.

The expertise demonstrated in the delivery of the transport schemes listed above provides reassurance that CMBC are well placed to deliver the facilities, and their commercial procurement and delivery on time and within budget.

Furthermore, from CMBC, WYCA and other Local Authorities' experience in the delivery of recent transport projects, it is evident there is a healthy appetite in the construction industry for infrastructure schemes of this type (i.e. sustainable mode provision). However, with the full delivery of the WYCA TCF package alongside WY+TF, Corridor Improvement Programme (CIP) and the Connecting Leeds programme, there is a risk that the market could quickly become saturated. It is unclear whether this will have a positive impact, e.g. driving construction prices down, or a negative impact, e.g. limited contractor availability impacting competitiveness or quality. CMBC considers the best way to address this risk is by amalgamating these small TCF schemes with bigger projects that will be more attractive to larger contractors, e.g. Elland Station Access Package is procured with the wider Elland Station Package, and Brighouse Cycling Improvements with the A641 scheme.

The scheme elements that make up the shortlisted options include minimal specialist requirements and therefore, skills within the market are competent to be able to deliver the scheme.

E.2 What is the anticipated demand to use the outputs of this scheme once it is completed?

Advice for completion

Use this section to demonstrate that once a scheme is completed it will be used at the anticipated levels to enable the anticipated benefits to be achieved

The appraisal of both the Elland Station Access Package and Brighouse Cycling Improvements scheme elements has been undertaken for the LCR TCF SOBC.

Demand for cycling as part of the scheme's intervention is well demonstrated by the use of WebTAG methodology. For the Brighouse Cycling Improvements scheme element, a disaggregate mode choice model has been used to calculate a 115% demand uplift through the proposed improved cycling infrastructure, resulting in 109 new cyclist users. This was calculated by considering the change in utility from the current cycling provision to the proposed provision, the time spent on the infrastructure and the base proportion of the population who cycle using 2011 Census data for Calderdale. For pedestrians, an assumed uplift of 20% was applied based on average walking demand increase brought about by Armley Mills and Kirkstall Forge canal towpath improvements in West Yorkshire, resulting in 217 new pedestrian users. These new users will realise the benefits described in section D.6, along with the existing users, of which 95 are cyclists and 1,083 are pedestrians. It should be noted that this demand was calculated as part of the full Calderdale LCWIP route.

Using similar methodology, it was determined within the Elland Station OBC that the Elland Station Access Package improvements would generate an increase in pedestrian and cycling demand of 11%, based on case studies from DfT and the Sustainable Travel Towns Programme.

The appraisal undertaken to establish anticipated demand will be fully reviewed at the next stage based on a single option to be taken forward.

In addition, sensitivity scenarios, taking into account regional and local growth associated with the large development sites located close to the corridor will be undertaken to explore different levels of anticipated demand. Furthermore, sensitivity tests around the current Covid-19 pandemic and how it may affect demand will also be explored.

The changes in the way people travel as a result of the current Covid-19 pandemic are likely to have a permanent impact on walking and cycling levels nationwide. There is likely to be unprecedented demand for active travel following the Government's advice to reduce the use of public transport and motor vehicles, as a result of the challenges faced around social distancing, with people looking for viable alternatives.

The UK has already established a course to a much lower carbon transport future, as set out in the 'Decarbonising Transport' document (discussed in section C.5), which acknowledges the need for active travel to become the natural first choice. Whilst it is clear that walking and cycling are an important part of the resilience against the pandemic, the current situation presents an opportunity to capitalise on encouraging active travel and decarbonising the transport network in line with the Government's objective.

In order to accommodate the anticipated surge in demand for walking and cycling, there is likely to be a national effort in re-allocating road space on a temporary and longer-term basis to build on this opportunity to deliver a lasting transformative change in how short journeys are made within the UK's towns and cities.

E.3 What approach to procurement is proposed for the shortlisted options outlined in Section D?

Advice for completion

Set out the outline procurement strategy for the short listed, or where applicable, preferred option.

For example:

- List the services required to develop and deliver the scheme.
- Outline how these will be accessed i.e. procured, internal resource.
- For those that are procured, indicate how attractive they are likely to be to the market.

It is anticipated that the Elland Station Access Package scheme element will be amalgamated with the wider Elland Station scheme on approval of this SOC. This has been programmed with sufficient time to allow the detailed design and business case to be incorporated into the contracts currently in place with JBA (Access Package design) and Atkins (Station Design and Full Business Case). Assuming this is achieved, Elland Station Access Package will then be included within the construction procurement exercise for the station. WYCA is the promoting organisation for the station.

The Brighouse Cycling Improvements scheme element is proposed to be integrated into the wider procurement approaches of the West Yorkshire Plus Transport Fund (WY+TF) A641 project with the possibility of also being integrated into the Towns Fund programmes, both of which are still in very early stages of development. It is clear that relationships have already been developed between the delivery team and local stakeholders and that a project of this scale should be integrated into a wider programme. As discussed in E.1, the saturation of the regional delivery market with £316m of new investment also supports this approach.

E.4 Does the preferred way forward options unlock other downstream investments which deliver against the Combined Authority's strategic priorities?

The Do-Something scheme option will unlock several downstream investments which deliver against the Combined Authority's strategic objectives. In Brighouse, the scheme will unlock new housing developments allocated within the Calderdale Local Plan, including two recently added sites north of the A629 in Elland which have the capacity to deliver 900 dwellings, providing much-needed accommodation for local people and local workers.

The Do-Maximum scheme option will unlock the two large Garden Suburb Sites at Thornhills and Woodhouse which will deliver more than 3,200 dwellings by 2032.

The scheme will enable residents living at these new housing sites to access a wider range of employment, educational and leisure opportunities throughout Elland and Brighouse and the wider city region.

In addition, the scheme will also provide enhanced access to employment and services for communities within both Elland and Brighouse. Of particular significance is the 1,300 jobs to be created at the Clifton Enterprise Zone development site.

The anticipation is that new housing and employment sites, coupled with enhanced transport accessibility and connectivity, will boost productivity and enable inclusive economic growth by connecting more people with

employment and skill-building opportunities, therefore delivering against the Combined Authority's strategic objectives.

More generally, the scheme will be a facilitator of increased levels of local investment, as the improved transport connectivity, proposed Local Plan development sites and other improvements will significantly boost the appeal of Elland and Brighouse as places to invest and do business.

Ultimately, the transport and connectivity improvements will expand labour market catchments, enhance productivity and inclusive economic growth, maximise employment and skill-building opportunities whilst ensuring both Elland and Brighouse have a much stronger appeal with respect to inward investment.

Downstream investment opportunities will be further explored during the OBC and FBC development.

Section F: Financial Case

F.1 Forecast scheme cost

Advice for completion

A forecast of the total scheme cost should be provided below for each of the options short-listed in section D (Economic Case). This should provide the cost forecasts without optimism bias, however should include a risk and/or contingency allowance. The cost forecast can be provided as a range (this should be the likely minimum cost to the likely maximum cost, rather lowest possible cost and highest possible cost) to reflect the level of cost certainty. The reasoning behind this range should be provided in the comments column

A cost summary for each of the short-listed options must be submitted as a supporting appendix, using the Cost Breakdown Summary Template.

Cost_breakdown_Summary.xlsx

Option Name	Total forecast cost range	Comments
Do-Nothing	£0	
Do-Minimum	£4.659M	Elland Station Access Package based on OBC cost estimates, including QRA, provided by CMBC. Does not include optimism bias.
Do-Something	£7.153M	
Do-Maximum	£10.230M	Elland Station as above. Brighouse Based on LCWIP estimates from Steer. High Level, early stage estimate. Does not include optimism bias

F.2	Check here to confirm that a cost breakdown summary for each of the shortlisted options has been submitted using the SOC Cost Breakdown template as an appendix to this SOC	☒

F.3 Funding Strategy

Advice for completion

Provide details of all the potential funding sources which are available to utilise on the scheme. This will be used to ascertain which of short-listed options are deemed as affordable or potentially affordable. You can provide the **forecast funding contribution** or as a single figure. The **status** of the funding should indicate whether the funding has been secured, in application process, allocated, pre-application and provide sufficient description to reflect the realistic likelihood of obtaining the funding. The **constraints** column should identify any known restrictions related that the funding this could include spending timescales, timescales for delivering outputs, eligibility criteria, match funding requirements

Funding Organisation	Funding Stream/ funding source	Forecast funding contribution	Status	Constraints

Department for Transport (DfT)	TCF	£5.4M	In application process	Spending timescales – must be spent by March 2023.
West Yorkshire Combined Authority	West Yorkshire plus Transport Fund: Elland Station	£1.978m	Secured residual funding from Elland Station (WY+TF)	Spending timescales – must be spent by March 2025
Shortfall for Do-Maximum	Not identified at this stage	£2.852m	N/A	No additional funding identified

F.4	**With regards to the Combined Authority funding identified above, has an allocation been made for the scheme in an existing funding programme? If more than one Combined Authority funding allocation has been made outline this in F.5**	Yes
F.5	**What is the value of the allocation within this funding programme and when was this approved?**	WY+TF, Access Package Element of Elland Station £1.978M

F.6	**Funding Strategy for the Shortlisted Options**

Advice for completion

Provide a breakdown of how you to propose to fund each of the short listed options.

If you have more than 3 funding contributions, you can complete **the larger funding breakdown spreadsheet** and provide it as an appendix to this SOC.

Funding Strategy for Shortlisted Optic

If you have any funding gaps for any of your options, identify them in the column below and provide any further information in the in the comments section. If any of the Combined Authority funding exceeds any allocations which have been outlined in **F.4** and **F.5** this should be treated as a funding gap rather than an assumed increase to Combined Authority funding.

Option Name	TCF	WY+TF	Identified funding gap	Comments
	£	£	£	
Do-Minimum	£2.681M	£1.978M		If decoupled from Elland Station Business Case, further development costs would apply
Do-Something	£5.175M	£1.978M		If decoupled from Elland Station Business Case, further development costs would apply

Do-Maximum	£5.400M	£1.978M	£2.852M	Cycle Route developed through LCWIP – could be funded through A641 or Brighouse Towns Fund, to be confirmed.

F.7	Check here if you have completed larger funding breakdown spreadsheet and provided it as an appendix	☒

F.8	Combined Authority Funding profile by option

Advice for completion

Set out below the anticipated level of Combined Authority funding required for each shortlisted option and then estimate what the funding profile would be. Select the relevant financial year from the drop down box

WY+TF Funding

Option Name	Anticipated Combined Authority WY + contribution	2020/21	2021/22	2022/23	Future years
Do-Minimum	£1.978M	N/A	£1.978	N/A	N/A
Do-Something	£1.978M	N/A	£1.978	N/A	N/A
Do-Maximum	£1.978M	N/A	£1.978	N/A	N/A

TCF Funding

Option Name	Anticipated Combined Authority contribution	2020/21	2021/22	2022/23	Future years
Do-Minimum	£2.681M	N/A	£1.559M	£1.102M	N/A
Do-Something	£5.175M	£0.655M	£3.385M	£1.135M	N/A
Do-Maximum	£5.4M	£0.655M	£3.510M	£1.018M	£0.20m

Note – In Table F.8 above, funding profile of Do Maximum package assumes funding of current shortfall of £2.852M costs from other source in 2022/23.

F.9	Statement of Affordability

Advice for completion

Provide a statement below which outlines your assessment of the probable affordability of each of the shortlisted options, taking into account any allocations and constraints which apply to your potential funding sources and how you intend to address any funding gaps. It should be made clear if you intend to address any funding gaps by seeking additional Combined Authority funding over and above any existing allocations and the justification for this.

All options, other than the Do-Nothing, would need external funding to take forward.

Part of the funding for the Do-Minimum option has already been obtained from the WY+TF, and plans have advanced beyond OBC stage, but this funding is insufficient to deliver a quality solution which will meet sustainable objectives and as such the scheme can only be taken forward with some TCF funding.

The Do-Minimum (described above) and Do-Something options are deliverable within the High Scenario TCF funding allocation, and as such, if WYCA is successful in closing the funding gap between the TCF Low / Core scenarios and the High scenario, these options will be affordable.

As the Do-Something scheme option has the potential to be affordable when viewed alongside the scheme's funding strategy, it is presented within this SOC as the preferred way forward.

Despite being desirable, the Do-Maximum option is not affordable even within the High TCF scenario, with funding capped at £5.4M, so further funding would be sought from elsewhere for this option. It is expected that the funding shortfall will be covered by the Brighouse Towns Fund allocation, or the scheme incorporated into the A641 project for delivery.

F.10	**What approach will be taken if the scheme does not receive all or part of the funding requested from the Combined Authority?** **This should include reference to funding only being released by the Combined Authority once a robust business case has progressed through the Assurance Framework**

In a scenario where the scheme does not receive the TCF High scenario funding allocation, no aspects of the TCF funded scheme can be pursued. The Access Package associated with the construction of Elland Station would need to be de-scoped to be delivered within the WY+TF funding availability. The options proposed achieve discrete objectives at each stage so whilst it may be possible to re-prioritise to adapt to reduced levels of funding, this will not fully achieve the objectives and as such alternative funding would need to be sought. Furthermore, this would compromise the Business Case for the rail station as patronage forecasts are predicated on the full Access Package being delivered.

The scheme will be subject to a full review at each Decision Point within the Combined Authority's Assurance Framework. If the full funding allocation is not met, the project scope will be re-assessed as described in section F.11 below.

F.11	**What approach will be taken if the scheme does not receive all or part of the non-Combined Authority funding sources identified** **This should discuss the possibility of DfT not allocating sufficient funding for all projects within the programme.**

Given the scale and cost of the scheme and the allocation of funding to this scheme only sitting within the High TCF package, which is currently unfunded, there is an existing risk that the scheme cannot be delivered. If the transport improvement scheme does not go ahead, the transport benefits and associated impacts in enhancing accessibility, improving access to work and employment and encouraging modal shift to more sustainable modes within Elland and Brighouse will be at risk.

As presented in Section D, the sifting process for this scheme has prioritised interventions at Elland over those in Brighouse, as they are expected to be more influential in achieving TCF objectives. Even if the High TCF package is funded, the consequence of the prioritisation is that no interventions at Brighouse will be included. This is why the Do-Maximum option, which includes the full intervention in both towns, would normally be the most desirable option, however, due to a lack of funding, it is presented as a more ambitious option. If funding for the Brighouse intervention cannot be sourced through TCF, alternative funding sources will need to be pursued, or the scheme will not be delivered, thus missing the opportunity to transform sustainable travel within Elland and Brighouse, and in the wider area through access to stations.

F.12	Combined Authority Loans

	Are you applying for a loan from the Combined Authority?	No
	When will the loan repayments start?	
	When will the final loan payment be made?	

Section G: Management Case

Guidance for Section G

The Management Case demonstrates that the scheme is capable of being delivered successfully, in accordance with recognised best practice.

Describe the governance for the scheme and how the delivery of the scheme will be managed, including details of any other organisations involved in its delivery, management arrangements, scheme milestones and any links or interdependencies to other schemes.

If the information requested as part of Section G is provided in the form of a Project Initiation Document (PID) or Project Execution Plan (PEP) you may provide this in lieu of completing the questions in Section G. If any of the information required below is not provided in a PID / PEP then the relevant questions below must be completed.

This section should demonstrate that the scheme is being implemented in accordance with a recognised Programme and / or Project Management methodology and that there are robust arrangements in place for change management, contract management, the delivery of benefits and the management and mitigation of risk.

It should also specify the arrangements for monitoring and reporting during implementation and for post implementation evaluation.

G.1	Is a PID or PEP provided as an appendix to this SOC?	☐

G.2	Does the PID provide the following information

	Yes / No	Reference in the PID
Roles and responsibilities for delivery of the scheme	No PID provided	
Approach to project/programme management	No PID provided	
Approach to governance of the scheme	No PID provided	
Anticipated delivery timeframe and key milestones	No PID provided	
Risk Register and key project risks	No PID provided	
Scheme barriers and constraints	No PID provided	
Linkages and interdependencies with other schemes	No PID provided	
Lessons learnt from other relevant schemes	No PID provided	
Planned approach to consultation, engagement and communication	No PID provided	

Please note that if you have answered yes to all the items in the above table, you do not need to complete the remaining questions in section G

If you have answered **No** to any of the questions above, you then need to answer the relevant question below

Roles and responsibilities for delivery of the scheme – Question G.3

Approach to project/programme management – Question G.4

Approach to governance of the scheme – Question G.4

Anticipated delivery timeframe and key milestones - Question G.5

Risk Register and key project risks - Question G.7

Scheme barriers and constraints - Question G.8

Linkages and interdependencies with other schemes - Question G.9

Lessons learned from other relevant schemes G.10

Planned approach to consultation, engagement and communication - Question G.11 & Question G.12

G.3 Detail the roles and responsibilities of the people and organisations involved in the scheme

Advice for completion

This should provide information on the key individual/groups that have responsibility for scheme delivery and governance. It should also include key stakeholders that have been consulted as part of the development of this SOC

Organisation / Role	Responsibility in scheme delivery
CMBC (Scheme Delivery)	Lead for scheme delivery (development, design, procurement and implementation) within authority boundary, with the exception of Elland Station which is WYCA-led
West Yorkshire Combined Authority (Programme Manager)	Support through the assurance process Project Management and delivery of Elland Station (wider scheme).

G.4 Outline the approach which you intend to take to the Programme/ Project Management and governance of the scheme

Advice for completion

What programme or project management methodology will you be using?

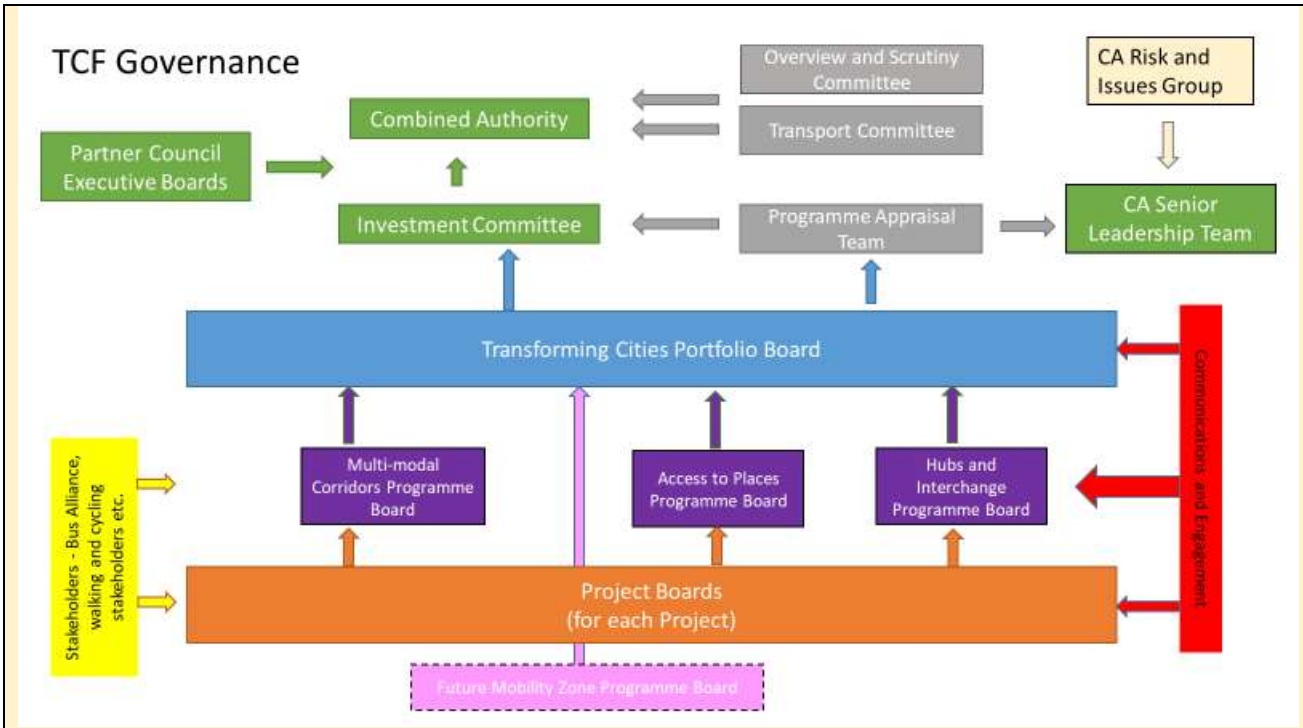
Will you have a Project Board? How will they be kept up to date on delivery? Who will be on the Project Board

How will the SRO and Executive Board within your organisation have oversight of delivery

A Shadow Programme Board for the TCF Programme has been established. This will transition into the TCF Portfolio Board, providing strategic and monitoring oversight of the programme. The Portfolio Board will manage the risk and contingency budget for the programme, and also have a mechanism for transferring funding between thematic programmes if necessary.

Three thematic Programme Boards will report into Portfolio Board. Individual district-led project boards will sit below the Programme Boards and provide monthly highlight reports on changes and status of the project. The thematic Programme Boards are Access to Places, Hubs and Interchange, and Multi Modal Corridors, please include which board this scheme will report into. It is expected that the Project Executive from each project shall attend the relevant Programme Board.

Include below figure to explain governance of the programme



Programme Partnership and Oversight

The LCR Assurance Framework covers expenditure on projects and programmes funded by Government or local sources in the Leeds City Region and will be applied to the TCF Programme.

Figure 22 shows the LCR Assurance Framework process, illustrating the three-stage system for project control to deliver value for money in a transparent and accountable way.

Figure 22: Leeds City Region Assurance Process

The Combined Authority will have overall responsibility and accountability for any funding released by the DfT to the LCR regarding the TCF.

CMBC has the project management system, skills and track record to be able to deliver this project successfully. They will be supported by an assigned Project Manager from the Combined Authority who will work in partnership with CMBC through the assurance process. CMBC has robust financial monitoring systems and procurement credentials as demonstrated by many years of delivering externally funded projects and including highway/transport schemes.

Interim and Future Programme Governance

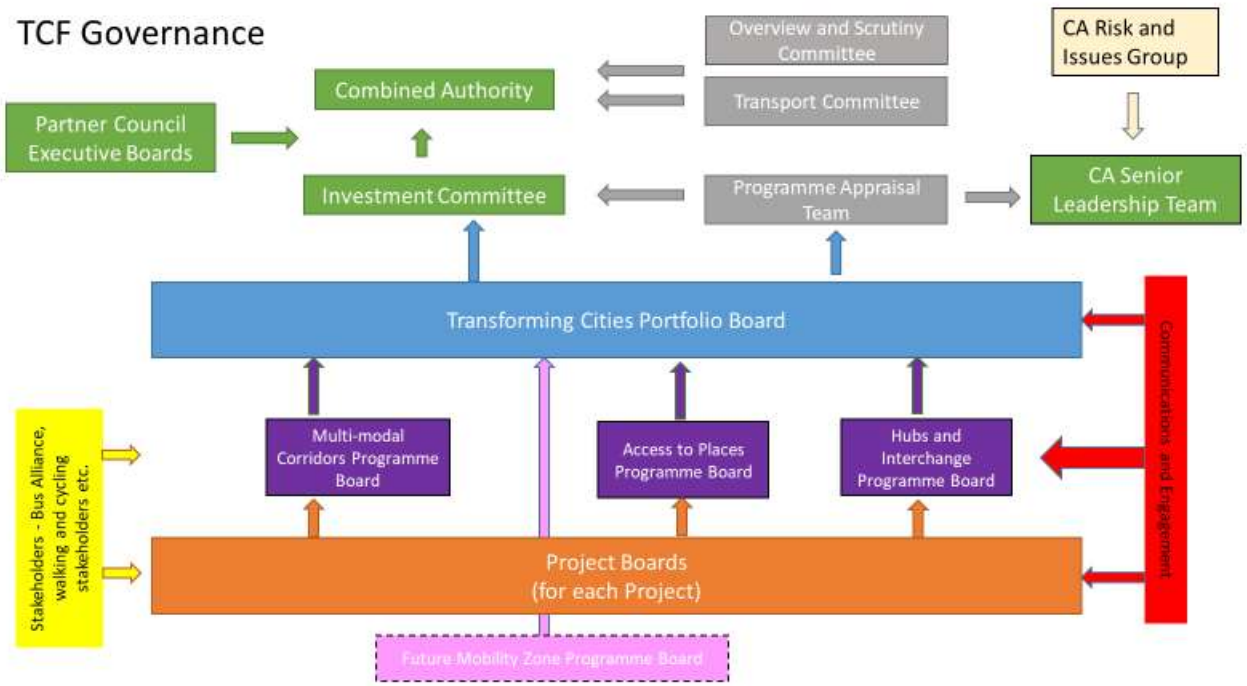
The process of putting in place the necessary governance for the portfolio has already commenced. A Shadow Programme Board for the TCF Programme has been established. This will transition into the TCF Portfolio Board, providing strategic and monitoring oversight of the programme. The Portfolio Board will manage the risk and contingency budget for the programme, and also have a mechanism for transferring funding between thematic programmes if necessary. The Programme Board includes a senior representative from all partners to the bid.

One of the key workstreams of the Board is to provide strategic guidance to the procurement of the Development Partner as well as management of the funding that has been released by the Combined Authority to pump prime the early development of the scheme. *Liz Hunter, Head of Transport Policy at the*

Combined Authority is the Senior Responsible Officer (SRO). This role will migrate across to the Head of Transport Implementation within the Delivery Directorate following the SOBC submission and prior to the funding announcement expected in March 2020.

A number of options around the governance structure for delivery of the programme have been tested with the shadow Programme Board. The preferred approach, focussing on thematic delivery boards is detailed in Figure 23 below. This project will report to the multi-modal corridors programme board.

Figure 23: TCF Governance Structure



The individual schemes within the packages will be grouped into thematic programme boards that will focus on the delivery of similar types of scheme and intervention with common objectives and outcomes, allowing for a coherent and consistent approach.

All programme boards will include representation from the Combined Authority, partner council officers for each scheme, as well as, where relevant, representation from the bus and rail operators. Membership and terms of reference will be determined after submission of the SOC. Each programme board will report to the Portfolio Board.

A dedicated project board, with a clear and accountable project executive, senior user, senior supplier, project manager and work stream leads, will be convened in order to develop and deliver the scheme.

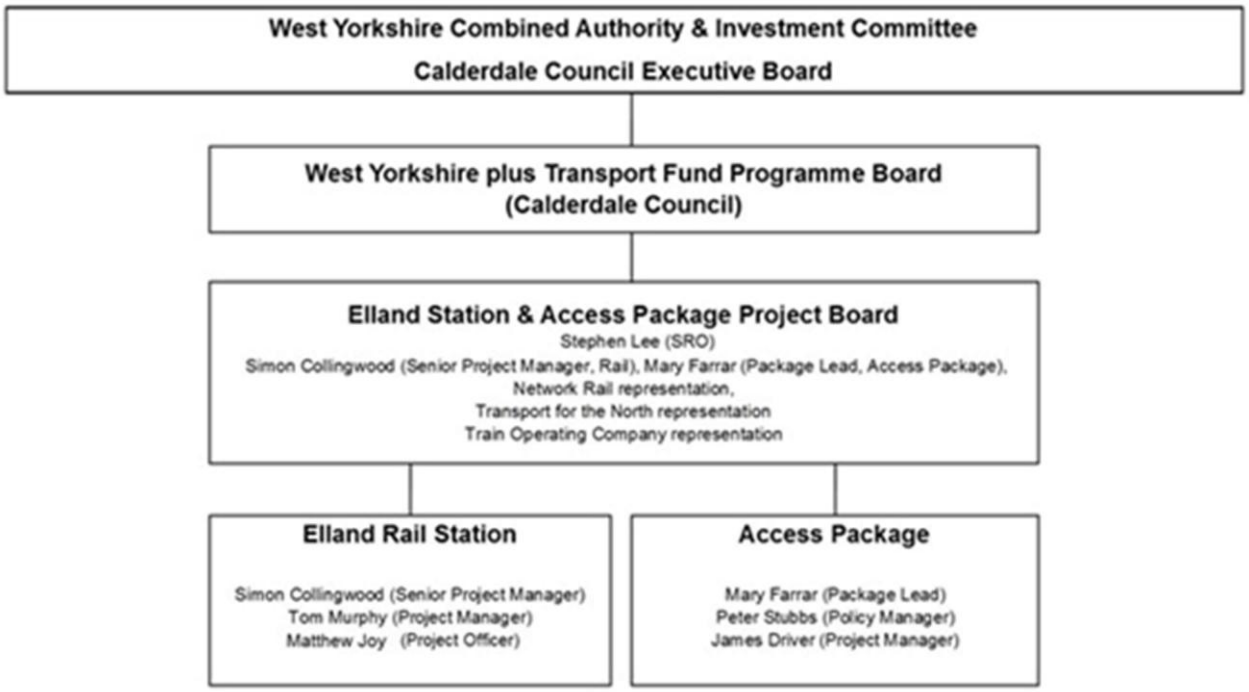
Elland Station Access Package

The following Project Board roles are proposed:

- Project Executive / Senior Responsible Owner (SRO) – Stephen Lee (CMBC)
- Deputy SRO – Mary Farrar (CMBC)
- Senior Users – Peter Stubbs (CMBC)
- Senior Suppliers –JBA (Design Element) with others to be confirmed. Contractor not yet appointed.
- Project Managers – James Driver (CMBC)
- Work Stream Leads – James Driver (CMBC) (Elland bridges and design support lead)

It is proposed that this governance structure will sit within the wider Elland Station & Access Package governance structure, as shown in Figure 24. By merging the delivery programme of both the Elland Station Access Package and the proposed Elland Station, it is clear that benefits will be maximised.

Figure 24 - Governance of Elland Station Access Package



Brighouse Cycling Improvements

For the Brighouse Cycling Improvements scheme element, the following Project Board roles are proposed:

- Project Executive / Senior Responsible Owner (SRO) – Stephen Lee (CMBC)
- Deputy SRO – Richard Spensley (CMBC)
- Senior Users – Peter Stubbs (CMBC)
- Senior Suppliers – To be confirmed.
- Project Managers – Hollie Good (CMBC)
- Work Stream Leads – To be confirmed.

The Brighouse work will be included as part of the LCWIP Project Board and will provide leadership and direction on programme, cost and risk tolerances. Identification and management of required resources for delivery. Any programme, cost or risks beyond tolerance to be escalated to the relevant thematic Programme Board. The yet to be agreed objectives for the Board are to:

- Manage and monitor progress of the package as a whole and schemes within; and
- Contribute to achieving the outcomes of the overall TCF package.

It is proposed that the Project Board will meet on a five-weekly cycle where possible. However, it is likely that the meetings will take place on a bi-monthly basis and regular reporting will be established in order to provide updates for the TCF corridor programme boards.

Membership and terms of reference will be determined on approval of this SOC (including respective cost and programme tolerances).

G.5	**Anticipated delivery timeframe, including projected start / end dates and key milestones**

Advice for completion

This should include forecast dates for all decision points within the Combined Authority's Assurance Process. Further information on the assurance activities and decision points required for schemes funded by the Combined Authority can be found in the Assurance Framework (Section 4). The PMO are also able to offer advice on which assurance activities your scheme will be required to complete (this will be confirmed at decision point 2) and the timescales you should incorporate into your programme in order to achieve these decisions.

Please add rows to the table for further key milestones for example

- Consultation
- Planning application submission and decision
- Public Inquiry
- Enabling works
- Feasibility Design
- Procurement

You can also provide a programme in the form of a gannt chart as an appendix to this SOC

Task	Brighouse Cycle Improvements		Elland Station Access Package	
	Start date	Completion date	Start date	Completion date
Decision Point 2 (case paper)				
SOC Submission to PMO		June 2020		June 2020
DP2 Decision		September 2020		September 2020
Decision Point 3 (Outline Business Case)				
OBC Submission		April 2021		N/A
DP3		July 2021		N/A
Decision Point 4 (Full Business Case)				
FBC Submission		January 2022		December 2020
DP4		April 2022		March 2021
Decision Point 5 (Full Business Case with finalised costs)				
FBC plus submission		July 2022		July 2021
DP5		August 2022		July 2021
Decision Point 6 (Delivery)				
Mobilisation		August 2022		August 2021
Start on Site	August 2022			
Completion on Site		March 2023		August 2022
Draft Project Closure Report submission		June 2023		August 2022
DP6		December 2023		July 2022

Decision Point 7				
Defects liability period / agreement of final account		June 2024		August 2023
Project Closure Report submission		July 2024		August 2023
DP7		December 2024		December 2023

G.6	**Check here to confirm that a risk register has been submitted as an appendix to this SOC. The Combined Authority's risk register template is available for use, otherwise promoters can use their own template as long as it contains the same level of information.**	☒

G.7	**What are the current key risks to the scheme and what mitigation is in place or planned to manage them?**

Risk	Risk Rating	Mitigation
Delay to scheme delivery in light of Covid-19 pandemic	*High*	Combined Authority to discuss possible funding extension / timescale reconfiguration with DfT. All to work creatively to ensure safety in design, construction and use.
Funding not released early enough to ensure scheme development and delivery within timescales 2023	*Medium*	Overlap design stages where possible to expedite programme (e.g. initiate low risk preliminary design activities following conclusion of feasibility design and prior to OBC approval).
Not securing the necessary funding from the TCF bid or from other sources for the preferred option	*Medium*	Less ambitious option to be progressed if full funding is not allocated.
Third party land requirement to deliver measures – cost and delay implications	*Medium*	Minimise third party land requirements where possible. Early engagement with key third party land owners (through public consultation and / or direct engagement).
Unforeseen ground conditions and services increasing cost	*Medium*	Undertake site surveys to inform options appraisal and developing costs.

G.8	**Are there any potential barriers/constraints to the Scheme that will impact on delivery**

Advice for completion

Are any of your scheme options likely to require planning permissions? Are these in place?

Are there land ownership issues? If so, have they been sorted?

Does the scheme have any potential state aid issues?

Is there any match funding to be confirmed?

Are there any external assurance or decisions required to enable the scheme to proceed

These constraints should be considered as part of the option selection undertaken in the economic case

Constraint	Description	Action / Mitigation
Stakeholder Support	*Level of wider Public / Political Stakeholder support is yet to be tested.*	*Build consensus via effective public consultation and communication on the wider parking strategy.*
Covid-19 Pandemic	*Possible delays to scheme delivery following Covid-19 outbreak.* *Public consultation postponed due to current circumstances.*	*Combined Authority already seeking funding extension with DfT; possible timescale extensions are under discussion.*
Available funds to meet Construction Cost	*Uncertainty over DfT level of funding available as a full TCF Programme.*	*Prioritisation will be undertaken to ensure that outturn costs meet targets across the scheme and programme as a whole.*
Planning permission required for bridges	*Initial consultations with planners indicate that aesthetics of the bridge over the canal / river are likely to be important in this setting.*	*Good, early stakeholder consultation. Designs are high quality from the outset to avoid mobilising resistance.*
Some 3rd party land required	*Whilst this is not expected by CMBC to be a big issue in this case, past experience has led the council to assume CPO will be required from the project outset.*	*Costed risk item for CPO procedures included in costings. Early identification of land owners and consultation with them will help understand and manage risk.*

G.9 What are the linkages and interdependencies with other schemes?

Advice for completion

Does the scheme link to other activities being delivered within Leeds City Region or nationally?

If so, provide name and brief description of supporting scheme(s), including their outputs

What is the status of any supporting scheme?

Is your project reliant on the supporting scheme going ahead (or vice versa)?

What would be the implications on supporting schemes if your scheme does not secure funding and vice versa?

Where links/interdependencies exist with other schemes within the TCF Programme, ensure these are highlighted here.

These interdependencies should be considered as part of the option selection undertaken in the economic case

Whilst the two sub-schemes within the 'Transforming Cycling and Walking Access in Brighouse and Elland' package have a relationship to one another, they are not interdependent and could be delivered individually.

The Elland Station Access Package scheme element is directly linked to work carried out as part of the Elland Station OBC, currently progressing to Full Business Case, whereby a total of £1.978m has been allocated from the WY+TF, available for capital development of the Elland Station Access Package.

Similarly, the Brighouse Cycling Improvements element of the scheme is directly linked to the draft Calderdale LCWIP, being developed as part of a wider West Yorkshire LCWIP and forming part of a national programme of LCWIP development led by DfT. Whilst no current funding has been allocated to fund the Calderdale LCWIP, joint delivery for some elements of the LCWIP are being explored alongside this scheme.

Furthermore, there are linkages with the A641 corridor scheme (WY+TF) in Brighouse, currently progressing to OBC stage. Although there is no direct reliance between the two schemes, opportunities for joint working and co-delivery are being exploited.

G.10 What lessons learnt from other relevant schemes have been used to inform the development of this scheme?

Advice for completion

List below the lessons learnt which you have used to inform the development of this scheme.

Lesson learnt	Scheme name and description (where the lesson originates from)	Which scheme options this lesson learnt has been applied to
Having a clear and robust Assurance Framework so that there is a consistent approach to scheme development and assurance.	CityConnect, WYTF+, Connecting Leeds	All options
Commencing development work as soon as possible and where possible 'ahead'/in advance of grant award.	Connecting Leeds	All options
Identifying clear and strong governance arrangements which all stakeholders buy into within the SOBC.	Connecting Leeds	All options
Continuously working in partnership with stakeholders.	CityConnect, WYTF+, Connecting Leeds	All options
Ensuring a clear approach to monitoring and evaluation of schemes is applied throughout the development of the Programme to ensure the benefits are understood as schemes come forward.	CityConnect	All options
Ensuring sufficient contingency within the scheme cost plan.	CityConnect	All options
Communications, engagement and consultation shape difficult decisions for example around road space reallocation.	CityConnect and Connecting Leeds	All options
The need for early identification of strategic procurement solutions to meet the needs of the Programme.	Connecting Leeds	All options
Transport schemes can and often do have opposition – often from those directly impacted by the construction of the scheme.	Connecting Leeds	All options

Ensuring efficient and effective resource is secured early on in the process.	CityConnect, WYTF+, Connecting Leeds	All options
Ensuring that option development and preferred option identification is heavily weighted to the OBC development stage with FBC being strictly about refinement of the preferred option that originated from CIP Phase 1. This then allows land negotiations and any necessary CPO to start earlier'. Allow more funds for land acquisition.	CBMC	All options

G.11 What consultation and engagement has been undertaken that has informed scheme development?

Advice for completion

Outline completed activities, what the outcomes were and what they have informed

The LCR TCF SOBC has been developed in partnership with key stakeholders, including Partner Councils; Department for Transport; Local Enterprise Partnerships – Leeds City Region LEP, York North Yorkshire and East Riding LEP; Partner Organisations – e.g. Network Rail, Highways England, English Heritage, Canal and River Trust, Environment Agency; Public Transport Operators – Rail and Bus operators; Active Travel organisations - Cycling UK, Sustrans, Living Streets, local campaign groups; Education sector – universities, colleges; Businesses - Civic Societies, Chambers of Commerce, Business Improvement Districts; Local Air Quality Groups - Local Authority Air Quality Teams; Public Health – Directors of Public Health, Public Health England; and Developers.

Elland Rail Station and Access Package

Prior to the development of the LCR TCF SOBC, the Combined Authority held a public consultation for the 'Elland Rail Station and Access Package' in Summer 2018 during the project outline design stage. The consultation sought feedback on the proposals for new railway station and a series of improvements to aid walking and cycling. In total, 271 survey responses were received, plus seven emails / letters including two from campaign groups, both showing strong support for the proposals.

The consultation feedback received was used to influence the early designs, such as the provision of additional waiting shelters at the rail station, and potential to connect the station with bus services in Elland.

Calderdale LCWIP

Phase 1 of Calderdale's LCWIP was informed by several stakeholder engagement events in 2018, with the various events used to inform both the cycling and walking element of the programme. For cycling, Phase 1 of the LCWIP focuses on the town of Brighouse. For walking, Halifax town centre was chosen as the first Core Walking Zone for Calderdale.

Initial Stakeholder Engagement

In November 2018, local stakeholders took part in a hands-on, interactive workshop to contribute local knowledge and expertise to shape the future cycle network in Brighouse. The workshop was facilitated by Dutch consultancy Mobycon, who brought insights from their experience of cycle network planning in the Netherlands.

In the first part of the exercise, the Mobycon team worked with participants to identify key origins and destinations for local trips to help identify important cycling desire lines. In the second part of the exercise, the area was looked at in more detail to identify the most desirable corridors and routes. The results provided a visual clue to the importance of specific streets and other traffic-free routes for cycling, which has implications for the type of facility / infrastructure required there.

After analysing the results, Mobycon identified the following:

- A north-south desire line, notably from Bailiff Bridge and Hipperholme in the north to Brighouse town centre and south towards Rastrick / Woodhouse;
- An east-west desire line along the River Calder between Elland, Brighouse and Bradley; and
- An extension of the east-west desire line from Elland to Halifax.

The results of the stakeholder engagement were fed into the subsequent classification and prioritisation of desire lines, to be considered against other data sources, ultimately feeding into the LCWIP development.

To inform the selection of key walking routes and recommendations for improvements to walking infrastructure, a street audit took place in Halifax in December 2018. The audit was led by walking charity Living Streets, on behalf of Steer, and gathered feedback on the local walking environment while walking with local stakeholders. The route was decided prior to the audit, with input from several parties including CMBC, WYCA, Halifax Opportunities Trust, Active Calderdale and the local government in Park Ward. A follow-up workshop was used to capture the most salient points, whilst allowing participants to comment on wider issues that may otherwise have been missed. Comments from participants were used to capture the main barriers to walking and to translate observations into recommendations for infrastructure improvements to enhance the walkability of the area.

An LCWIP was then drafted by the Combined Authority's consultants, Steer, based on stakeholder input and a range of data analysis.

The draft LCWIP and a summary version were shared with stakeholders in September 2019, using the Combined Authority's "Your Voice, Your Combined Authority' engagement tool.

Your Voice Engagement

The Your Voice engagement tool enabled members of the public to review the documents and provide comments and feedback in response to specific questions. The feedback and suggestions received were analysed, and a series of actions were taken, or planned to be taken in response.

The updated Phase 1 LCWIP was endorsed in January 2020. The Calderdale LCWIP will be developed further based on the comments received throughout the stakeholder engagement.

Transforming Cycling and Walking Access in Brighouse and Elland

Although both elements of the 'Transforming Cycling and Walking Access in Brighouse and Elland' TCF package have been subject to individual public consultation and engagement, the scheme as a single package has not yet been consulted on. Such engagement is planned as the scheme progresses beyond SOC stage, as described in the subsequent section.

G.12 What consultation and engagement is planned?

Advice for completion

Outline planned activities, with proposed timescales and what the outcomes of the consultation will then inform

Communications, consultation and engagement will be managed at a programme and individual project level. Please use the Communications and Stakeholder Management plan within the bid SOBC to complete this section.

The strategy for the management of communications and stakeholder engagement at a programme level is set out in this section, building on the experiences that the West Yorkshire Combined Authority and partner councils have learnt from in the delivery of other successful programmes. Individual communication, consultation and engagement plans will be required for each individual project.

Further stakeholder engagement workshops will be held as the scheme options are further developed and progressed beyond SOC through the feasibility design stage in order to seek views and inputs to the proposed scheme.

Going forward, the Elland Access Package will be re-incorporated into the Elland Station project and will be included in the consultation for that scheme.

The Brighouse Cycle Improvements scheme element will be progressed to OBC as a standalone project or incorporated into the A641 project, and consultation will be planned and progressed accordingly.

It is proposed that early public consultation events are held outlining the concepts and seeking feedback at the beginning of the OBC stage to inform the option selection and designs. Further public engagement would then be held post OBC to inform the scheme designs.

A Stakeholder Engagement Strategy will be developed for both the Elland Access Package and Brighouse Cycle Improvements scheme elements to inform the Elland Station FBC and Brighouse Cycle Improvements OBC respectively, in parallel to the LCR TCF Programme Level Strategy.

However, in light of the current Covid-19 Pandemic, any further consultation work for the scheme has been postponed, and is due to take place in September / October 2020

Section H: Supporting Technical Studies and further compliance information

H.1	**Please outline any technical studies that have been or will be commissioned as part of scheme development to support the scheme's Business Case.**

Please note that these do not need sending through at this time.

Technical area	Current / proposed studies	Completion date
Feasibility	For the Elland Station Access Package scheme element, a feasibility review was undertaken as part of the Elland Station OBC which considered a range of potential constraints to the provision of bridge crossing points including flood risk, ecology, landscape and access issues, in order to identify preferred locations for bridge crossing points.	March 2019
	A desktop review was undertaken for the Brighouse Cycling Improvements scheme element as part of the Calderdale LCWIP to provide an initial understanding of scheme requirements at key locations such as critical junction, informed by approximations based on traffic volumes and speeds.	August 2019
Surveys	A site visit was undertaken at the inception of the Elland Station OBC to consider potential routes to the station and identify access measures. A further site visit was undertaken in January 2018 to consider the existing conditions on the route of the West Vale link.	October 2017 / January 2018
	Site visits were undertaken as part of the Calderdale LCWIP at key locations to inform option identification and development which were corroborated with information from the desktop review.	August 2019
Modelling	The Elland Station Access Package scheme element was appraised as part of the Elland Station OBC using the Transport for London's (TFL) Valuing Urban Realm Toolkit (VURT) and Marginal External Cost (MEC) calculations.	March 2019
	The Brighouse Cycling Improvements scheme element is underpinned by an assessment through the DfT's Active Modes Appraisal Tool (AMAT) using a disaggregate mode choice model.	August 2019
Design	Based on the feasibility review, preliminary designs were produced in the Elland Station OBC for the bridge crossing locations as part of the Elland Station Access Package scheme element. An Options Assessment Report has been developed as part of this SOC describing the option development and sifting process through the Multi Criteria Assessment Tool (MCAT).	March 2019/ April 2020
	Based on the feasibility review, preliminary designs were produced as part of the Calderdale LCWIP for the proposed cycling infrastructure in Brighouse.	August 2019/ April 2020

	An Options Assessment Report has been developed as part of this SOC describing the option development and sifting process through the Multi Criteria Assessment Tool (MCAT).	
Costings	Scheme construction costs are based on the preliminary proposals. A cost plan and spend profile will be developed providing more detailed scheme cost estimates.	May 2020
Demand	A demand modelling exercise using PERS was undertaken for the Elland Station Access Package scheme element resulting in a forecast increase of 11% in pedestrian and cycling demand.	March 2019
	Demand for the Brighouse Cycling Improvements scheme element was calculated using a disaggregate mode choice model within the AMAT which generated an uplift in cycling of 115%.	August 2019
Impact	A Social Impact (SI) appraisal has been undertaken as part of the LCR TCF SOBC which covers the transport system and its impact on social factors across the wider TCF programme.	November 2019
Risks	A risk register has been developed and attached as part of this SOC.	March 2020

H.2	**Is any information in this form considered exempt from release under Section 41 of the Freedom of Information Act 2000**	No

H.3	**Does your scheme require a Data Protection Impact Assessment to be completed?**

Advice for completion

If the Combined Authority is the promoter for the scheme, then you must complete the Data Protection Impact Assessment Part A screening tool to indicate if a full impact assessment is required.

For schemes that are not promoted by the Combined Authority, the promoter should follow their own processes for determining whether a Data Protection Impact Assessment

Select an answer from the drop down box below and then provide a rational for your answer

Data Protection Impact Assessment 1

No - Rational provided below

Part A (Screening) for the Data Protection Impact Assessment was completed and is included as Appendix G. It confirms that no personal data will be recorded or processed as part of the scheme.

H.4	**Summarise the outcomes of Equality Impact Assessment (EqIA)**

Advice for completion

It is a mandatory requirement of the assurance process, that all schemes which the Combined Authority funds have considered the implications of that the development and delivery could have on people with protected characteristics as defined in the Public Sector Equality Duty.

- For **schemes promoted by the Combined Authority** - you should complete the Combined Authority's Equality Impact Assessment tool and provide as an appendix to this SOC
- For **schemes promoted by all other organisations covered by the Public Sector Equality Duty** - you should complete your own organisation's Equality Impact Assessment tool and provide as an appendix to this SOC
- For **schemes promoted by organisations not covered by the Public Sector Equality Duty** – if your organisation does not have its own EqIA you should complete the Combined Authority's template.

Your EqIA should be regularly updated as your scheme is developed.

Combined Authority EIA Tool B

H.5	**Check here to confirm that you have submitted an Equality Impact Assessment**	☒
H.6	**Summarise here the outcomes of your Equality Impact Assessment and how this has been considered as part the development of this SOC**	The EqIA has been completed and has concluded an Impact score of 18 and a Risk score of 20. The assessment concludes that a Stage 2 Assessment is not required. As part of further scheme development the impact on all users of the scheme will continue to be considered and the EqIA refreshed.

	If your organisation is a private sector or not for profit organisation complete questions H.7 to H.9 below

H.7	**Main activities of organisation**	N/A	N/A

H.8	**Registered company number**	N/A	N/A
H.9	**Private company details only**	Do you have at least 12 months trading history?	N/A
		What is your company's turnover for the last 12 months?	N/A
		Does your business employ	
		Fewer than 50 employees	N/A
		50 - 249 employees	N/A
		250 employees or more	N/A

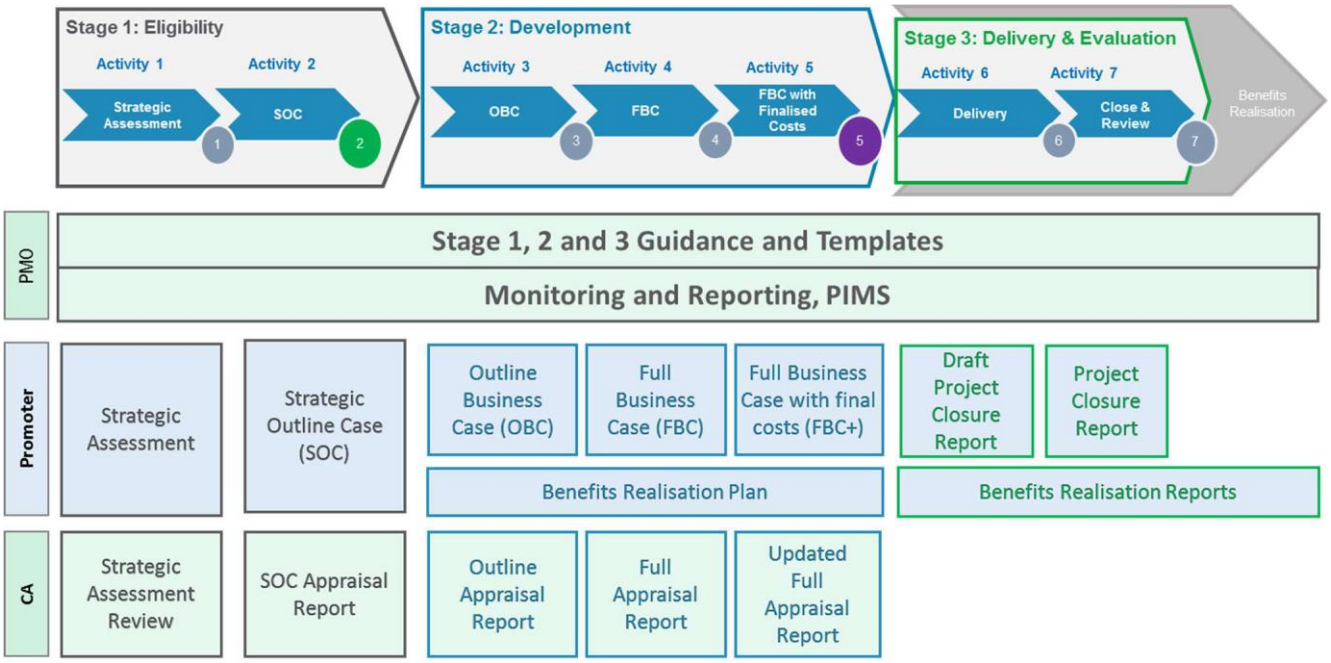
Section I: Planning for the next assurance process activity

Guidance for Section I

This section should present a more detailed level of information pertaining to the next activity your scheme will undertake within the Combined Authority's Assurance Process. This will assist the Combined Authority in supporting you in your on-going scheme development.

The assurance process will be tailored to ensure an appropriate level of assurance. Depending on the scope, cost and risk of your scheme your next activity could either be an outline business case (activity 3), full business case (activity 4) or full business case with finalised costs (activity 5). Your lead contact within the Combined Authority or the PMO will be able to assist you in determining this, and it will be confirmed as part of the decision point 2 approval

Your Case Officer will require the information requested below in order to complete their appraisal



I.1	**What is the next assurance activity you propose your scheme will undertake following decision point 2 approval? (ELLAND)**	activity 4 (full business case)

I.2	**What is the next assurance activity you propose your scheme will undertake following decision point 2 approval? (BRIGHOUSE)**	activity 3 (outline business case)

Development Costs

Advice for completion

Before completing section I.3 and I.4, you should establish if your scheme is eligible for development costs funded by the Combined Authority. Contact your lead contact at the Combined Authority if you are unsure of your scheme's eligibility.

I.3	Does the scheme require Combined Authority funding to fund development costs?	Yes

I.4	If you answered yes to I.3 provide a breakdown below of the scheme's development cost request for the next activity

Advice for completion

This should cover all tasks which are planned, and will be funded from Combined Authority funding sources

It should be affordable from within the total development cost requirement set out in your cost breakdowns provided as part of Section F: Financial Case

It should include all relevant project development costs which you are seeking funding for – resources, design, surveys, marketing, legal and allowances made for contingency should listed separately

Task	£
Elland Station Access Package: Development Funding to FBC is already available through the wider Elland Station project, so no funding is required to be released through this SOC.	£0
Brighouse Cycle Improvements: OBC development. To further develop the designs and business case for the preferred option for Brighouse Cycling Improvements and submit Activity 3 (Outline Business Case) paperwork to WYCA.	£144,000
Total	£144,000

I.5	Provide the detailed milestones for the next activity in your scheme's development

Advice for completion

This should include all tasks that you need to undertake in order to progress your scheme to the next planned decision point on the assurance pathway.

For example recruitment, procurement, design, consultation, approvals

Please refer to the Combined Authority's PMO, or your lead contact at the Combined Authority if you require further guidance on timescales related to the Combined Authority Assurance and approvals processes

The key milestones for the Brighouse and Elland Station Access package presented below are currently under review and should be approached with caution. Due to the ongoing Covid-19 Pandemic it is possible that there will be a delay in the delivery of the scheme. The dates outlined below are therefore subject to change.

Task	Elland Station Access Package		Brighouse Cycle Improvements	
	Start date	Completion date	Start date	Completion date
Activity 1 - EoI / Strategic Assessment	August 2019	September 2019	August 2019	September 2019
Activity 2 - Strategic Outline Case	March 2020	September 2020	March 2020	September 2020

Activity 3 – Outline Business Case	N/A	N/A	October 2020	July 2021
Activity 4 – Full Business Case	June 2020	December 2020	July 2021	April 2022
Activity 5 – Full Business Case plus Costs	December 2020	July 2021	May 2022	August 2022
Activity 6 – Completion of Delivery	August 2021	August 2022	September 2022	March 2023

I.6 How will you resource delivery of the next activity?

Advice for completion

Set out the staffing resources you plan to have in place in order to deliver the next activity within the timescales set out in the table above.

The status should indicate whether they resource is available, or is being recruited/procured.

The % allocation should indicate what % of the working week for that person will be allocated to the scheme.

Elland Station Access Package			
Role	**Internal resource/ consultant etc.**	**% allocation**	**Status**
Project Manager (WYCA)	Internal (WYCA)	75%	Identified
Project Manager (CMBC)	Internal (CMBC)	75%	Identified
Technical Design and Costing	Consultant	50%	Identified
Business Case	Consultant	50%	Identified
Appraisal	Consultant	50%	Identified

Brighouse Cycle Improvements			
Role	**Internal resource/ consultant etc.**	**% allocation**	**Status**
Project Manager	Internal (CMBC)	10%	Identified
Technical Design and Costing	Consultant	25%	Identified
Business Case	Consultant	25%	Identified
Appraisal	Consultant	25%	Identified

I.7 Have you met the conditions that were set at decision point 1 (Strategic Assessment)?

Advice for completion

As part of the consideration of your scheme at decision point 1, a number of conditions may have been set to be addressed as part of your SOC. These will have been provided as part of your decision point certificate.

Set out below any of the conditions that related to activity 2 (SOC), whether these have been met, further comment and then if relevant a reference within the SOC.

Condition for activity/decision point 2	Has this condition been discharged?	Comment	Reference in the SOC
Elland - As funding for the access elements would potentially comprise funds from the TCF bid and residual funds from the existing station delivery project, which is underway; further clarity is required on the options if there are any delays or if this element of the project can be decoupled, to avoid the delays, and incorporated as a continuation of the existing Elland station business case, with the same providers and a new funding line added	Yes	The intention is for the Elland Rail Station Access Package to be re-incorporated into the main station project which is aiming for FBC submission in Autumn 2020.	Commercial and Management Case
Elland - Although extensive consultation work has already taken place, it is strongly recommended that a sense check of the feasibility is matched alongside the DfT model being used now.	Yes	Further feasibility assessments for the bridge elements of the access package have been undertaken to inform the design and costings.	Financial Case
Brighouse - Clarity is required around the route for the cycle super highway (direct via A roads or indirect along a quieter route possibly through residential) and how this aligns with other local plans.	Yes	The options assessed for Brighouse town centre are equally complementary to either suggested route for the wider LCWIP route. Consultation with the A641 WY+TF project team has also confirmed that the TCF scheme is complementary to schemes being promoted under that funding stream.	Strategic Case and Economic Case
Section J: Elland - The 2019 deprivation figures have been released recently and it is suggested consideration of these could further support the reasoning (particularly using the access domain data) for suggested routes and strengthen the proposal from inclusive growth and clean growth perspectives.	Yes	These are now incorporated into the SOC.	Strategic Case

Section K: Elland - A living streets audit was recommended.	No	Not possible due to COVID-19 restrictions. Station FBC could undertake this work.	Not applicable
Section L: Brighouse - Further clarity is needed on the interaction with another TCF A641 project bid and needs to be observed closely as there could be political tensions.	Yes	Consultation with the A641 WY+TF project team has also confirmed that the TCF scheme is complementary to schemes being promoted under that funding stream. Given the funding available from TCF, the funding strategy for the Brighouse scheme is to be further investigated at OBC.	Management Case

Declaration and Submission

Declaration: Please complete the declaration below to confirm that the information you have provided is to the best of your knowledge, correct at the time of writing	
Name	
Organisation	Calderdale Metropolitan Borough Council
Position	SRO
Date	1st June 2020