

## Section A: Package Summary

<b>Name of Package:</b>	Transforming Access to Bradford Interchange from Employment Areas
<b>Location of Package:</b>	Bradford
<b>PMA Code:</b>	To be confirmed
<b>Lead Organisation:</b>	City of Bradford Metropolitan District Council (CBMDC)
<b>Senior Responsible Officer:</b>	Julian Jackson, Bradford Council
<b>Lead Promoter Contact:</b>	Richard Gelder, Bradford Council
<b>Combined Authority Lead/ Programme Manager:</b>	Fiona Limb - Programme Manager
<b>Case Officer:</b>	Ian McNichol / Alpha Thiam
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	Transforming Cities Fund - Grant
<b>Growth Fund Priority Area (if applicable):</b>	Priority 3 – Clean Energy and Environmental Resilience Priority 4 - Infrastructure for Growth
<b>Combined Authority approvals to date:</b>	Decision point 1 October 2019
<b>Forecasted Completion Date</b>	31 <sup>st</sup> March 2023 (completion on site scheduled December 2022)
<b>Total Package Cost for the preferred way forward (£):</b>	£15.6 million - £19.3 million
<b>WYCA Funding (£):</b>	£13.2 million
<b>Total other public sector investment (£):</b>	TBC
<b>Total other private sector investment (£):</b>	TBC

<b>A.1</b>	<b>Description</b>
<p>This scheme will deliver a new pedestrian access into Bradford Interchange to improve access to the interchange from key development sites in the city centre enhancing the experience and journey times for bus and rail users.</p> <p>The package will be funded from the Transforming Cities Fund.</p>	
<b>A.2</b>	<b>Business Case Summary</b>
<b>Strategic Case</b>	
<p>This scheme seeks to improve links to the city centre, make public transport use more attractive.</p> <p>The scheme will contribute to the Leeds City Region Strategic Economic Plan and complementary Transforming Cities Fund (TCF) vision/objectives in a variety of ways including; provide a higher quality route between Bradford Interchange and key employment, cultural, residential, and retail areas within the city; raise the quality of Bradford Interchange and its approaches to make it a more attractive gateway to the city; allow easier access for people to take up training, skill development, learning opportunities and cultural activities; increase passenger capacity of Bradford Interchange for future growth; and transform Bradford's infrastructure to support a thriving and growing economy.</p> <p>This scheme will support the longer-term opportunities provided by Bradford Interchange Gateway Development Plan and Northern Powerhouse Rail. The scheme fits with local, regional and national economic growth and sustainable living policies including the Bradford District Economic Strategy 2018-30, Bradford City Plan 2015 and the Sustainable Development Action Plan 2020-21. It supports current initiatives to develop a Green Infrastructure Strategy, the bid for Bradford to be the City of Culture in 2025, and the development of a 2040 Vision for Bradford and associated Transport Strategy.</p>	
<b>Economic Case</b>	
<p>The identified package for Bradford Interchange was developed following a review and assessment of a long list of scheme options. The package has been identified as representing high value for money. Of the options that have been assessed, this package provides the best balance between deliverable quantifiable benefits that meet the scheme objectives whilst being affordable.</p> <p>The long list of options was assessed against a range of bespoke criteria that aligned with the Critical Success Factors for the Bradford TCF schemes.</p> <p>The package provides quantified benefits including; increased rail demand leading to increased rail revenue and travel time savings for those passengers accessing the station via the new Hall Ings approach. More work will be undertaken at outline business case to understand the benefits and costs in greater detail and the opportunity will be taken to integrate the benefits more holistically with other Bradford TCF schemes, especially the city centre scheme.</p>	
<b>Commercial Case</b>	
<p>In developing this scheme Bradford Council has carefully considered the potential supply shortcoming implications for a successful delivery. The level of work across Bradford during the tendering and construction process could put pressure on supply, as could a backlog of construction work and/or a bulge in post-lockdown infrastructure projects following the COVID-19 pandemic. But CBMDC will continue working alongside the Combined Authority to explore options and identify solutions.</p> <p>The proposed procurement strategy describes how these risks will be mitigated through maintaining momentum on planning and design activities, Early Contractor Involvement and main contract award to a strategic partner during the development of the Full Business Case.</p>	

There remain a number of critical challenges to achieving project development, procurement and construction within the TCF deadlines. With this in mind, Bradford Council will work with the Combined Authority as it explores alternative routes for developing/procuring the project which would mitigate risk.

### Financial Case

The cost estimates for the scheme options have been developed from the scope and requirements and include the results of a Quantitative Risk Assessment . Low, medium and high estimates were generated. The range of capital costs is:

Option	Low Estimate	High Estimate
Do Minimum	£9.0m	£11.0m
Preferred Way Forward	£15.6m	£19.3m
Less Ambitious	£10.6m	£12.9m
More Ambitious	£26.2m	£32.4m

A funding envelope of £13.2 million was allocated at Strategic Assessment stage, which is less than the cost of the proposed package. Bradford Council is committed to the scheme as an essential requirement to meeting the city's future needs. Options for addressing the funding gap include:

- Further value engineering
- Potential surplus TCF funds across the Combined Authority
- Devolved funding
- Related project funding
- Planning approval section 106 payments
- Use of a Tax Increment Financing Initiative

### Management Case

The management case demonstrates that the Bradford Interchange scheme will be delivered successfully in accordance with recognised best practice.

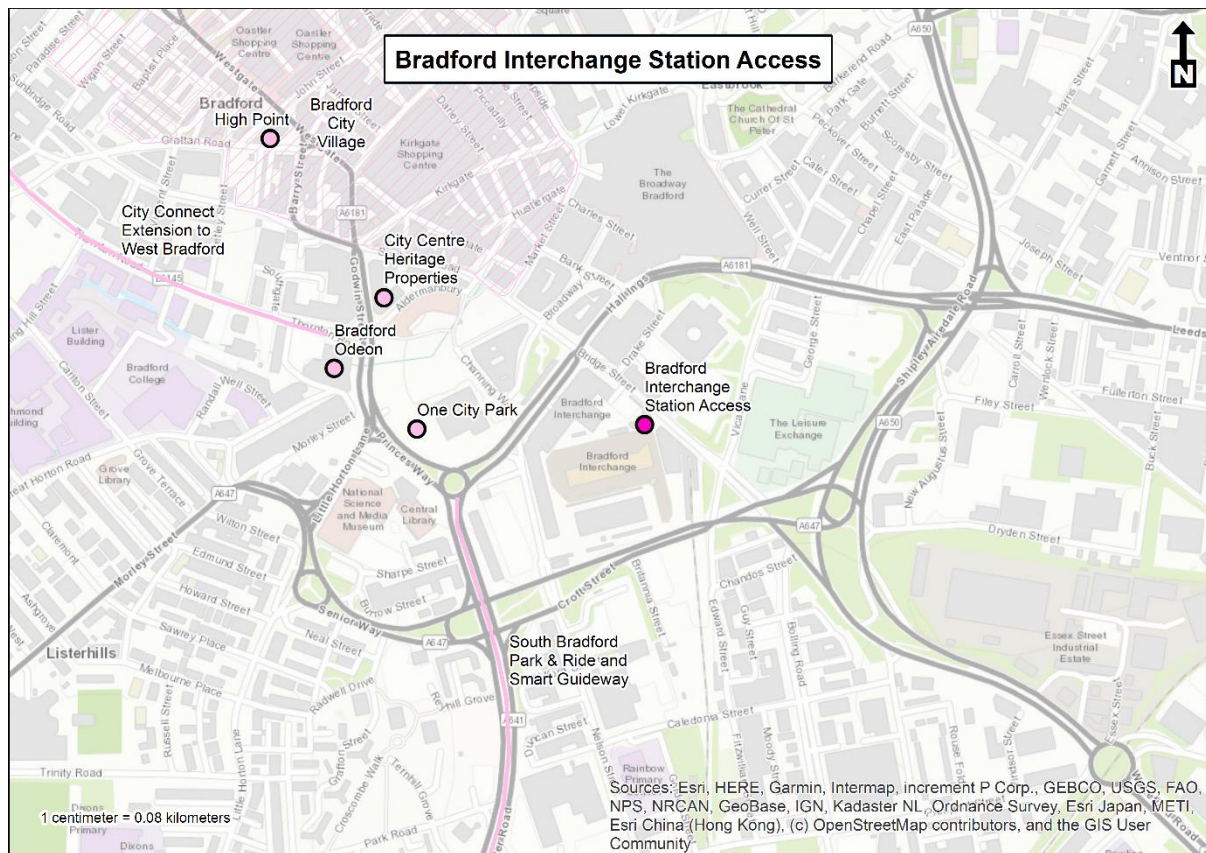
CBMDC and its partners will adopt established project management methodology to ensure logic, consistency and accountability in delivery. This provides a good fit with the HM Treasury Green Book 5 Case Model for project and programme appraisal.

The scheme will also form part of a wider four scheme TCF programme for Bradford (Bradford Interchange, City Centre, Park and Ride, City Connect) which will be delivered concurrently across the city centre with linked sites. Suitable programme arrangements will provide the necessary governance, coordination, management and monitoring within and across all schemes to ensure effective delivery and accountability.

The Project Board will report to an existing TCF Programme Board chaired by the Senior Responsible Owner (SRO) to ensure coordination with concurrent schemes and provide senior oversight. Programme Board membership comprises relevant TCF Project Board chairs with CBMDC financial and subject matter experts in support. The SRO is accountable to the Portfolio Holder for onward reporting to the Executive Committee subject to assurance by the Overview and Scrutiny Committees as part of a robust performance and accountability structure and process.

## Location map:

The following location map shows the location of the Transforming Access to Bradford Interchange from Employment Areas scheme:



Please note, depending on the level of scheme development, the location and scope of the schemes indicated here are indicative only.

For further information on Combined Authority schemes across the Leeds City Region please refer to: <https://www.westyorks-ca.gov.uk/growing-the-economy/leeds-city-region-infrastructure-map/>