

## **Calderdale MBC**

**Wards Affected: Town**

**Economy and Investment Panel: 20 October 2016**

### **Halifax Station Gateway Masterplan**

#### **Report of the Acting Director, Economy and Environment**

#### **1. Purpose of the Report**

- 1.1 This report provides an update to the Economy and Investment Panel on progress with the Halifax Station Gateway Masterplan and proposed next steps.

#### **2. Need for a Decision**

- 2.1 A decision is needed to endorse the Halifax Station Gateway Masterplan and support the process to take the project forward to develop the completed feasibility study initially to an Outline Business Case and – subject to further approvals by the West Yorkshire Combined Authority – a Full Business Case, comprising of detailed design and construction requirements, for progression through for West Yorkshire Plus Transport Fund (WY+TF).

#### **3. Recommendation**

It is recommended:

- 3.1 That the Economy and Investment Panel endorses the Halifax Station Gateway Masterplan and delegates to the Acting Director Economy and Environment and Head of Democratic and Partnership Services, in consultation with the relevant portfolio holder, to negotiate and finalise a Memorandum of Understanding with key Stakeholders to aide joint-working and progress the scheme.
- 3.2 That the Economy and Investment Panel recommends to Cabinet that the Council accepts the funding recently approved by the West Yorkshire Combined Authority to progress the project and delegates to the Acting Director Economy and Environment and Head of Democratic and Partnership Services, in consultation with the relevant portfolio holder, to negotiate and finalise a funding agreement to progress the scheme.

## 4. Background

- 4.1 In 2014, Calderdale Council (CMBC) produced its Halifax Town Centre Delivery Plan which identifies a series of spatial, economic, social and cultural priorities. These are categorised over short, medium and longer term timescales
- 4.2 The ambition of the Plan is to prioritise investment focus in order to maximise benefits from committed schemes and stimulate further economic growth than would otherwise be achievable.
- 4.3 The Halifax Town Centre Delivery Plan proposed improvements to Halifax railway station and its environs to create an improved sense of arrival to the town. It also recognised the need to better integrate the area around the station, which includes key attractors such as Eureka!, Nestle and Halifax Minster, with the wider town centre.
- 4.4 Investment in the Station Gateway is considered essential to achieving parallel aims aspired to through delivery of the A629 (Phase 2) Town Centre scheme, itself a component package of the wider A629 Halifax to Huddersfield Corridor Improvements. Collectively, these represent the largest individual project within the West Yorkshire Plus Transport Fund (WY+TF) portfolio, the success of which is fundamental to the future prosperity of the District Borough and the wider Leeds City Region as a whole.
- 4.5 The Town Centre Delivery Plan identifies two interrelated schemes for investment under the WY+TF:
- A629 Phase 2: Town Centre Eastern Gateway which involves creating an improved station access, along with a wider number of interventions across the whole Town Centre; and
  - Halifax Station Gateway which will improve the station itself.

These projects are the first step towards a transformational improvement to the quality of the environment around the station. This complements our stakeholder's ambitions of bringing significant economic benefits to the town.

- 4.6 The Halifax Station Gateway project aims to create a high quality station gateway which will support the regeneration of Halifax Town Centre and reflect the scale of the Town Centre Delivery Plan ambitions.
- 4.7 A Station Masterplan was completed in March 2016 (see Appendix 1) and sets the aspirations for the station environment to achieve the initial objectives as follows:-
- Create a high quality, well designed station gateway fit for the 21<sup>st</sup> Century;
  - Reflect current/future capacity requirements for passengers and operators;

- Improve visibility and connectivity of the station to the wider town centre;
- Protect and enhance the significant heritage assets in the vicinity of the station (including the original Grade 1 listed '1855 building' itself);
- Facilitate parallel development and regeneration by providing better accessibility to town centre development sites by overcoming the transport constraints;
- Providing better multi-modal (bus, taxi, cyclists and pedestrians) connectivity at the station, aligned to the proposal of establishing a North/South 'Green Travel Corridor' centred on the rail station; and
- Complement stakeholder ambitions (Network Rail, Eureka, Arriva and the Piece Hall) of leveraging maximum benefit from third party investment.

An important consideration of the Masterplan was to ensure a complementary interface is achieved with adjoining landowners, particularly Eureka! and Nestle, whilst connecting the town to the east of the railway with the town centre to stimulate economic growth.

- 4.8 The Station Masterplan also identified a large number of potential investment opportunities that partners could assist in delivering. Given the large number of stakeholders and potential investors, a Halifax Station Gateway Steering Group has been established to oversee/coordinate investment in and around the station. It is proposed that this group will take forward the delivery of the project to ensure the Masterplan's vision is realised. The Steering Group consists of officers from the Council and West Yorkshire Combined Authority (WYCA), Eureka, Nestle, Network Rail, Northern, Grand Central and the Piece Hall representatives who meet on a regular basis. A Rail Group has been established as a sub group to this Steering Group, who meet as and when required to discuss rail specific aspects.

Given the range of stakeholders and interdependencies of various aspects of the project it is proposed that the Council enters into one or more Memorandum of Understanding with partners to guide the principles of delivery. The first of these is anticipated to be with Eureka! Through this report the Economic Investment Panel is asked to approve this approach.

- 4.8 WYCA has recently approved a Mandate submission £160,000 for the Council to take the Station Gateway project from feasibility to Outline Business Case and options appraisal stage to investigate the desirable outcomes of the Masterplan. Economic Investment Panel is now asked to endorse the Station Gateway Masterplan as a vision and to form the initial basis of future funding bids and on-going stakeholder engagement. Subject to this endorsement, it is proposed that a tender brief is drafted for consultants to take forward the Outline Business Case work and progress the project with officers and stakeholders to a Gateway 1 (outline business case) submission by August 2017.

4.9 The various residual, desirable, components identified in the Masterplan include:-

- Demolition of the modern station building and bridge over Discovery Road from Church Street/Square Road;
- Development of a new, two storey building with access provided at ground (platform) level;
- Reopen the original ‘1855 building’ for commercial uses to serve both rail and non-rail passengers (requiring relocation of the current Eureka! nursery to new, purpose built facility);
- Reopening of the disused third platform fronting the 1855 building (including associated track and signaling works);
- Re-instatement of Navigation Road beneath the station to form an east-west link under the railway, and
- Creation of soft landscaped ‘Station Gardens’ outside the 1855 building, linking the new station to Eureka! and (via the A629 Phase 2 project) enhanced car parking, a new bus-rail interchange and public realm improvements

All items referred to as desirable in the Station Masterplan can be found on the Map in Appendix 2 to this report.

4.10 Indicative timescales for development of the Outline Business Case are:-

WYCA Mandate Approval	September 2016
Endorsement by Economic Investment Panel	October 2016
Appoint Consultant for WYTF Gateway 1	November 2016
GRIP 2 Study Completion (feasibility work by Network Rail)	January 2017
Complete / submit Gateway 1 to WYCA	August 2017

## 5. Financial Implications

5.1 To ensure sufficient funding is available to develop the initial feasibility study to a Outline Business Case Gateway 1 submission to WYCA, the associated budget breakdown is listed below.

5.2 All costs listed below will be met by WYCA, subject to the Council entering into a funding agreement.

<b>Cost Items</b>	<b>Resource</b>	<b>Estimated Cost</b>
<i>Scheme scoping study</i>	<i>External</i>	<i>£120,000 (approx.)</i>
<i>Project management</i>	<i>Internal</i>	<i>£ 29,000</i>
<i>Wider technical staff inputs</i>	<i>Internal</i>	<i>£ 6,500</i>
<i>External partners</i>	<i>External</i>	<i>£ 4,500</i>
<b>TOTAL</b>		<b>£160,000</b>

## **6. Legal Implications**

- 6.1 All appropriate legal advice will be considered at each phase of this process.

## **7. Consultation**

- 7.1 Stakeholder engagement is an essential on-going element of the WYTF programme and on-going public engagement is being planned as part of the overall programme. A Station Gateway steering group has been established for some time to oversee the development of the Station Gateway Masterplan, with major stakeholders involved including Eureka! Network Rail and the Council to ensure that the Phase 2a WYTF plans, Eureka!'s own Masterplan and Halifax Station Gateway Masterplan are aligned as far as possible in terms of aspirations and delivery. This group has recently been extended to include representatives from WYCA, the Piece Hall and rail operators.
- 7.2 A public open day took place on the 23rd May 2016 at Halifax Minster presenting a number of projects including the A629 Phase 2 Town Centre scheme and the (then) emerging Masterplan Map. 80 members of the public attended and feedback was generally positive.
- 7.3 A communications strategy has been finalised to publicise Calderdale's WYTF programme and a website - [www.calderdalenextchapter.co.uk](http://www.calderdalenextchapter.co.uk) -was also launched on the 23rd May 2016. The website contains details of the Halifax Town Centre Delivery Plan and WYTF proposals. It also offers a 'contact us' function, which the Corporate Projects team directly manage. In the future it is the intention to provide a regular update on all WYTF schemes through Halifax Town Development Board as well as regular updates to the appropriate committees of the Council such as Economic Investment Panel and Cabinet as appropriate.

## **8. Summary and Recommendations**

- 8.1 A Halifax Station Gateway Masterplan has recently been completed and Mandate approval received from the West Yorkshire Combined Authority (WYCA), including £160k of funding. There is now an opportunity to develop the Halifax Station Gateway project further to Outline Business Case stage to identify potential solutions with the support of local stakeholders. A decision is needed to endorse the Halifax Station Gateway Masterplan in order to progress the project and to recommend to Cabinet the entering into a funding agreement with WYCA. Approval is also sought for the Council to enter into a Memorandum of Understanding with key stakeholders to aid joint-working and progress the scheme.

Date: 11 October 2016

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**The documents used in the preparation of this report are:**

*Halifax Station Gateway Masterplan*

**The documents are available for inspection at:**

Northgate House, Halifax, HX1 1UN.

**Appendix 1: Halifax Station Gateway Masterplan**

**Appendix 2: Masterplan Map**

# Halifax Station Gateway Masterplan Report

BeumanLyons  
ARCHITECTS



ARCADIS

Design & Consultancy  
for natural and  
built assets

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CUSHMAN &  
WAKEFIELD





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# Executive Summary

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## Context

In 2014, Calderdale Council (CMBC) produced its Halifax Town Centre Delivery Plan which identifies a series of spatial, economic, social and cultural priorities. These are categorised over short, medium and longer term timescales.

The ambition of the Plan is prioritise investment focus in order to maximise benefits from committed schemes and stimulate further economic growth than would otherwise be achievable.

The Plan proposes improvements to Halifax railway station and its environs to overcome a number of shortcomings and create an improved sense of arrival to the town. It also recognises the need to better integrate the area around the station, which includes key attractors such as Eureka!, Nestle and Halifax Minster, with the wider town centre offer.

The Plan identifies two interrelated schemes for investment under the West Yorkshire Plus Transport Fund (WY+TF) to act as a catalyst in addressing these shortcomings:

- A629 Phase 2: Town Centre Eastern Gateway – involving implementation of improved station access arrangements, to be delivered as part of a wider strategy of interventions across Halifax Town Centre as a whole; and
- Halifax Station Gateway – involving improvements to the station itself.

Collectively, both schemes seek to provide the first step towards a change in the quality of environment around the station, complementing parallel ambitions of adjacent stakeholders to bring about significant economic benefits for the town.

## Brief

To capitalise upon the variety of funding sources that will need to be drawn upon (beyond merely the WY+TF alone), coordinate the multiple delivery partners involved and integrate with wider town centre regeneration objectives, a shared vision for the station and its surroundings is necessary that articulates a clear justification for the various interventions that are identified.

In August 2015, CMBC commissioned Bauman Lyons Architects, Arcadis, Arup and Cushman & Wakefield to develop a Halifax Station Masterplan in order to assess the impact of the initial A629 Phase 2: Town Centre Eastern Gateway proposals on the area and to identify a long term masterplan of improvements to the Halifax Station environment that recognised the various interdependent ambitions of related stakeholders.

An important consideration of the Halifax Station Masterplan is to ensure a complimentary interface is achieved with adjoining landowners, including Eureka! and Nestle in particular, and that the area of town to the east of the railway is better connected to the heart of the town centre in order to stimulate economic growth

**Part One of the report outlines the vision and brief, strategic context and consultation process.**

### Proposals

The masterplan proposes the following key moves:

- Demolition of the station approach-bridge and relocation of the taxi and station car parking onto the lower terrace level. Together with a new bus interchange, re-landscaped car park, new station buildings and reopening of the original 1855 station building for ancillary uses by both rail and non-rail passengers, these changes create improved movement and connection, ensuring that a legible interchange is created, and Eureka! is better integrated with the town.
- Creation of Station Gardens, a pedestrian only predominantly soft space outside the 1855 building as a town arrival space, distinct but complementary to the hard town space created in the Piece Hall.
- Creation of a green north/ south route that provides a safe and high amenity value interconnectivity for pedestrians and cyclists between car parks at the north and south of the site, the station and Eureka!
- The opening up of the Old Navigation Road tunnel under the railway into a generous east/ west pedestrian route. This is an important catalyst to realising the potential of sites to the east of the railway. This approach also future proofs access to the platforms from beneath should electrification of the line take place in future, negating the need to relocate or replace the pedestrian foot bridge.
- Demolition of redundant bridges over Water Lane to remove the height restriction thereby enabling high sided vehicles to use this route. This has the impact of reducing HGV traffic movement through town, and acting as a further catalyst to realising the potential of employment sites to the east of the railway.
- Re-accommodate the car parking lost by the introduction of the bus interchange and loss of spaces on the station approach bridge by a new single deck car park to the north maintaining capacity and income for Eureka!

### Section 2.1 and 2.2 of the report detail the issues with the existing site and the proposed masterplan.

The proposals identified have been broken down into a series of discrete phases for the purposes of development and delivery. These phases ensure alignment of proposals with suitable funding routes, recognising the interdependency with inputs from external partners.

A summary of these phases and costs (including allowance for inflation and tender price increases) is as follows:

#### **Station Access Improvements (WY+TF A629 Phase 2a)**

*£5.467 million (£7.47 million including optimism bias)*

*This phase, to be funded through the WY+TF town centre scheme, comprises an enabling package to create the new multi-modal interchange within the Northern car park, whilst maintaining car parking capacity for Eureka!*

#### **Bus-Rail Interchange (WY+TF A629 Phase 2b)**

*£1.945 million (£2.66 million including optimism bias)*

*The second phase, also funded through the WY+TF town centre scheme, includes for construction of the new bus station interchange at the station, and new means of vertical circulation linked to the train station. This is an important enabling package of works which provides capacity in the bus network to allow works to take place to the main bus station in the town under the wider A629 package of works.*

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**Water Lane Works (WY+TF A629 Phase 2c)**

*£0.61m million (£0.83 million including optimism bias)*

*This phase, funded through the WY+TF town centre scheme, includes works to remove redundant bridges restricting access to the east of the railway.*

**Station Gateway Refurbishment Works (WY+TF Station Gateway scheme)**

*£18.94 million (£25.88 million including optimism bias)*

*Following on from delivery of Phases 2a and 2b, this subsequent phase includes works to be funded from the separate WY+TF Station Gateway scheme. The proposals involve improving connectivity east/west and driving economic growth through enhanced sense of arrival to the town for visitors, residents, and workers.*

**Other Related Components (funding source to be determined)**

*£8.82 million (£12.05 million including optimism bias)*

In addition, other works to the east of the railway that do not form part of the WY+TF schemes have been identified separately. These components, to be funded by alternative funding routes or third parties, included public realm works outside Bailey Hall, Landscape improvement works to the area of green land to the east of the railway and the multi- storey car park.

**Section 2.3 and 2.4 detail the phasing and costing of the work.**

**Section 2.5, 2.6 and 2.7 detail the economic benefit, potential funding sources, and next steps.**

The strategy and range of delivery priorities set out in the Masterplan provides a framework for the development of component schemes to which all the key stakeholders, being CMBC, Network Rail, Eureka! and Nestle, are committed. This wider stakeholder endorsement ensures any investment complements the tapestry of other projects in the wider area, whose collaborative realisation in the longer term will ensure overarching economic ambitions for the town are met.

# 1.1 Vision and Brief

## Halifax Town Centre Delivery Plan

In 2014, CMBC produced its Halifax Town Centre Delivery Plan. The Delivery Plan identifies a series of priorities in terms of spatial, economic, social and cultural ambitions for realisation in the town centre over the short, medium and longer term. In doing so, it seeks to ensure maximum benefits are leveraged from committed investment and further growth is stimulated than would otherwise be achievable.

Halifax Town Centre is undergoing a strong period of transformation, with over £100m of investment by CMBC and its partners in infrastructure and regeneration projects currently underway or planned which will result in significant improvements to the town.

The Delivery Plan seeks to identify the mobility and connectivity demands associated with this investment. To this end, a number of infrastructure improvements including those to Halifax Station have been identified that need to be delivered to realise the Delivery Plan's ambitions.

These include:

- Archaic facilities unsuited to modern passenger requirements;
- A quality of train station and platform environment that falls below expectations for a town of Halifax's size and status;
- Level differences and physical barriers to movement resulting in poor visibility of the town centre for those arriving by rail;
- Pedestrian-vehicle conflicts on principal desire paths to/from the station;
- Resulting severance from the surrounding town centre created by Church Street/ Square Road and other highly trafficked routes;
- Poor linkages to key attractors, including Eureka!, the Piece Hall and major employment opportunities to the east of the railway;
- Failure to reflect changing pedestrian desire lines created by new development and surrounding regeneration;
- A lack of suitable facilities for cyclists; and
- Limited bus-rail interchange opportunities restricting access to the rail network, particularly for those living in areas to the north of the town centre (where significant housing growth is proposed under the Local Plan).

Halifax Town Centre is home to a number of significant employers including Lloyds Banking Group, Nestle and Royal Sun Alliance. Improvements to the Station and surrounding environs are therefore required in order to ensure Halifax's infrastructure meets the expectations of such organisations, and continues to be seen as an attractive place to live, work and visit.

In order to address these concerns, a series of measures in and around the station were identified for possible investment funding under the West Yorkshire Plus Transport Fund (WY+TF). It is intended that these measures will form the subject of two interrelated schemes within CMBC's wider WY+TF transport investment programme:

- A629 Phase 2a: Town Centre Eastern Gateway – involving implementation of improved station access arrangements, to be delivered as part of a wider strategy of interventions across Halifax town centre as a whole; and
- Halifax Station Gateway – involving improvements to the station itself.

Collectively, both schemes seek to create a more attractive 'gateway' to the town by improving passenger journey experience, reducing journey times and creating a heightened sense of arrival. These benefits will instil investor confidence, in turn facilitating parallel development and regeneration by affording better accessibility to development sites and addressing the transport constraints that inhibit their delivery.

# 1.2 Strategic Context

## Station Masterplan Brief

In August 2015, CMBC commissioned the development of a Station Masterplan in order to:

- Validate the appropriateness of initial Station improvements identified by the Halifax Town Centre Delivery Plan;
- Further develop those concepts into a set of evidenced and costed options;
- Identify any supplementary proposals that offer scope to further address the problems recognised (noting the challenges presented by significant forecast passenger growth and the levels differences that passengers are currently required to negotiate);
- Provide advice on the build ability of proposals from an architectural perspective (noting the interdependency of particular interventions, the listed status of the various station buildings and the requirement to maintain station operations throughout any period of construction);
- Identify commercially viable retail and/or other uses for possible introduction within the station and any ancillary accommodation (including the '1855 building'), ensuring the offer proposed is complementary to changing passenger and wider user requirements;
- Develop a suitably detailed scheme risk register;
- Provide a recommended sequencing plan for interventions that is sufficiently resilient to ensure tie-in with the more advanced A629 Phase 2 proposals and less defined aspirations being brought forward by a number of other stakeholders (including Network Rail, Train Operating Companies and Eureka);
- Provide an indicative breakdown of scheme costs associated with each delivery phase; and
- Advise how any initial funding available should be best directed in order to instigate delivery of wider ambitions at the station over the longer term.

The Station Masterplan examines the viability of interventions listed above, together with any supplementary proposals that offer scope to realise both CMBC and other stakeholders' long term aspirations, requiring consultation with the relevant parties. Given elements of uncertainty surrounding aspect of future rail-facing investment (notably reopening of the third platform to train services and possible electrification of the Calder Valley line), the Masterplan is intended to be sufficiently resilient to accommodate a range of possible outcomes and/or timetables for delivery.

A parallel Governance for Railway Investment Projects (GRIP) 2 study is being led by Network Rail to explore the viability and cost of reopening the disused third platform from a rail perspective. The Masterplan seeks to ensure tie-in of any architectural proposals with implications imposed by possible future rail operations.

A key requirement for the Station Masterplan is to ensure a complementary interface with the adjoining Eureka! estate is achieved. An understanding of Eureka!'s long term proposals for its site is therefore essential, with due consideration for any required displacement of current activities, the future role of public space adjoining the station and the museum, car parking availability, site security and appropriate mechanisms to deliver mutual ambitions.

The Station Masterplan recognises how new pedestrian desire lines to/from the station will need to be accommodated in future, resulting from potential redevelopment at the northern end of the Nestle site and wider regeneration aspirations around Cripplegate.

### The West Yorkshire Combined Authority (WYCA)

In 2012 a 'City Deal' was agreed with Government, which amongst other things enabled the creation of the 'West Yorkshire plus Transport Fund' (the WY+TF), and establishment of WYCA. The WYCA was formally launched on 1st April 2014, and joined together governance and strategic decision-making on economic development, regeneration and transport across the region. The creation of the WYCA saw the coming together of the LEP and former the WY Metro.

### The Strategic Economic Plan

The Strategic Economic Plan (the "SEP") sets the direction for economic growth in the West Yorkshire region, and has the objective of unlocking the potential of the City Region by developing an economic powerhouse that will create jobs and prosperity. The SEP underpins the rationale for investment in the region.

The headline metrics for delivery by 2021 are as follows:

- £5.2bn additional economic output beyond current projections
- 62,000 extra jobs
- £675m in benefits savings
- Making the City Region a net contributor to the national economy
- The SEP includes four principal pillars which form the investment themes being delivered by the WYCA:
  - Strategic Pillar 1 Supporting growing businesses
  - Strategic Pillar 2 Developing a skilled and flexible workforce
  - Strategic Pillar 3 Building a resource Smart City Region
  - Strategic Pillar 4 Delivering the infrastructure for growth

Of the funding secured under the Local Growth Fund Round 1, Strategic Pillar 4 represents the vast majority of forecast expenditure.



### West Yorkshire plus Transport Fund (the WY+TF)

Delivery of economic growth in accordance with the SEP objectives is a priority for the WYCA. As part of the 'City Deal' between West Yorkshire, York and central government, a new Transport Fund of around £1 billion has been created, targeted specifically at increasing employment and economic growth across the City Region. The WY+TF identified a core 10-year package of measures that would enable change and deliver economic growth in the short to medium term. The package was formed around five broad programmes, which are:

- Rail and Rapid Transit;
- More efficient highway and bus networks;
- Multi-modal corridor improvements;
- Other targeted improvements to support employment; and
- Improving the highway network to support growth.

The A629 Halifax to Huddersfield Corridor Improvements package is a mandated priority under the WY+TF. The A629 programme of work comprises a series of multi-modal corridor improvements prioritised for delivery within the first five years (to 2020), which has been allocated £83.7 million (£120.6 million including optimism bias) to drive economic growth by addressing transport and accessibility issues. CMBC and Kirklees Council are jointly developing the range of interventions proposed along the corridor, which initially envisaged:

- Road space re-allocation (priority for bus and commercial vehicles) and capacity and operational improvements;
- Major junction improvement at the A629 / A6026 Calder & Hebble junction and other key pinch points along the corridor;
- Improvements to Junction 24 of the M62 (Ainley Top);
- Improvements to accessibility and public realm in Halifax Town Centre
- Introduction of express bus services between Halifax and Huddersfield;
- Development of a Park and Ride facility at Junction 24; and
- Gating at strategic points along the corridor to manage access and flows.

In prioritising the corridor improvements alongside others put forward at the time of the WY+TF's inception, justification for the investment was provided using evidence from the WYCA's Urban Dynamic Model (UDM), which forecast the package's ability to unlock development potential in both Calderdale and Kirklees, and create 1,740 jobs by 2026. Such benefits were predicted as achievable on the back of a range of the package outcomes, including congestion relief, reduced journey times for general traffic, improved pedestrian/cycle accessibility and a 50% reduction in end-to-end journey times for buses.

Delivery of the full corridor strategy will take a number of years to realise due to the complexity and extent of the numerous proposals. The package has therefore been split into a number of phases for the purposes of development, with Phases 1 and 2 prioritised for early delivery due to their greater contribution to overall scheme impacts that these components are expected to generate:

- Phase 1: Southern Section (Elland Bypass to Free School Lane);
- Phase 2: Halifax Town Centre;
- Phase 4: Ainley Top (M62 Junction 24); and
- Phase 5: Ainley Top into Huddersfield.

Within Calderdale, a Gateway 1 funding approval has been secured for £63m (excluding optimism bias) for A629 improvement works, being £22.1m for Phase 1 and £40.9m for Phase 2.

In addition, prioritised elements of Halifax Station Masterplan are to be funded separately from the WY+TF Station Gateway budget. The WY+TF Station Gateway initiative provides for improvements to five station gateway schemes across West Yorkshire, of which Halifax has been identified as a potential project.

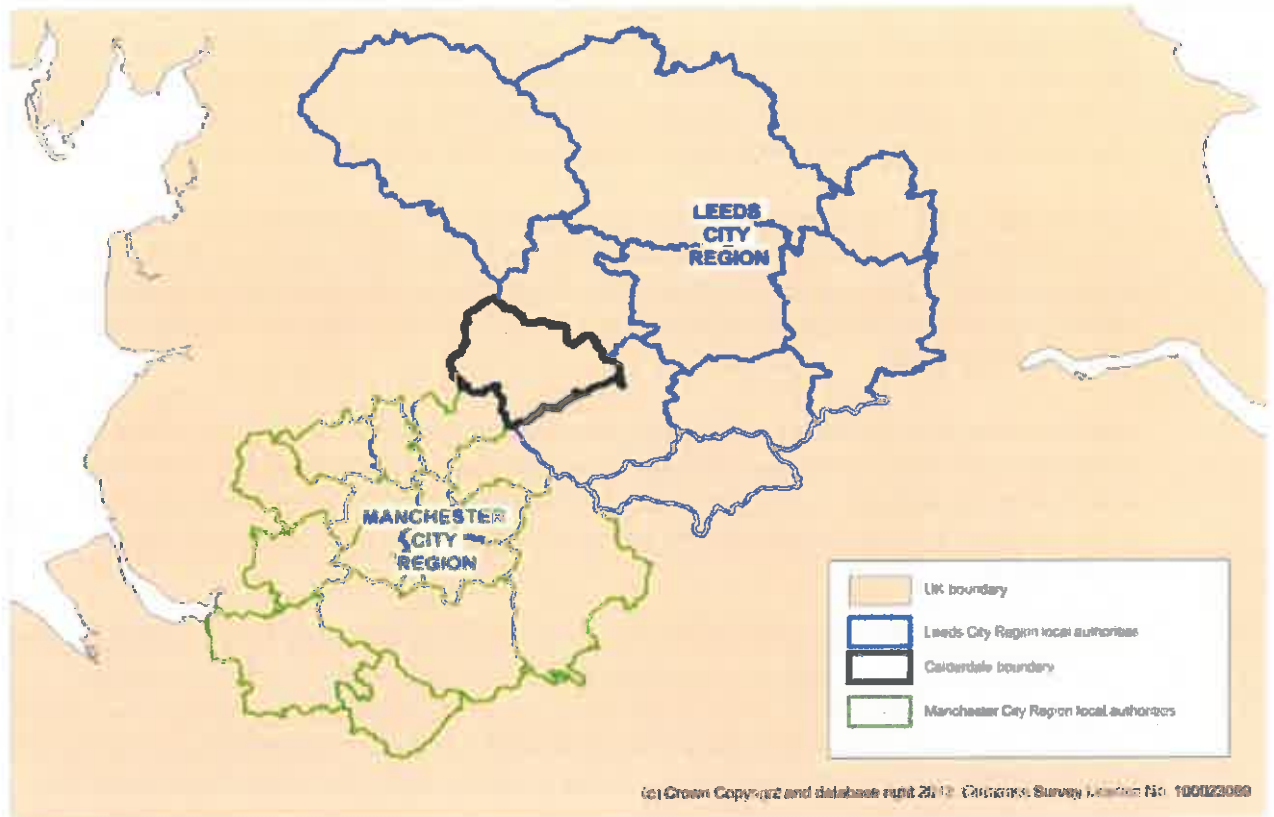
The level of funding from the WY+TF Station Gateway initiative is not anticipated to be sufficient to deliver all aspects of change for each station, rather it is a catalyst for parallel investment by other third parties such as Network Rail, the Train Operating Companies, adjacent landowners and developers/investors.

From the Halifax Station Masterplan CMBC requires a better understanding of desirable long term outputs and the required sequencing of proposals in order to prioritise where injection of WY+TF funding may best influence and stimulate longer term goals. In order to maximise the benefits from the Station Masterplan, proposals need to be closely aligned with the A629 Phase 2 programme of work.

### Scheme Context

Halifax is located in Calderdale in Pennine West Yorkshire. It lies within the Leeds City Region (LCR), with the wider area bordering the Manchester and Lancashire City Regions as shown in Figure 1.1.

Figure 1.1 – Calderdale within the Leeds City Region



Calderdale is situated within the M62 corridor, on a main Trans Pennine rail route, and is more locally centred between Huddersfield and Bradford. This allows quick and easy access to a population in excess of 5.5 million providing significant economic opportunities. Calderdale's strategic position within the LCR, with strong physical and geographical connections to Greater Manchester, provides it with significant opportunities to outperform its peers as a lynchpin within the Government's ambitions to establish the Northern Powerhouse. Capitalising upon its position and economic strengths, Calderdale has the ability to serve as a bridge for flows of investment and labour capital, to the benefit of both regional economies.

Calderdale is strategically placed to benefit from the East-West axis of investment and renaissance emerging across this part of the North between Greater Manchester and Merseyside to the West and the coastal port towns to the East. Yet for this East-West axis of renaissance to be realised, improvements to both inter and intra-City Regional connectivity need to be made, enabling localities such as Calderdale the opportunity to specialise in their unique areas of economic strength whilst gaining access to the pan-Northern economy and its markets.

Calderdale is currently home to over 8,000 businesses and a population in excess of 200,000 people. This is expected to grow by 25,000 over the next 20 years. There are currently more than 82,000 jobs in Calderdale, yet nearly half of its residents commute to work outside the District. This is counterbalanced by a high degree of in-migration for work, particularly from neighbouring Kirklees, due to the unique range of employment opportunities that the local economy is able to offer.

Calderdale has a high proportion of small businesses, with over 80% of the businesses employing between 1 and 10 people. Conversely the District has fewer medium and large businesses with only 11.4% and 3.3% of the businesses employing 11-49 and 50 or more employees respectively. Despite this the area is still home to a number of large employers such as Lloyds Bank Group, Nestle, Marshalls and Croslee. The District has the highest levels of productivity in LCR with GVA per employee standing at £41,699 and has also seen the highest increase in productivity between 2007 and 2010 with a 1.6% increase.

Just over half of the jobs within Calderdale are contained within the Halifax area. Financial and business services are a major employer in the town exemplified by Lloyds Banking Group (formerly HBOS) which employs around 6,300 people in the head office located within the Town Centre. At the same time other similar businesses in this sector are expanding such as Covea Insurance who are consolidating their national operations into Halifax.

Manufacturing also continues to be a significant sector in Calderdale with nearly 20% of the workforce employed in this field. Halifax was once known as “the town of hundred trades” and there is still a rich vein of activity in the Borough. Furthermore, creative and digital businesses are becoming increasingly important in the Calderdale economy, representing 18% of all businesses in the borough and 5% of employment.

The Town Centre has a strong identity as a sustainable and vibrant centre for the Calderdale District and has a distinctive urban centre built upon its historic origins. Being the administrative centre for Calderdale, Halifax performs a range of civic functions, containing the Council offices, law courts and the central public library. Halifax provides the focus of retail activity for the district supported by other local centres. Within Halifax the main focus of retailing is located within the areas of the Woolshops, Cornmarket and Southgate, with the Borough Market and Russell Street connecting these areas. A priority within the Town Centre Delivery Plan is the redevelopment of the Council’s Northgate House office site for retail accommodation, with funding secured from the LEP and Oakapple Group selected as delivery partner.

Tourism and the unique built environment are of particular importance to the town and there is a diverse and extensive range of social and cultural venues for sport, theatre, art, music, cinema and dance within the centre of Halifax. The Town Centre has retained much of its historic character and town-scape quality, however many of its assets are under exploited. For the Town to develop and build upon its hidden strengths it needs to improve its Town Centre offer, which requires a sensitive, unique, high quality approach rooted in a strong understanding of place.

The 2014 Halifax Town Centre Delivery Plan sets out six new objectives as follows:

- Unlocking sites to attract investment;
- Attracting people to spend more time in Halifax town centre, creating vibrancy and buzz;
- Providing commercial accommodation to support existing business and support growth;
- Giving greater recognition to Halifax's heritage status;
- Broadening Halifax's social and cultural offer; and
- Providing space to support skills and education.

Work is also ongoing on a series of wider initiatives that will support and complement the work the Delivery Plan has sought to take forward. These initiatives are as follows:

- District Heat Network – these are systems that provide cheaper, cleaner heat (hot water and space heating) to multiple buildings. CMBC is currently undertaking a feasibility study to see if such a system could be appropriate and cost-effective for Halifax town centre supported financially and technically by the Department of Energy and Climate Change and the LCR. The study will look at cost implications and technical issues in connecting different combinations of buildings, and will look to find an optimal combination which is a good investment proposition. The project will look for opportunities to align this project with road modifications and construction of new buildings in Halifax.
- “Superfast West Yorkshire” high speed fibre broadband (Phases 1 and 2) – these two phases of the project are delivering superfast fibre broadband to tens of thousands of households and businesses across West Yorkshire and York. The project extends coverage to areas that commercially it is not viable.
- A Business Improvement District (BID) has been proposed for Halifax town centre and is a business led partnerships which are created through a ballot process to deliver additional services to local businesses. These can be a powerful tool for directly involving local businesses in local activities and allow the business community and local authorities to work together to improve the local trading environment. A consultant has been commissioned to take forward the creation of a BID. It is understood CMBC will be undertaking a consultation period in 2016, leading to creation of a business plan with target to begin operations in April 2017.

The Local Plan guides the spatial distribution of employment and housing growth throughout the District. In doing so, it provides the strategic justification for where investment in the transport network is needed in order for increased economic activity to be accommodated. The emerging principles of the Plan seek to locate employment in established business centres including Halifax Town Centre due to the existing focus of the transport network and the potential agglomeration benefits that stand to be gained. The improvements specified in the emerging plan include an expanded cultural quarter around the Piece Hall, new offices, new retail opportunities and potential regeneration for residential or mixed use schemes. These initiatives and longer term stated aims have been instrumental in informing consideration of the final Station Masterplan in order to address the mobility and connectivity demands associated with this investment.

Whilst the Plan is not currently expected to be adopted until 2017, any intervening changes that may result are predicted to intensify rather than reduce the current forecast assumptions. Moreover, the levels of investment proposed within the region aligned to national policy initiatives such as the Northern Powerhouse are expected to place further emphasis on improving transport, particularly public transport, to provide for a more mobile and accessible skilled workforce to drive economic growth. In turn, this places greater emphasis on the need to ensure the Halifax Station Gateway Masterplan provides an asset which is fit for the 21st century.

## 1.3 Consultation / Workshop Process

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The Strategic context as outlined in the previous section forms the framework for the Masterplan's development. In addition further consultation with key stakeholders expanded and informed associated requirements of the site. A number of consultations and workshops were undertaken as part of the process, a summary of which is included below:

### Eureka!

Eureka! highlighted the significant impact that any work to the North of the site and the Station would have on the operations and future potential of the site to realise Eureka!'s objectives and practical operational issues. In particular an alternative car park must be in place before current provision and access is reconfigured.

#### Vision

- More floor space is required to cope with growing visitor numbers – now around 300-350,000 per year (an increase from the 250,000 per year at the time of the 2009 Eureka! masterplan)
- An additional visitor attraction which would be complementary to Eureka!'s offer and generate revenue.
- To extend the age range of the experience beyond the age of 11 to cater for children up to 14 or above.
- To stabilise the deteriorating condition of the listed buildings and turn them into assets rather than liabilities.

#### 1855 Building

- Receptive to keeping hold of the building if it generates a surplus but also keen to reduce liabilities and simplify lease arrangements. Its future would therefore depend on an economic appraisal.
- The existing tenants are not necessarily long term tenants but do provide market rate for the space. There are no discounted rates at present.
- If the 1855 building should change then alternative accommodation needs to be provided for the nursery.

#### Car Parking

- Future expansion of the attraction might mean that visitor numbers rise to 500,000 which will put extra pressure on the car parking.
- Currently there is a total of 558 spaces formally and informally managed.
- Traffic impact work needs to be undertaken to determine how many additional car spaces will be required for the larger attraction and for the impact of Piece Hall and the Library.
- Option of multi deck car park to the north was discussed which might deliver 500 spaces rather than taking up whole of south of site and compromising the setting of the Shaw Syke building and uses of the site.
- Some overflow car parking to the South of the site is likely in any case but a multi story might reduce the numbers required.

## 1.3 Consultation / Workshop Process

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- A multi story to the south could benefit from contract parking form Lloyds but the site is compromised spacially by the Shaw Syke building.
- There is currently no clear safe pedestrian path to collect people from car park and bring them south; this needs to be considered.
- North car park has poor connections to the Town Centre.

### Sustrans

- Eureka! are aware of the principles of the route.
- Eureka! feel it would be more appropriate if this remained on the road and did not come down through the Eureka! site to the Station. The idea is to remove all through traffic routes, the site is not open 24hours and bikes and children's activities don't always mix.

### Coach parking

- Alternatives for off site coach parking have been explored but not a solution has not been forthcoming so there will always be a need to accomodate coaches on the Southern car park.
- Needs to cater for 20 coaches at peak times.
- Parking can be managed to stack coaches to minimise space.
- Fore consulting exploratory layouts do not allow for any coaches

### Public Realm

- Should celebrate the theme of "Play"
- Should have better connections to the Town Centre
- The subway has been closed for 6 years as if it is re-opened would need to consider security and anti social behaviour issues. If reopened Eureka! would be responsible for maintenance unless this was changed.
- Lilly Lane Footbridge – desirable to close if alternative crossing is proposed. Eureka! pay for maintenance currently.
- Not sure if any security would be required on the Southern boundary of the new public realm between the public realm and Eureka! site- not necessary now but might be if the square had more traffic and became more public.
- Idea of a gallery space to the West of the public square could be attractive to Eureka! to manage and run as a programmed space. Could be a dual access to Eureka! or at least offer further ticketing opportunities.

### Station Bridge

- Eureka's' initial thoughts were that it should be removed it was an eyesore and did not help movement up to the Town Centre but if this could be solved they would be open to suggestions.
- North-South route key- as a collector from the car park/ bus stops into and through the site.

### Network Rail

#### Aspirations for the station

- Generally priority to get rid of or improve assets but they have no specific issues with the Station.
- Platforms are fairly tight in width but are long so there isn't a capacity issue.
- No planned maintenance or work needs doing to the Station buildings.
- There is an issue with the toilets being of poor quality and not always accessible. There is no toilet on the main entry/ foot bridge level.

#### Footbridge

- Electrification is likely to lead to the raising of the existing footbridge— requirement generally 5.5 metres from track to underside of bridge. If raised likely to be in the order of 1m increase in height as a rule of thumb.
- Unlikely that given the proximity to viaducts and tunnels that the track could be lowered in stead.
- Raising height of footbridges in anticipation of and to facilitate electrification in this control period has been discussed but not specifically Halifax. Currently fails structural assessment so some more structural works will be required at some point.

#### Land

- It is in the interests of Network Rail to dispose of land not required as long as access not compromised.

#### Signal box

- Signal Box is to become redundant in a couple of years after which time it will not be replaced and would better for Network Rail if it could be disposed of as an asset.

#### Station Approach Bridge

- Planned maintenance imminent which include repainting, sorting out the under-slung drainage and some remedial repairs to brickwork. A decision on this work is likely to be made this in Autumn 2016.

#### Subway

- Owned by Network Rail. They have no issues with it in particular.



## 1.3 Consultation / Workshop Process

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### Possible Ideas

- Seemed to be agreement that a single point of access is beneficial (even if access wasn't controlled) from a legibility and monitoring point of view.
- Idea of public link across railway to Nestle site discussed - no objections in principle. Need to consider how this route would work alongside a controlled station (so that station need not be 24 hrs)
- New structure would have to be designed to 125 years and all finishes to 25 years.

## Nestle

### Bailey Hall

- Nestle can no longer use Bailey Hall for production. They are therefore looking to dispose of it. They are currently in dialogue with Council about its possibility as a site for a new college.
- If Bailey Hall was released as development land, Nestle could consider relocating the security gate to the South.

### Site Entrance

- To move the site entrance to the South the headroom restrictions on Water Lane would have to be overcome.
- Traffic movements around current entrance are potentially dangerous and wagons have to go back through town to the motorway due to the steepness of Bank Bottom.

### Office building

- Current 4 storey office has poor environmental performance. Could consider relocation to another part of the site to allow for the demolition of this building. Some rooms on top floor might have to be recreated in new building.

### Grass area to the east

- Area of grass to the east of the railways and west of Hebble Brook has limited use to Nestle at present and it might in the short term at least be available as Public open space.
- Current rights of way on this piece of land and walkway along brook could do with rationalising if possible.
- Currently anti social behaviour on this land and particularly along the office facade.

### Other issues

- Would feel a more direct link to the town and to the station would be very beneficial.
- Nestle would appreciate the possibility of increased rail services to enable staff to more easily commute.

### Historic England & Local Conservation Officer

A meeting was held with Historic England and the local conservation officer to cover a number of issues with the A629 Phase 2 scheme the following views relating to the Station Masterplan were expressed.

- That there was no objection in principle for the removal of the Station Approach Bridge
- That it would be considered very beneficial to townscape if the Hughes Corporation Building could be maintained.
- That it might be appropriate to re-visit the conservation area appraisal in light of changes imminent or planned in the Town Centre to better assess how the character of the area might be enhanced by the improvements.
- That Historic England's initial thoughts were that the Station site could do with more buildings on it as it feels too open but were open to the argument that 21st infrastructure (cars and buses) was a suitable replacement for 19th and 20th century infrastructure ( railway) and concentrating this infrastructure on this site would perhaps reduce damage to the urban grain of the nearby part of the Town Centre.

### Workshop Group

We held 3 key workshop sessions with representatives from Calderdale Council, Eureka, Northern Rail, Network Rail, WYTF, Fore Consulting and the consultant team.

These sessions worked through advantages and disadvantages of different approaches and help identify issues yet to be resolved. Notes of the key discussions at the first and second workshop are included in the appendix

#### Workshop 1

In this first session (27th August 2015) we proposed 2 options (illustrated on the next page)

Option 1) Retaining the station approach bridge

Option 2) Removing the station approach bridge

The view of the workshop was that the option to remove the approach bridge offer the most potential.

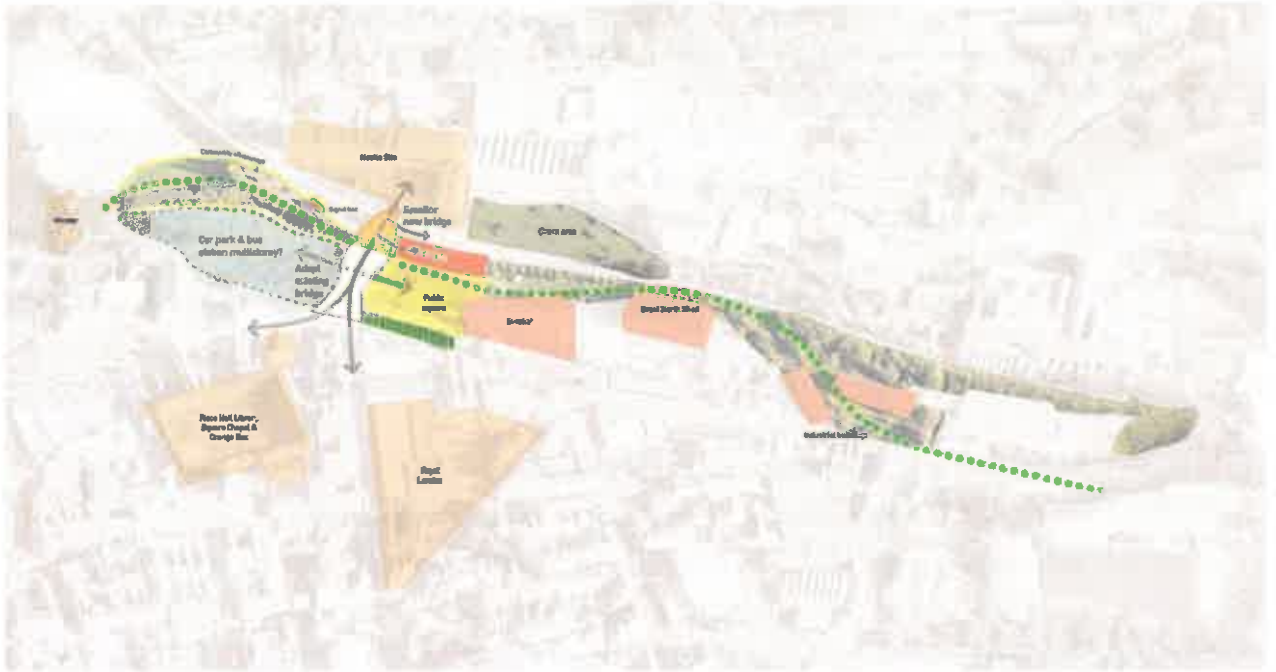
#### Workshop 2

In the second workshop (14th September) a further examination of the positive potential and concerns on the chosen option was undertaken to help focus the consultant team on a deliverable options that addressed a broad range of issues.

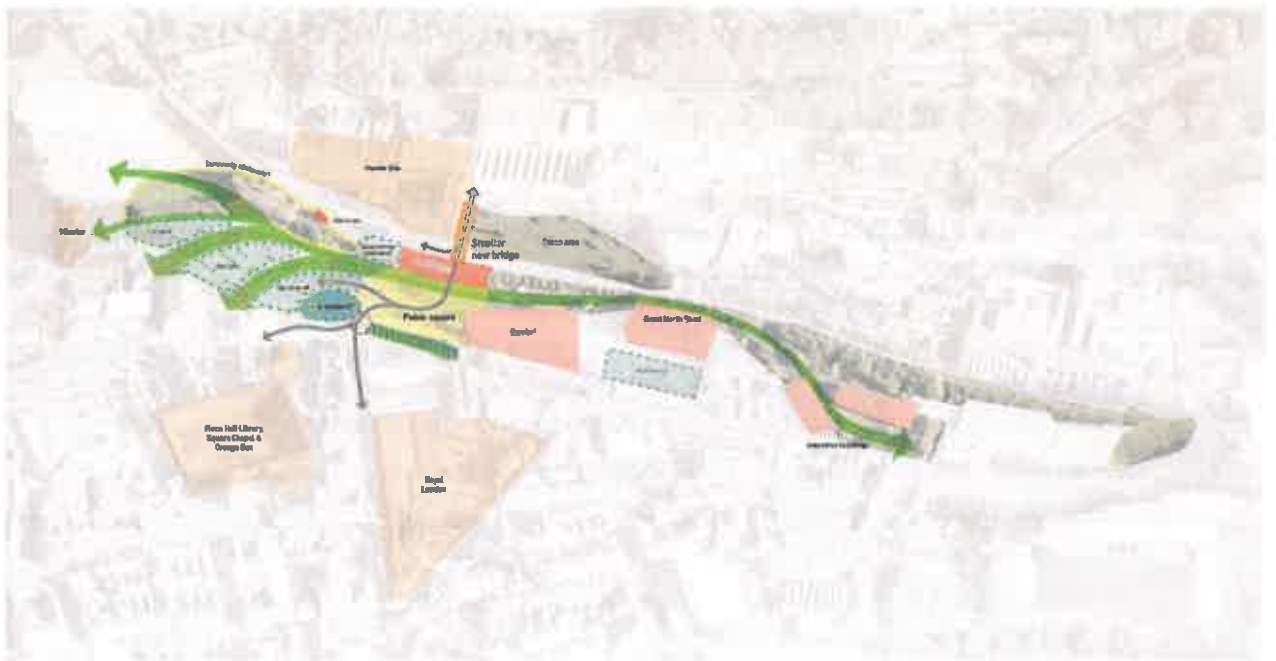
#### Workshop 3

The final review (12th Nov) summarised the resultant master plan and discussed issues to be resolved moving forward. At this session the car park strategy also shifted to include the option of a deck to the north at the request of Eureka!

# 1.3 Consultation / Workshop Process



Option 1



Option 2

## 2.1 Existing Site

South Parade and Church Street run along the sites' Wetsern boundary and form part of the Eastern route of the A629 Phase 2 improvement scheme. In order that this route can accommodate the required improvements elements of the site that is the subject of this Masterplan need to change. Together with these considerations a key aim of the Station Gateway Masterplan is to improve movement East to West and to provide a more intergrated multi-modal transport solution. The Masterplan has to establish a proposal that aligns these two aspects.

CMBC has identified station access improvements as a priority. Planned interventiosn include:

- Remodelling of Church Street/Square Road to provide new public realm on the principal pedestrian desire line between the Station and the Piece Hall/new library;
- Junction improvements at Horton Street, Square Road and Discovery Road, enhancing pedestrian crossing provision, better accommodating through traffic demands and improving access into the Eureka car parks;
- Introduction of new bus stops on Square Road to serve both the station and neighbouring key town centre attractions;
- Removal of vehicles from the existing station access bridge;
- Cosmetic improvements to public realm on the access bridge deck;
- Introduction of high quality bus interchange facilities at the lower terrace (car park) level;
- Introduction of a walkway and environmental improvements beneath the bridge, linking to improved vertical circulation between station/bridge and car park levels;
- Introduction of taxi and pick-up/drop-off facilities at the lower level, using the bridge projection to serve as a canopy to the new facility in the short term; and
- Remodelling of the Eureka!'s car park to accommodate station parking displaced from the bridge, existing contract parking and provision for Eureka! visitors, as well as an increased ability to serve other nearby attractors (subject to agreement being reached between relevant parties).

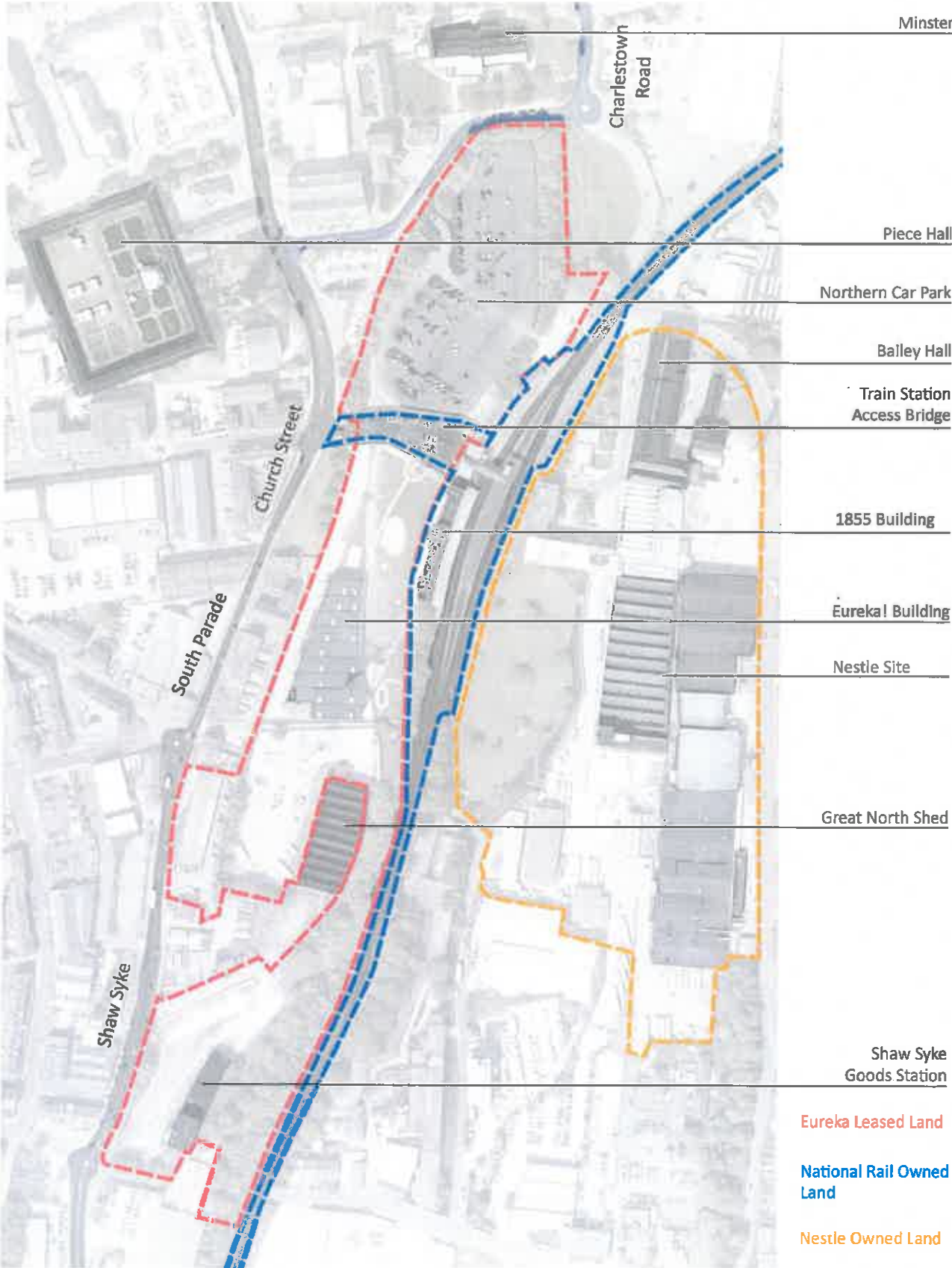
The above station access improvements are to be funded from the WY+TF capital budget that has been allocated to CMBC through the A629 Phase 2 (Town Centre) mandate.

In addition to improving access to the station and how this fits in with wider A629 improvements the Masterplan also looks at improving the station environment through the Halifax Station Gateway mandate to provide for improved East-West connectivity, better facilities and an enhanced arrival to provide an overall better user experience and first impression of the town, complementary to the access strategy measures proposed as part of the A629 Phase 2.

A range of possible interventions has been identified for consideration as part of the Halifax Station Gateway scheme, although the desirability of these proposals remains to be validated and other (as yet unidentified) components require similar definition and consideration:

- Refurbishment/improvement of the existing station building and platform facilities;
- Reopening of the disused third platform fronting the original '1855 building' to serve Leeds-bound services;
- Conversion of the existing Leeds-bound island platform to bidirectional operation or a train turn-back facility;
- Reinstatement of the original steps and lift core from the third platform to the station footbridge;
- Reopening of the '1855 building' to provide ancillary station accommodation;
- Further enhancement of public realm connections between the station, Church Street and the adjoining Eureka! estate, including possible demolition of the current station access bridge; and
- Reopening of the disused subway providing access to the Nestle site and possible future land uses to the east of the railway.

# 2.1 Existing Site



## Overview of Proposals

The following 4 pages offer an overview of the factors that are causing change, the existing issues with the site, the key strategies and the resulting masterplan proposal. Further detail about the issues taken in turn then follows:

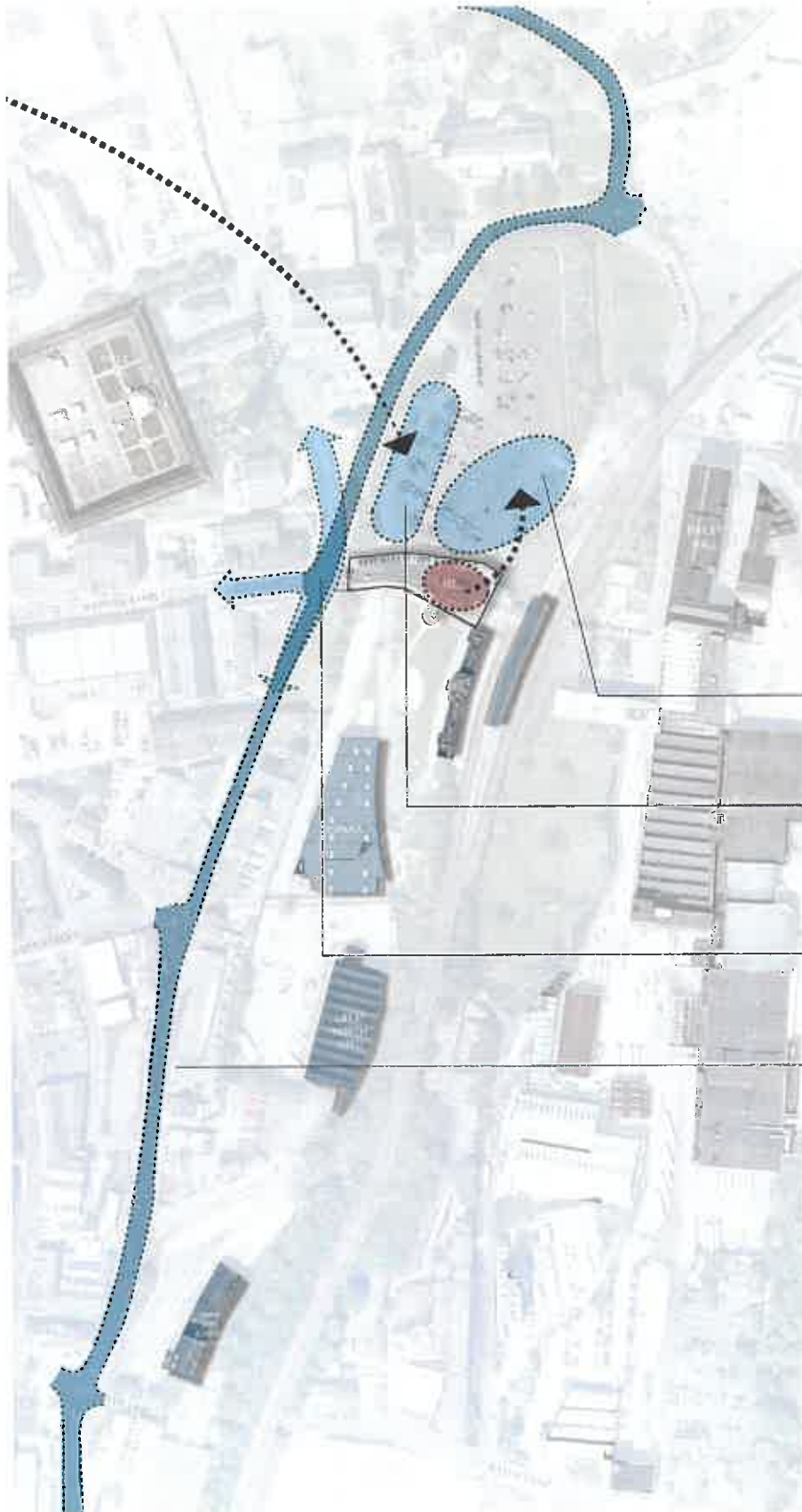
### Upcoming changes to the site to accommodate the A629 Phase 2 scheme

Parking and taxi rank relocated from bridge

Bus Interchange - Bus services re-routed to call at rail station

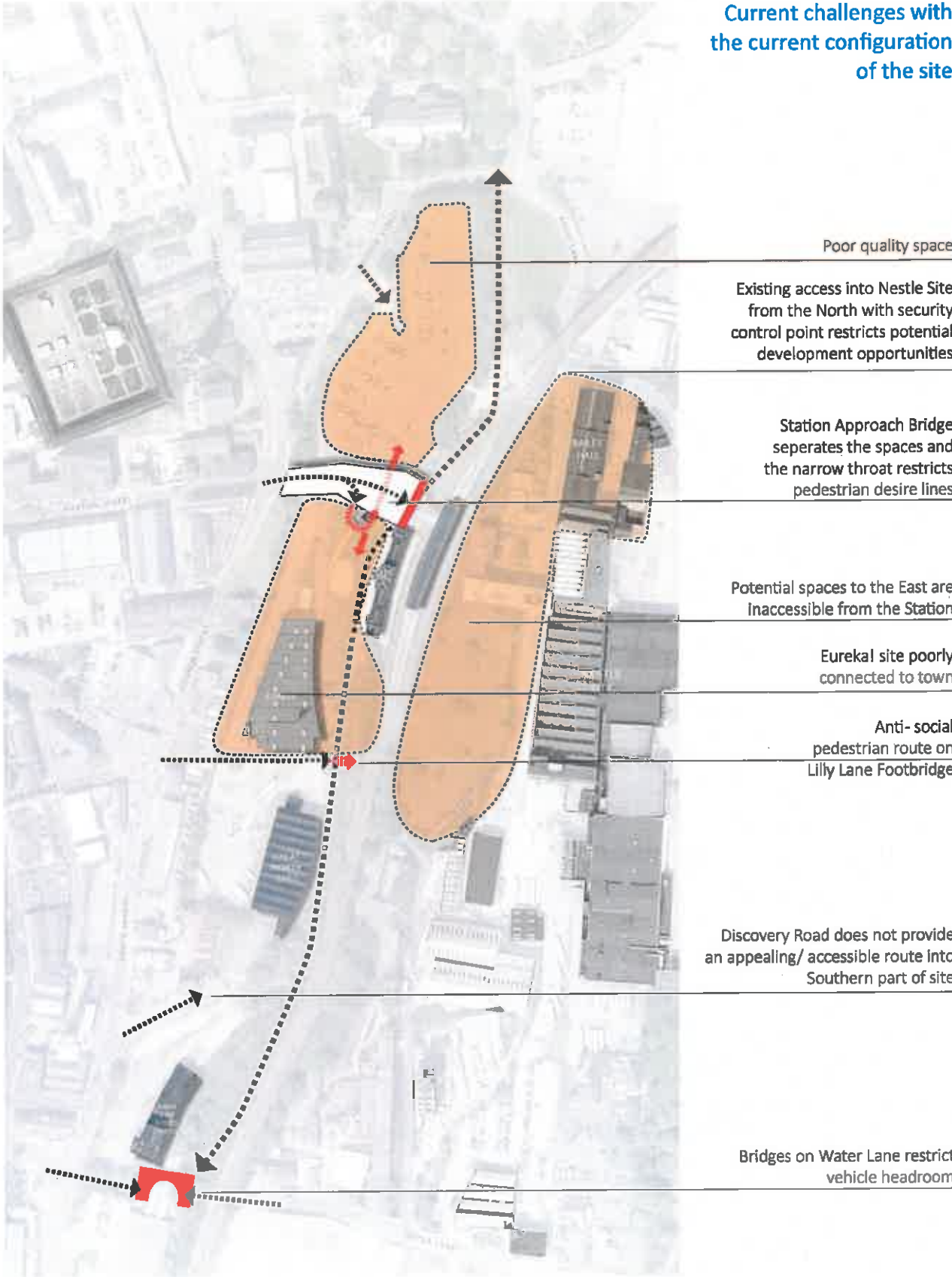
Improvements to junction and realignment of the highway

Improvements to eastern route around town centre as part of A629 scheme



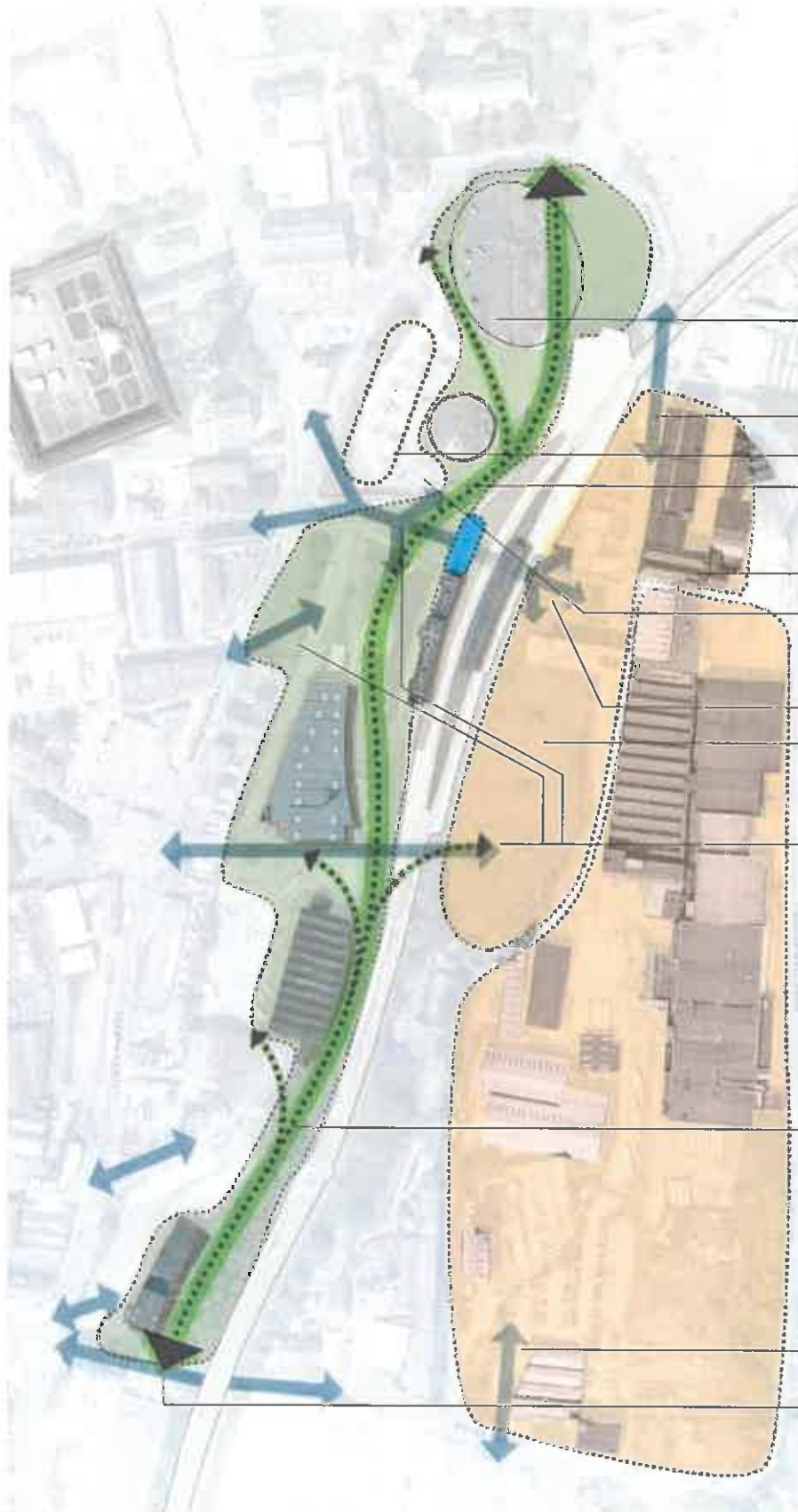
## 2.2 Proposals

### Current challenges with the current configuration of the site



## 2.2 Proposals

### Proposed key strategies to achieve the objections of better connectivity and an enhanced experience



Compensate for lost of parking by displacing parking on Station Approach Bridge and accomodating New Bus Interchange with 2 level car park

Bailey Hall Site Accessible due to relocating Nestle site entrance to the South

Bus Interchange

Station car park

Potential for Bailey Hall and green Space to east of railway to be developed

Taxi Rank/ Drop off

Improve connection from town onto terrace level and below railway to site to East

New station building at terrace level

Improve East- West Connections

Establish green corridor and cycle route

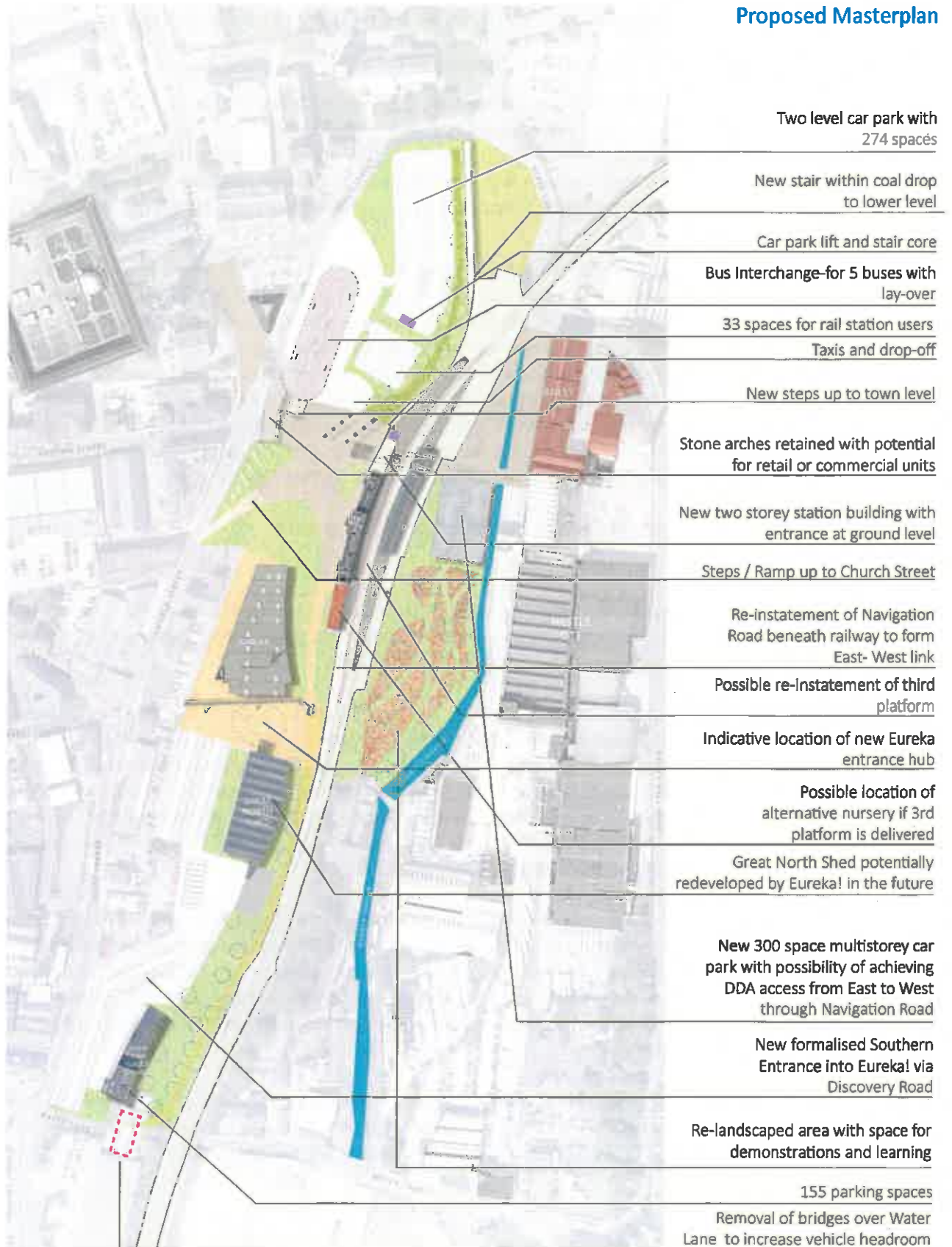
Relocate Nestle Site Entrance to the South

Resolve headroom issue



## 2.2 Proposals

### Proposed Masterplan



## Key Moves: Removal of Station Approach Bridge & Re-Instatement of Navigation Road

A key driver of both the A629 Phase 2 scheme to improve traffic flows around the Town and of the Station Gateway scheme to improve pedestrian connectivity to the Town Centre from the Station, is to reduce the traffic on the Church Street/ Horton Street junction by removing traffic from the Station Approach Bridge. The Taxi drop off and station car park that is currently on this bridge will be moved down onto the terrace level. Together with the provision of the bus interchange on the terrace this will significantly increase the footfall on the terrace level.

At present the Station Approach Bridge takes the majority of traffic both vehicular and pedestrian away from the terrace level which enforces the isolation of the Eureka! site from the Town Centre. The Station Approach Bridge currently offers an efficient link from the station to the town, particularly as the platforms are on an island requiring a bridge over the currently redundant track. A link into an upper level station direct on the level from town therefore seems logical. However, this was before the increase in movements on the terrace by relocation of the taxi ranks, car parking and the provision of a new bus interchange as part of wider strategies discussed above. Because of this activity it was felt that the advantages of a level approach from the Town Centre into the Station at upper level were undermined by the need to also accommodate a station entrance for people on the lower terrace level.

There were other considerations that substantiated this approach:

### East - West Link

There is a desire to create a strong East-West route across the railway line to free up development potential to the east and to re-connect Nestle as a major employer directly to town. There are 2 options for how to achieve this with a link either over or below the railway line.

An extension to the pedestrian bridge at high level was considered. This would be an extension of the station approach bridge and pedestrian footbridge over the railway line. However it is likely that at some point in the future the Calder Valley Line will be electrified. If this happened the level of the footbridge over the lines would have to increase to accommodate the overhead power cables. It would not be possible, as the tracks are on a viaduct, to reduce the track level significantly. If this bridge level had to increase then the level link is lost. This Approach of a link at high level over the railway lines would also require a 4 storey vertical connection creting to the East of the railway.

There is an existing subway link which runs under what was the the old railway lines from an now removed island platform to the West of the 1855 building to connect the old Navigation Road tunnel. The subway element of this link was narrow and not of high quality and gave rise to anti social behaviour and safety issues. The old tunnel itself is wide and high and reinstating this width of route through to the terrace level could achieve a high quality and logical route to reconnect the East side of the line by folding the flow of the public realm under the station.

The reinstatement of Navigation Road was consider a less risky option that a link at high level over the tracks and as this further increased the movement and activity on the Terrace level was another strong driver for the removal of the Station Approach Bridge and the instatementof an entrance to the Station on the terrace level.

### Opening up of the Terrace

It was felt in the early stakeholder workshops that the aspect and prospect of the terrace and the 1855 building would benefit from the removal of the approach bridge which was blocking the flow of space and the views from and to the site. In order to acknowledge the position of the bridge we are proposing that the stone arched support piers remain as free standing structures within the public space.

## 2.2 Proposals



### Existing Situation with Station Approach Bridge

Parking and taxi drop off on bridge. All movements enter at top bridge level

Station

Ideal movement of pedestrian across car park and green space

Disused subway

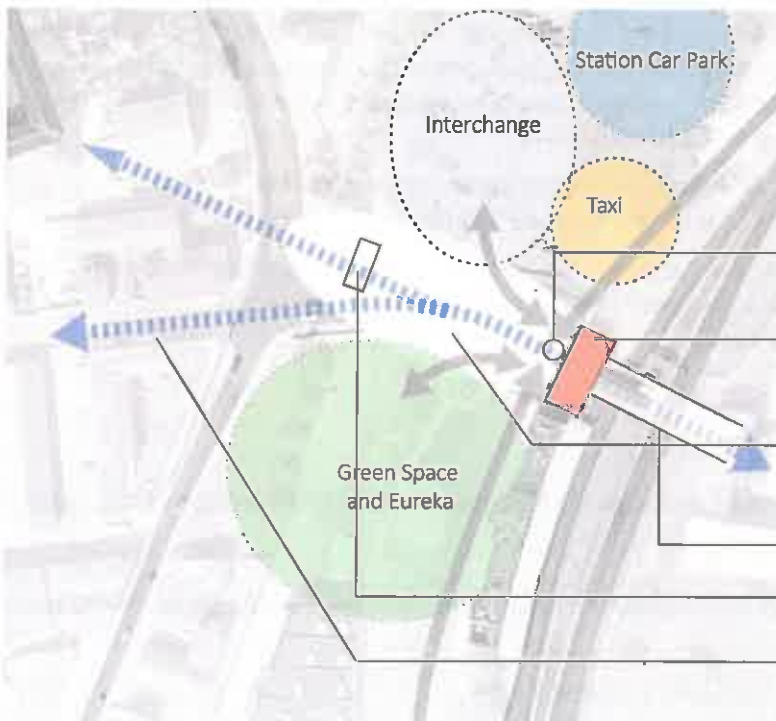
No accessibility from bridge to terrace level

Station approach bridge is a visual barrier and separates the spaces on the terrace

Eureka site and activity separated from main movements by level change

Throat of bridge restricts pedestrian desire lines

East- West desire line



### Proposed Arrangement with Station Approach Bridge

All movements from all modes of transport, from town and from Eureka meet on terrace to enter station

New station at lower level

Spaces not interrupted by bridge

Reopen up Navigate Road to form strong East/West links

Steps

East- West desire line

## Key Moves: Location of the New Station Building

The Station is currently accessed from the Station Approach Bridge. The pedestrian link from the terrace level is via an external stair which used to connect the Station Approach Bridge to an island platform to the west of the 1855 building now no longer in existence.

The previous section has explained the justification for moving the access to the terrace level. The team has considered 2 different principle locations for the station; on the site of the existing building and in the 1855 building.

### Option 1: The 1855 Building

This building was built as the station entrance in 1855, but in fact shortly afterwards it became a building on a platform as the station and goods sidings expanded over the terrace and the main entrance was relocated to the upper level of the station approach building so that pedestrians could cross the numerous lines to the West of the 1855 building.

We considered re-using the 1855 building as the main station entrance but this would create a number of issues.

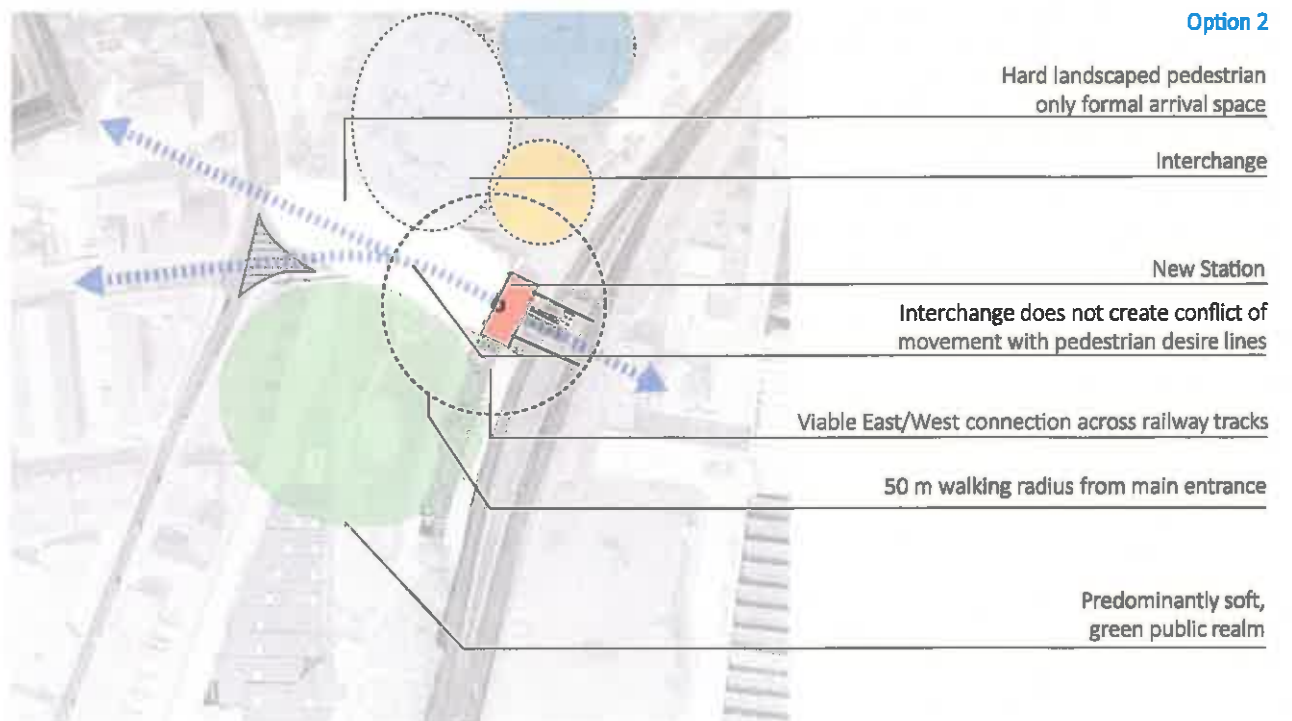
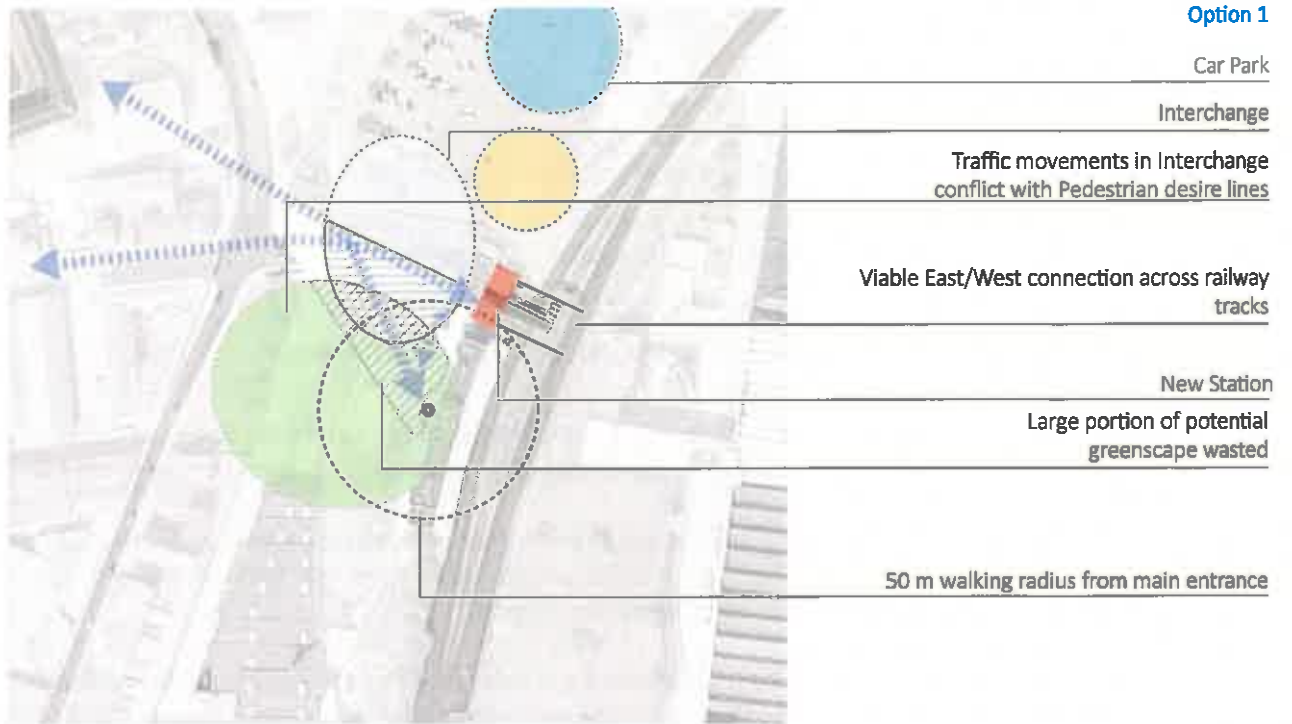
- By pulling the station entrance further South on the site the effect would be to draw the transport infrastructure with it in order to have accessible modes of transport within 50m of the station entrance. This would create conflict between traffic movements and pedestrian desire lines into the Town Centre.
- The effect of pulling all the movement further South including pedestrian movement would have required a harder more urban space in front of the 1855 building. We felt that in order that this new arrival space complimented the space created by the revitalised Piece Hall it was better to conceive this space as a green garden space.
- The 1855 building is narrow in plan. A new station entrance in the building would take up a lot of the space and reduce the potential for ancillary uses which would help to animate the public realm.
- The 1855 building could not as naturally take advantage of the Navigation Road route under the station particularly if this route under the railway might also become the means of accessing via lift the island platform in the future.

### Option 2: Existing location

A new remodelled station with an entrance at the terrace level in the existing location manages to achieve:

- Proximity to the transport infrastructure without compromising the key desire line to the Town Centre.
- The creation of a hard landscaped arrival space flanked by Station Gardens and the multi-modal interchange with a distinct character, creating a clear pedestrian focused public realm whilst having multiple modes of transport immediately accessible.
- Direct and legible links to the reinstated Navigation Road below the Station and to the sites to the East of the railway.
- Allows the scheme to be phased so that a new vertical link from Navigation Road to the terrace and to the upper station level can be delivered in early phases of the scheme and a new remodelled station building can be delivered later with minimal impact on the operational station.

## 2.2 Proposals



### East West Route

A strong East West connection is created by:

- A set of new town steps leading down from Church Street and the new Tokyo crossing to;
- A new formal arrival space, flanked to one side by the multi modal transport interchange and to the south by the green Station Gardens folding down below the station into;
- A renovated Navigation Road tunnel via a new set of wide stairs through to;
- Public Realm, Bailey Hall and the Nestle site to the East of the railway.

It should be possible to see through Navigation Road from Bailey Hall to the Town Centre and vice-versa. This new route, unlike the present disused subway, will be airy, open and highly legible

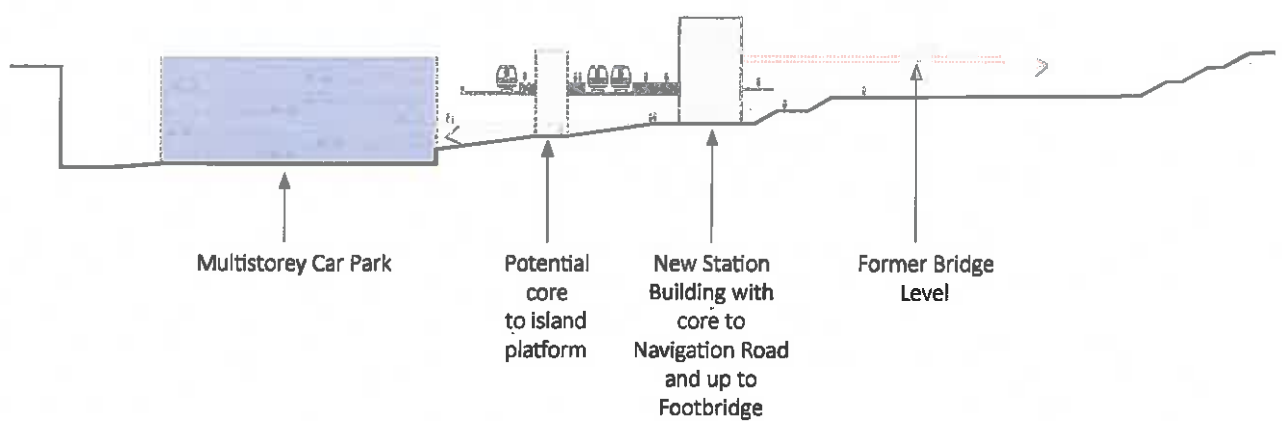
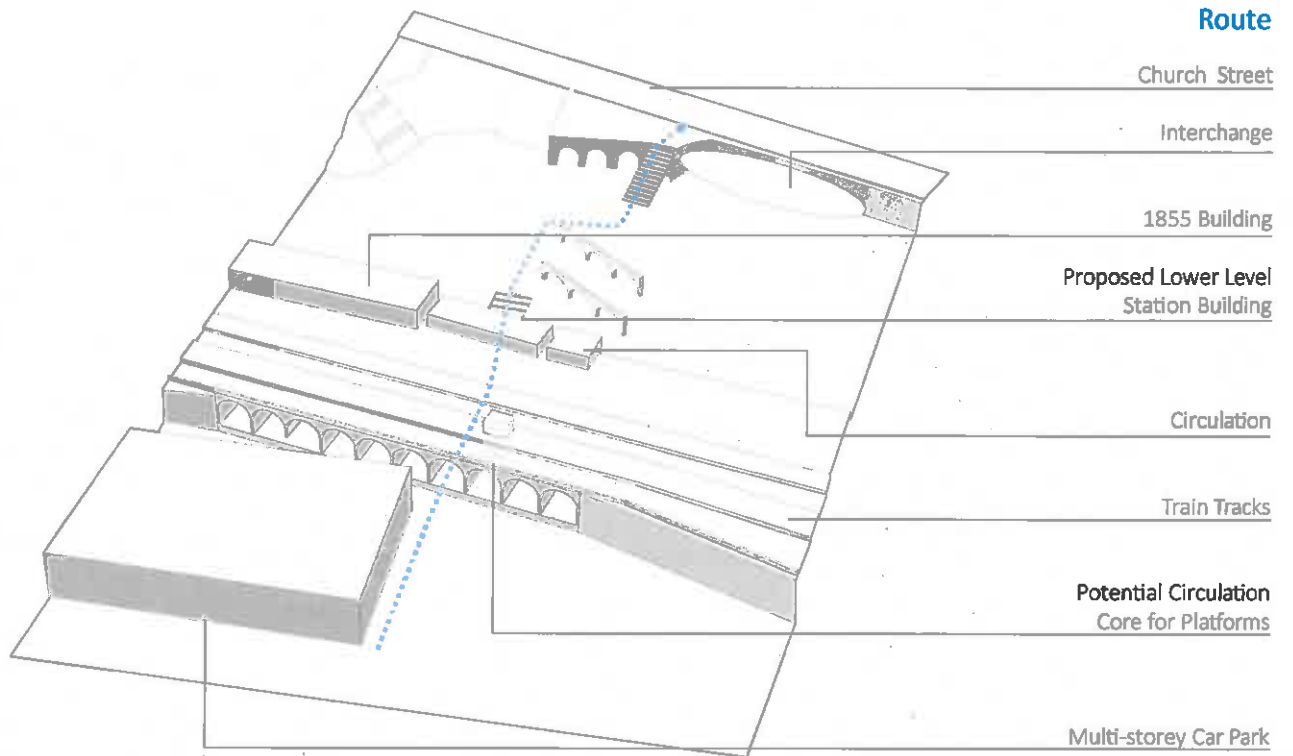
If the line is electrified there is the potential that the connection to the island platform could be up from Navigation Road rather than across a foot bridge. This further concentrates the activity to an animated route that flows East - West below the station.

As discussed previously, if the line is electrified it is likely that the pedestrian bridge will have to be raised. This investment could perhaps be made on creating new vertical connections to Navigation Road instead. Depending on future gating arrangements, this could also reduce journey times for those using the Station from the East.

The strategic positioning of a proposed multi storey car park to the east of the railway not only provided car parking for Bailey Hall ( and possibly Nestle) but also helps through the provision of a lift to achieve accessibility from the town to sites to the East.

## 2.2 Proposals

### Proposed East - West Route



## Car Parking- Existing

### Current Situation

Maintaining car parking numbers on site is a vital issue for Eureka! both operationally and economically. The northern car park provides parking for the Town Centre but its primary purpose is for visitors to Eureka! Car parking numbers need to be maintained to continue to make the museum accessible to its visitors (particularly as many families with young children have difficulties travelling by any other means but car) and as a source of income (one of the ways by which the charity can create a sustainable business model)

In peak periods up to 550 cars need to be accommodated on site. At present 289 can be accommodated in the Northern Car Park, 99 in the central car park and the remainder are managed on the site around the Shaw Syke Goods Yard and along Discovery Road giving a total peak capacity of 558. This relies on an informal arrangement and careful management by Eureka! staff.

All car parking numbers given below are for comparative purposes. A full design of the car park layouts including the provision of accessible spaces needs to be undertaken to confirm exact numbers.

### Future Pressures

The removal of taxis and station parking (33 spaces) from the station approach bridge and the creation of a new 5 stop bus interchange on the lower terrace reduces the area available for car parking on the Northern car park resulting in a loss of 109 spaces. There is also a desire to improve the quality of the landscaping to the car park so that the experience of the site starts as near to the point of parking as possible and not, as currently, that a large expanse of un-landscaped car parking needs to be traversed before the positive experience of the site begins.

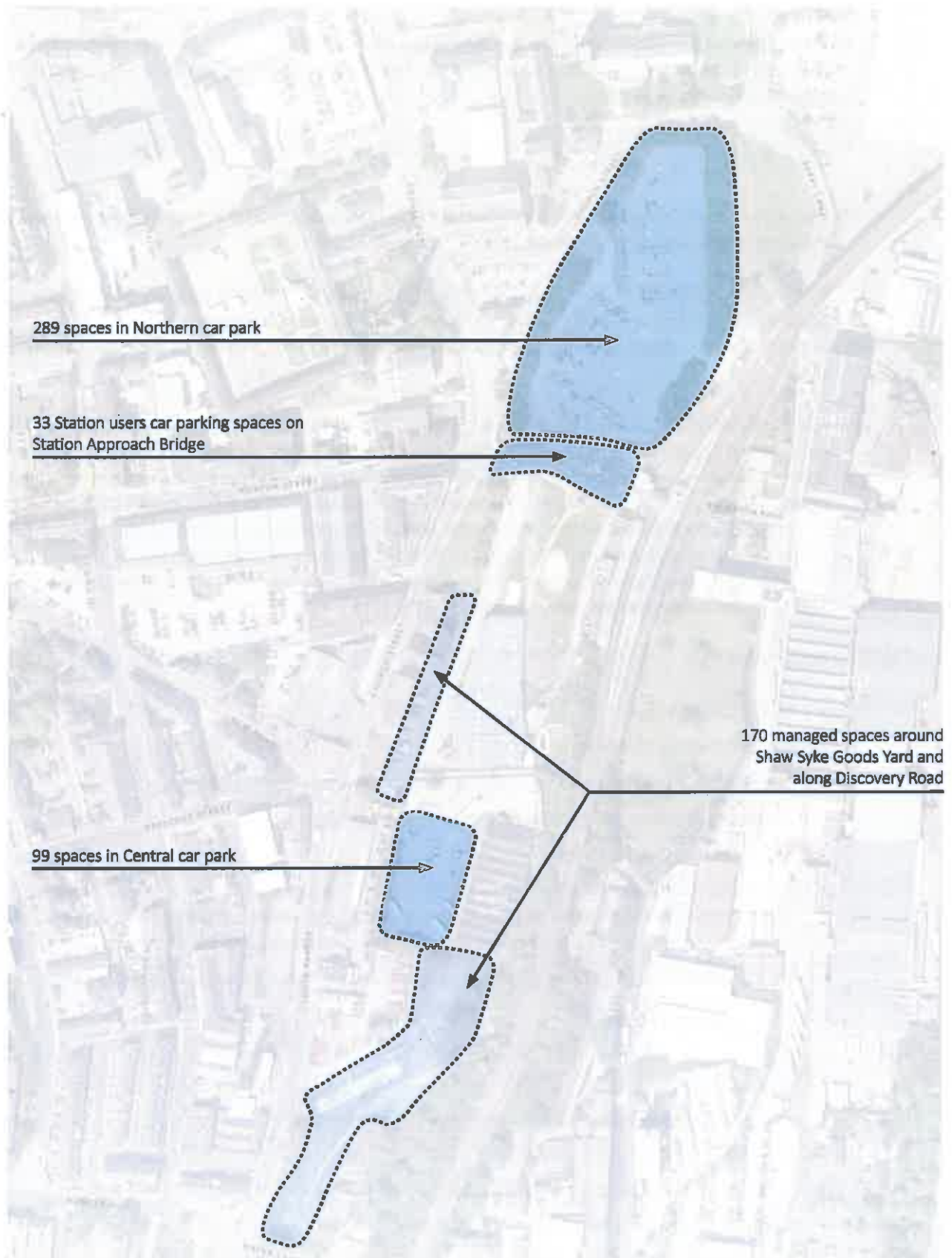
The desire to create good quality pedestrian only public realm around the 1855 building would require the removal of Discovery Road and therefore the ability to have car movements through the site. If the northern car park is full cars will have to leave and go through the southern entrance rather than driving through the site from the northern car park to the central car park to the southern car park to find the available spaces.

The improvements to the southern access and redistribution of spaces across the North and South of the site is also desirable to take cars off the network according to their route origin, avoiding unnecessary vehicular trips across the front of the station which contribute to the severance effect of Church Street

Other town developments such as the new library, Piece Hall and Square Chapel and the planned closure of Mulcture Hall car park will put increased demand on parking in this part of town.

The car parking issue has to be solved in the locality of the site. After discussions with CMBC no obvious opportunities on neighbouring sites were identified and together with the desire to reduce dependencies in order to propose a deliverable scheme the Masterplan considered how these spaces might be accommodated on the site itself as well as how the disruption to parking can be minimised during construction.





**TOTAL SPACES: 558  
(including informal  
managed spaces)**

We explored 2-car parking options to achieve the required numbers on the site. These options are described in detail below. Option 2 was identified as the preferred option at this stage albeit that Option 1 offers a viable alternative.

### Car Parking - Option 1

This option seeks to replace the loss of car parking (109 spaces) on the northern car park by developing the southern site around the Shaw Syke Goods Yard.

The Shaw Syke Goods Yard is a listed building and in order to maintain amenity value to the area of land around this building and to continue the North-South route through the site it was important not to simply introduce a large swathe of tarmacked car parking to the whole of the Southern site.

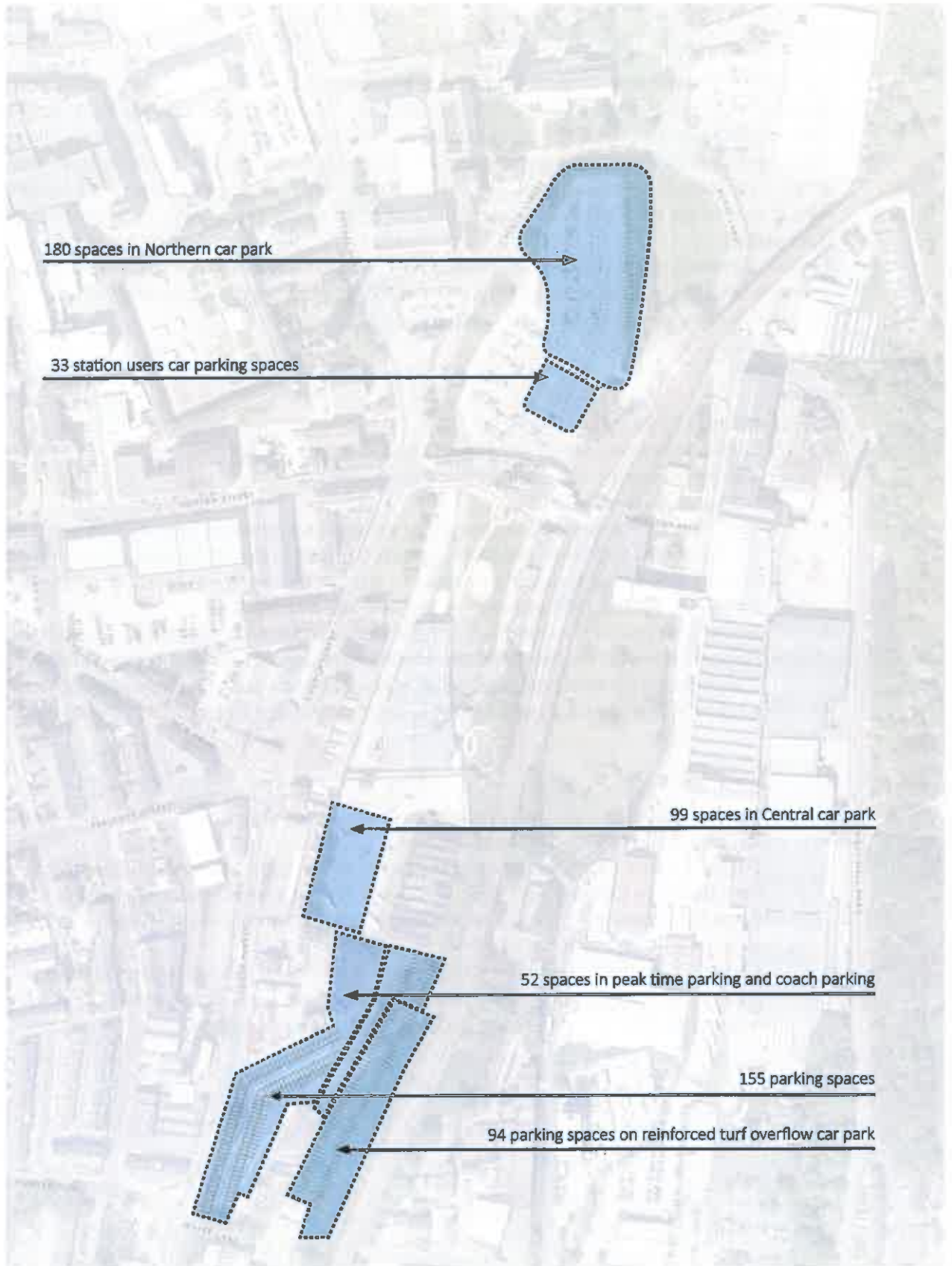
The proposal is for 2 distinct areas of car parking. One to the West was to be a permanent tarmacked car park with a capacity of 155 spaces. To the East of the Shaw Syke Goods Yard the proposal is for reinforced turf which can be used as a peak demand car park (94 spaces) but otherwise provides amenity space. An additional area of reinforced turf can be used as either peak coach parking or peak car parking (which do not occur at the same periods) to provide an additional 26 spaces. A further area of the tarmac service road to the South can be used to accommodate a further 26 spaces. Together with the unaltered central car park this solution provides a maximum car parking capacity of 580 spaces plus the station users car park of 33 spaces.

#### Advantages

- Net gain in spaces
- Car parks easier to manage
- Better quality car parking and green landscaping proposal throughout
- Maintains amenity value whilst maintaining peak capacity
- Maintains income for Eureka!
- Allows for minimal disruption during construction. The loss of 289 spaces to the North can be accommodated in full in the southern car park ( East 155, West 94, 52 peak- total 301) although peak demands would still require another solution- possible by phasing the Northern car park.
- Creates a balance of parking through the site that maximised movement and animation through the site

#### Disadvantages

- Prejudices the potential redevelopment of the Southern site
- Assumes that this land is available
- Could create duality to Eureka's entrance
- Creates ambiguity as to where is Eureka's main car park
- Reduces capacity in the Northern Car park which is the most useful for Town Centre parking and Station parking.



**TOTAL SPACES: 580**

## Car Parking - Option 2

The second option is to re-accommodate the reduction of car park spaces in the Northern car park by introducing a 2 level car park. This single elevated deck provides 274 spaces. The deck could be accommodated with a minimal impact on townscape being tucked behind the cone of view from the new station entrance to the Minster to the North and Town Centre to the East. Vertical planting to the single storey deck and a band of landscaping to the East of the deck will disguise its impact from two when viewed against the bank of trees on top of the coal drops and the trees beyond on the Shay. (See illustrations below)

The areas to the East of the Shaw Syke Goods Yard will be made into a temporary car park during construction and then as peak demand car parking (155 +52). The central car parking remains unaltered. The total number of spaces achieved would be 580.

### Advantages

- Net gain in spaces
- Better quality car parking and green landscaping proposal throughout
- Maintains amenity value whilst maintaining peak capacity
- Maintains income for Eureka!
- Maintains the current balance of parking on the site and places capacity where it is most useful for the Station and Town Centre as ancillary demand to that of Eureka's
- Creates legibility as main car park capacity is located close to transport interchange (particularly with Bailey Hall car park potential to the East- see next section)
- Solves the capacity issue on the Northern site and does not require any compromises to Eureka's plans for the Southern site. The improvements to the southern area are in fact required due to construction sequencing rather than the need to provide alternative car parking.
- A solution that does not compromise Eureka's ambitions for the South of the site.

### Disadvantages

- The Deck car park is more expensive than a surface solution.
- Could create duality to Eureka's entrance
- Eureka's main car park would be to the North which might have potential conflicts of demand from the Town Centre and Station. This would therefore require management so that income could be secured during non peak occasions whilst allow for exclusive use by Eureka's visitors at peak times
- Construction sequencing more complicated- Only 207 spaces are created to the South requiring a more complicated phasing strategy for the Northern Car park and most probably a reduction in capacity for some of the peak periods during the construction.

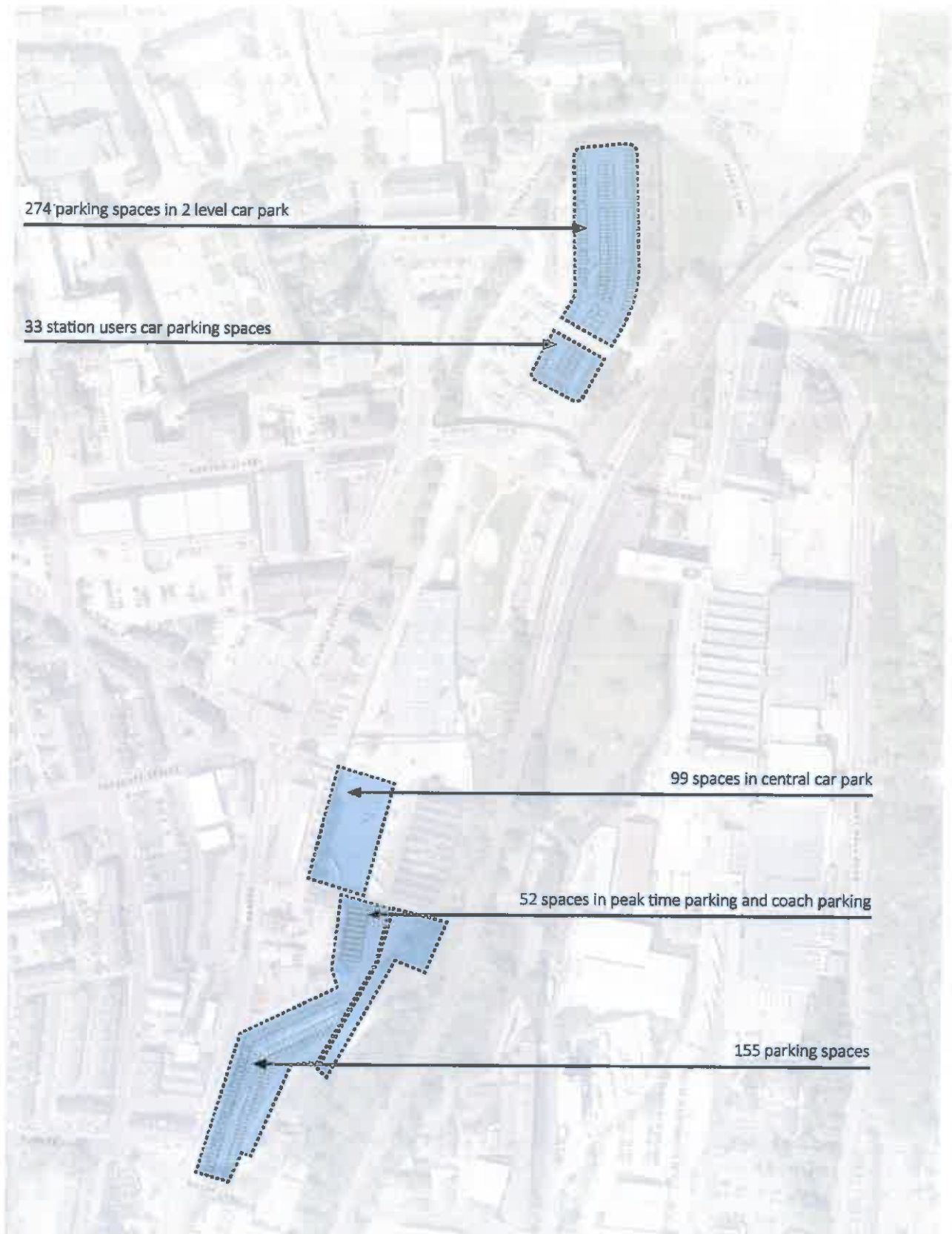


*View from Church Street looking towards Shay*



*View from Station Entrance looking towards Minster*

## 2.2 Proposals



**TOTAL SPACES: 580**

**PART TWO - PROPOSALS**

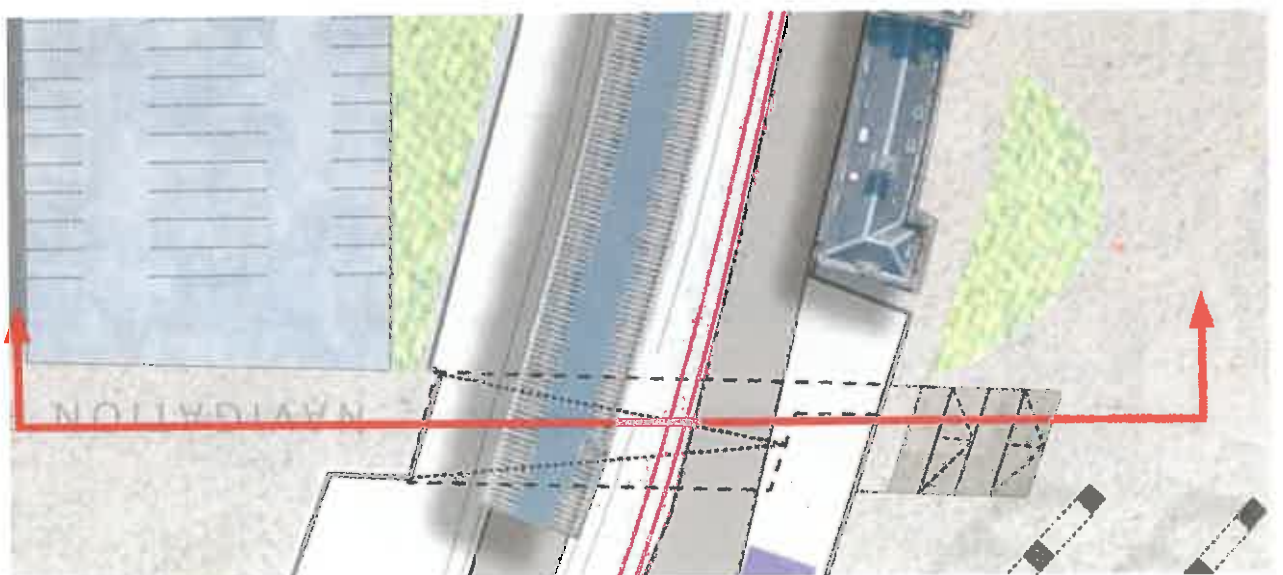
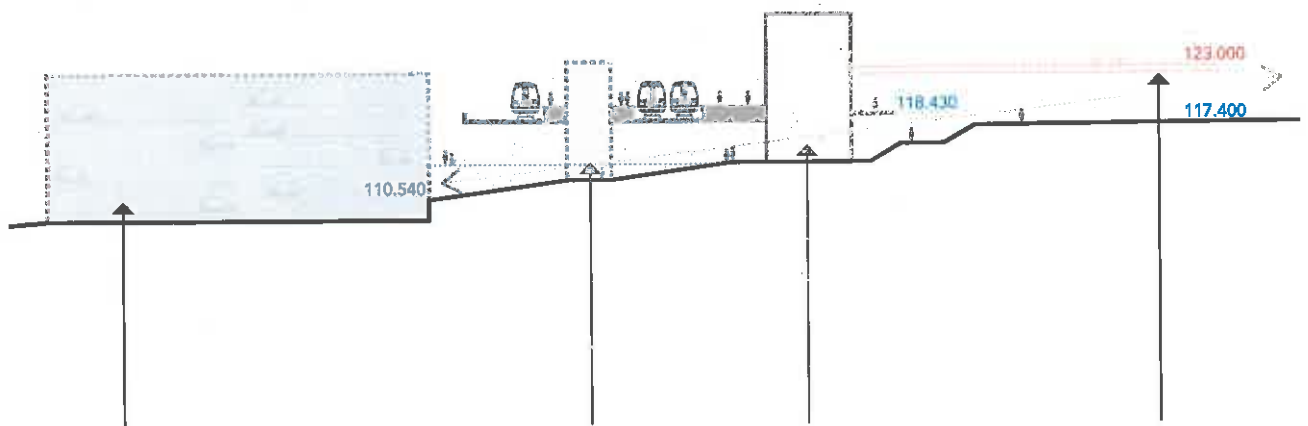
## Car Parking- Bailey Hall Car Park

The masterplan also proposes the potential for an additional 300 space multi storey car park to the East of the railway. This site is potentially made available by the demolition of the existing building as part of Nestlé’s re configuration of the site.

This site provides an opportunity to locate a car park against the height of the viaduct without any detrimental effect on townscape. It is strategic as it provides additional capacity adjacent to the train station and to Piece Hall. It is possible to see how this car park in combination with the Northern deck car park could be managed to accommodate peak demands not only from Eureka! but also from Piece Hall.

Its location also assists in the viability of the redevelopment of Bailey Hall. It is also possible that some currently inefficient surface car parking provision on the Nestle site might be re-accommodated on a deck of the multi-storey therefore freeing up areas of the site for development.

Further than this, the sighting of a car park here could provide an accessible link from the sites to the East via lifts in the multi-storey, through a walkway in Navigation Road at higher level, to the lift in the station building and onto the terrace and on to the Town Centre. Currently sites to the East have very poor accessibility requiring along detour around the railway along Berry Lane and Church Street.



### Water Lane

At present there are restrictions on the headroom for vehicles passing under the bridges on Water Lane. There are 5 bridge structures. The lower 2 are owned by Network Rail and the upper 3 bridges are owned by a pension fund and leased to B&M which occupies the site to the South. The heights of these structures from East to West are approximately:

**Bridge 1-** twined Brick arched structure- Lower Arch (East) 6.35m, Upper Arch (West) 5.016m- Network Rail Live track

**Bridge 2-** steel bridge- 4.725m- Network Rail- Disused bridge- operational land adjacent to live track

**Bridge 3-** steel structure- 5m- B&M's garden centre

**Bridge 4-** stone structure- lower arch (east) 5.41m upper arch (western) 4.7m, B&M's garden centre

**Bridge 5** steel structure upper (western) height 4.42m- B&M's garden centre

All heights are from apex of arch to road level.

The headroom prevents high goods vehicles accessing the East of the railway. At present goods vehicles to Nestle enter and exit from the North of the site and trucks going to the motorway have to go through the Town Centre due the steepness of Bank Bottom. Water Lane is also steep but Nestle feel it is manageable particularly if a signalised junction is introduced at the South Parade/ Hunger Hill/ Shay Syke junction to prioritise HGVs coming up the hill.

It is proposed that Bridges 2-6, those occupied by B&M ownership and the non operation Network Rail Bridge are removed as part of a later phase of the A629 Scheme opening up accessibility to industrial land to the East and enabling Nestle to move its main operational gate access to the South, reducing heavy goods traffic through town and creating accessibility to the North around Bailey Hall and Navigation Road. It is possible that Network Rail will not allow the removal of bridge 2 which they might see as a sacrificial structure protecting the main rail bridge from a strike. If this was the case the headroom would be restricted to around 4.7m. Depending on the results of an accurate survey this is possibly just sufficient for Nestle's purposes.

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## Hughes Corporation

The improvement to the traffic flow along Church Street requires some work to the highway where it passes the Eastern side of the Hughes Corporation building. Work undertaken previously for the CMBC suggested that the building and the land should be subject to a compulsory purchase order and demolished to allow for the widened highway.

Historic England had concerns that the demolition of this building had an adverse affect on townscape and as the potential impact on the Station Masterplan site could now be appreciated, we considered alternatives to demolition.

Principally there were 5 options that came out of this appraisal which are summarised in the table on the following pages. The current preferred option is that which has been presented in the recent Transport Fund Gateway 1 submission (i.e. Option 1- demolition of the Hughes Corporation Building). However, we acknowledge the issues with this solution, particularly as expressed by Historic England.

The effect on the master plan of pursuing options 2-4 would be:

Church Street would moves approximately 4.5m to the East requiring a new retaining wall which also moves bus interchange 4.5m East. This has the effect of reducing the maximum potential spaces to the Northern car park by 10 and a loss of 8 spaces from a maximum of 38 spaces to station users car park.

The additional cost of the realignment of Church Street is shown in the cost estimate in Appendix A.



Scheme Layout	Scheme Description	Costs
	<p><b>Gateway 1 Preferred Scheme</b></p> <ul style="list-style-type: none"> <li>Acquire full site</li> <li>Demolition of building</li> <li>Church Street realigned through building footprint</li> <li>Square Road realigned through Hughes Corporation car park</li> <li>Comprehensive public realm adjoining new highways</li> </ul>	
	<p><b>Gateway 1 Discounted Scheme</b></p> <ul style="list-style-type: none"> <li>Acquire former Church Street alignment only</li> <li>Retain building and car park</li> <li>Church Street realigned within existing highway boundary</li> <li>Square Road realigned via Alfred Street East</li> <li>Public realm introduction limited to former Square Road alignment only</li> </ul>	
	<p><b>Gateway 1 Potential Variant</b></p> <ul style="list-style-type: none"> <li>Acquire full site</li> <li>Demolition of building and replacement with new structure to retain townscape mass</li> <li>Church Street realigned through current building footprint</li> <li>Square Road realigned through Hughes Corporation car park</li> <li>Public realm to wrap around new footprint</li> </ul>	
	<p><b>Station Masterplan Variant Scheme (1)</b></p> <ul style="list-style-type: none"> <li>Acquire former Church Street alignment only</li> <li>Retain building</li> <li>Church Street realigned by widening into Eureka car park</li> <li>Square Road realigned via Alfred Street East</li> <li>Public realm to wrap around site boundary</li> </ul>	
	<p><b>Station Masterplan Variant Scheme (2)</b></p> <ul style="list-style-type: none"> <li>Acquire former Church Street alignment and Hughes Corporation car park</li> <li>Retain building and redevelop</li> <li>Church Street realigned by widening into Eureka car park</li> <li>Square Road realigned through Hughes Corporation car park</li> <li>Public realm to wrap around building</li> </ul>	





***Retaining the Hughes Corporation Building***



***Removing the Hughes Corporation Building***

## 2.2 Proposals

Risks	Viability	Recommendation
<ul style="list-style-type: none"> <li>• Objection from Historic England</li> <li>• Inability to provide replacement car parking in sufficient proximity to hotel increases likelihood of CPO</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme costs fully borne by WY+TF</li> <li>• Any requirement for CPO likely to significantly impact on programme</li> <li>• Potential for CPO to be avoided if benefits/ value from scheme sufficiently articulated?</li> </ul>	<p>Seek to acquire full site via negotiation or CPO and retain as potential delivery option, pending discussions with Historic England and further investigation/feasibility work</p>
<ul style="list-style-type: none"> <li>• Some loss of parking to hotel but retention of main car park minimises risk of CPO if replacement facilities found in area</li> <li>• Proximity of realigned highway to building may compromise structural integrity</li> <li>• Lack of control over building/car park appearance may compromise public realm ambitions</li> </ul>	<ul style="list-style-type: none"> <li>• Limited highway capacity of Church Street compromises scheme objectives</li> <li>• Inability to provide footways on both sides of Church Street compromises scheme objectives</li> <li>• Proximity of Eureka car park access to Alfred Street East requires signalisation as a combined junction, to detriment of route efficiency and Eureka 'pay on exit' strategy</li> </ul>	<p>Dismiss as potential option due to scheme objectives being compromised</p> 
<ul style="list-style-type: none"> <li>• Inability to provide replacement car parking in sufficient proximity to hotel increases likelihood of CPO</li> <li>• CMBC required to cover costs for developing replacement building/ structure at risk</li> </ul>	<ul style="list-style-type: none"> <li>• Cost for replacement building/ structure outside of WY+TF funding scope</li> <li>• Any requirement for CPO likely to significantly impact on programme</li> <li>• Potential for CPO to be avoided if benefits/ value from scheme sufficiently articulated?</li> </ul>	<p>Seek to acquire full site via negotiation or CPO and retain as potential delivery option, pending discussions with Historic England and further investigation/feasibility work</p>
<ul style="list-style-type: none"> <li>• Some loss of parking to hotel but retention of main car park minimises risk of CPO if replacement facilities found in area</li> <li>• Increased cost over preferred scheme likely to compromise other components</li> <li>• Lack of control over building/car park appearance may compromise public realm ambitions</li> <li>• Loss of historic retaining wall</li> </ul>	<ul style="list-style-type: none"> <li>• Proximity of Eureka car park access to Alfred Street East requires signalisation as a combined junction, to detriment of route efficiency and Eureka 'pay on exit' strategy</li> </ul>	<p>Dismiss as potential option due to scheme objectives being compromised</p> 
<ul style="list-style-type: none"> <li>• Inability to provide replacement car parking in sufficient proximity to hotel increases likelihood of CPO</li> <li>• Increased cost over preferred scheme likely to compromise other components</li> <li>• Loss of historic retaining wall</li> <li>• CMBC required to cover costs for redeveloping building at risk</li> </ul>	<ul style="list-style-type: none"> <li>• CMBC likely to be required to acquire building as part of CPO strategy to avoid leaving owner with unsaleable asset</li> <li>• Potential to redevelop building and secure return on investment</li> </ul>	<p>Seek to acquire full site via negotiation or CPO and retain as potential delivery option, pending discussions with Historic England and further investigation/feasibility work</p>

## Third Platform

The Calder Valley line links Leeds with Manchester Victoria via Bradford and Halifax. The area served by the line is identified as a priority for economic growth. Improving rail provision along the Calder Valley route is expected to be a catalyst to achieving this. During 2011, a report was commissioned and produced by Metro and partners that identified a number of issues with the Calder Valley line, including low speeds, old rolling stock, poor access to stations and overcrowding approaching Leeds and Manchester.

Network Rail has identified a series of interventions through the 2012 HLOS and additional CP5 commitments that will go some way towards addressing these issues. Interventions include journey time enhancements, capacity improvements at Rochdale Station and Mill Lane Junction, and re-signaling between Hebden Bridge and Bradford. As part of the background to this work, Network Rail has previously undertaken a GRIP2 study (and a further addendum) exploring options for turn-back provision at Halifax Station. However, no further development of those options involving increased platform capacity was carried out due to the ability to achieve required turn-back facilities without parallel platform introduction.

The two related schemes to be delivered under the West Yorkshire Plus Transport Fund which this Master plan considers seek to improve the appeal and uptake of rail for journeys to and from Halifax, attracting new journeys to the rail network and encouraging those making existing journeys to switch mode from car to train.

Given the concurrence of Calder Valley upgrades highlighted above, there is a potential opportunity for rail-facing components of the Station Gateway scheme to benefit from synergy of works. This likely affords Halifax the scope to reopen the third platform and a turn-back facility to accommodate future demand, as well as acting as a catalyst for future realisation of the other proposals in the Halifax Station area.

### Overall Objectives from Reopening the Third Platform

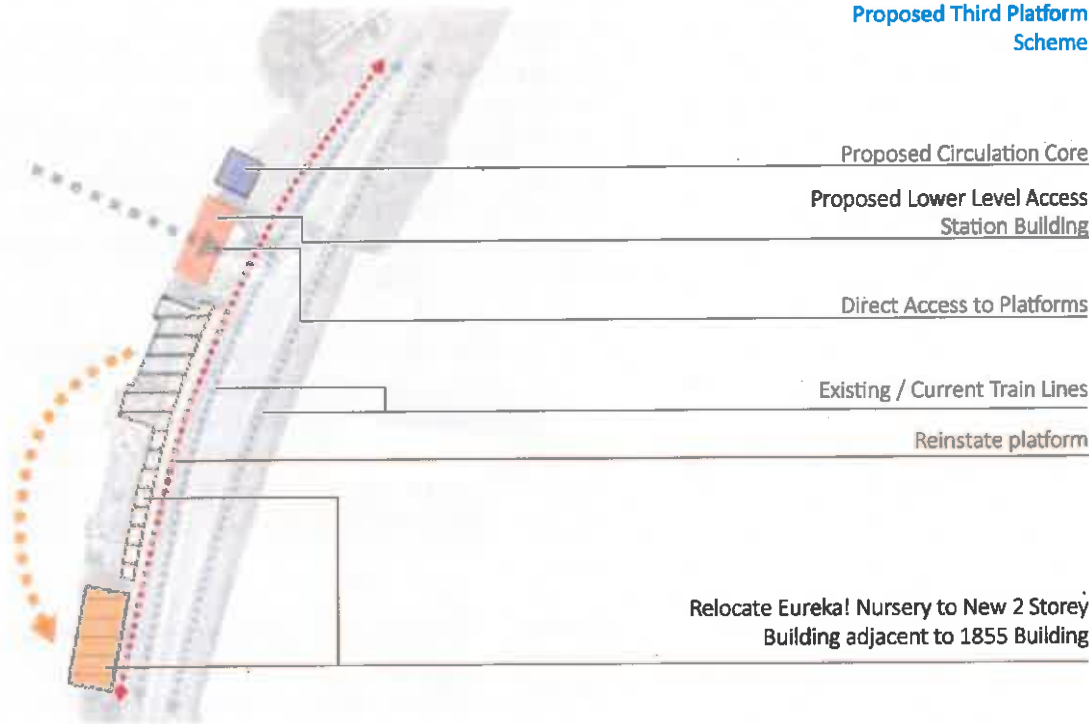
**Reopening of the third platform seeks to contribute towards the following objectives aspired to as part of the Station Gateway scheme:**

- Improve passenger walk times and connectivity between modes – linked to the planned station access strategy involving relocation of vehicular access to ground level;
- Future proof the station to accommodate the introduction of additional train services as is likely to be required if the line is electrified through increased platform provision;
- Increase train service reliability, reduce journey times and facilitate greater timetable flexibility. It will provide significant resilience in this regard to the new franchisee's plans to introduce a Northern Connect (faster) service through Halifax; and
- Create a better 'sense of arrival' – linked to planned conversion of the 1855 building into additional station accommodation and further diversification of facilities provided.

Calderdale Council and WYTF have commissioned Network rail to carry out a feasibility study into the third platform which should be complete by Spring 2016.

# 2.2 Proposals

The masterplan proposals allow for the third platform but also works without it being realised. The use of the terrace with all its modes of transport would benefit from the third platform as the platform at grade and adjacent to redeveloped terrace would then be a live track. At present the connectivity of the station is compromised by having all passengers have to get under or over the unused track to the island platform. The third platform would therefore achieve further journey time savings and enhance the arrival ( and departure) experience. The Eureka! nursery could be reallocated either into a new build block to the South of the 1855 building or into the Shaw Syke Goods Yard. A cost allowance has been included in the cost estimate. When the nursery has vacated, the building can be redeveloped for ancillary station uses with offices above that will help to animate the new Station Gardens.



## Green Infrastructure

The masterplan creates movement East and West and North and South through the site and offers possibilities of a rich diversity of landscapes. We have proposed a theme to these landscapes which could be explored in the next stage of development.

Our proposal is that the landscape throughout the site should celebrate “hyper nature.” By “hyper nature” we mean a landscape that is highly productive, a landscape that is highly efficient and one that works to maximise cultural and ecological benefits. This landscape would stitch the various sites together, using the Lawton Review’s key principles of ‘More, Bigger, Better, Joined Up’ by creating:

- MORE spaces where people can enjoy, work and learn about the landscape
- BIGGER areas for plants to establish and form communities
- BETTER management of public spaces through civic engagement
- JOINED UP sites with improved access routes and ecological corridors

The landscape is full of opportunities to involve people: enterprises such as Full Grown, (a company in Derbyshire who grow furniture from willow) should be a touch point (perhaps they could lead workshops?), with programmes developed to create and manage urban orchards. The synergy with Eureka! is obvious and their programme could extend to encompass a range of interactive landscapes on the site. But the landscape might also tap into community enterprise and energy and provide a place for cultivation. The whole landscape could be themed on resilience and climate change and how urban spaces can be managed by the community. Not only would this create an arrival space for Halifax of real impact but it could significantly reduce the cost to the council of on-going maintenance. The site’s linearity along the railways line would create a sequential experience that would impact on the large number of travels passing along the line as well as visitors to Halifax.

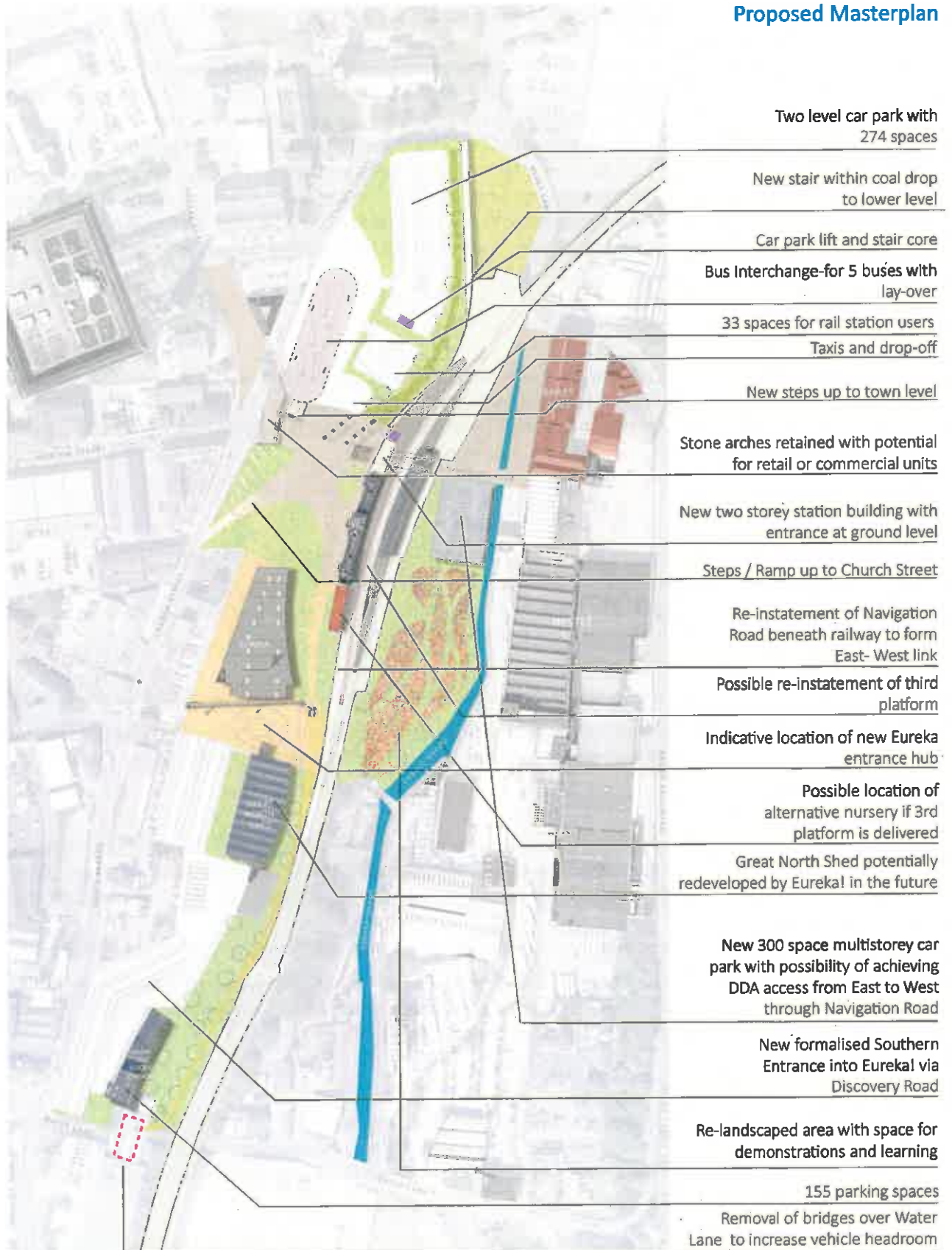
What does a productive landscape mean spatially? It means connected sites with easy access for cyclists and pedestrians, contiguous habitats, dynamic planting schemes that are climate change resilient, a diverse range of spaces both visually and functionally and above all, a riot of colour. In a productive landscape mowing is minimised and creative management operations are developed meaning that new skills and landscape approaches are learnt. The key areas that will need careful design are the station gardens and the land South of the multi storey car park- we think they would work well using sinuous forms to guide movement and use.

Station gardens should provide a green arrival space to Halifax which is in short supply of green space in the Town Centre. It is of similar size to interior of Piece Hall which is a hard formal space and we feel Station Gardens should be a complete contrast in being soft and informal so that it forms part of an arrival sequence with Piece Hall and does not compete with it. Play should run throughout the landscape treatment; this is the space when children visiting Eureka! can interact in a playful landscape with people of all ages.

The land to the East of the railway offers a great opportunity to engage with Hebble Brook. We have suggested a vertical glass house up the south facing side of the building and this area would be perfect for more intimate and personal activities: it’s calmer, warmer and needs to be a place that looks great when viewed from carriages waiting in the station. Vegetables don’t have to be laid out in rows to be beautiful! Nestle are in principle open to the idea that this site could be used in the short term as it could help manage their current issues with anti- social behaviour.

## 2.2 Proposals

### Proposed Masterplan



### Signal box and Network Rail maintenance yard

It would be beneficial for the creation of the green route through the site if a small part of the land owned by Network Rail to the North of the station could be given over to the public realm. This reduction in area would still maintain the track side access and yard. Having the land publicly accessible would also facilitate access to the signal box. This signal box is soon to become redundant and Network Rail would then wish to dispose of it as an asset. If the signal box was not surrounded by Network Rail operational land it could become a commercial asset for a small business or retail unit. If this was not possible there has been the suggestion that the signal box could be relocated. However this is not only less desirable than its original location from a heritage perspective but as the lower structure is brick would be costly.

### Sustrans Route

A stretch of the Halifax Cycleway route needs to be accommodated on the site linking from Water Lane at the Southern edge of the site to Church Street and links to the Town Centre at the North. The carriageway is too restricted by existing buildings to allow this to go along the line of South Parade/ Church Street. We have identified 3 main options;

#### Option 1

This accommodates the Sustrans route along the Western boundary of the site entering through a new break in the boundary wall at the Water Lane & South Parade junction and running along within the car parking past the Great North Shed, down the old line of Discovery Road, through into Station Gardens and along past the bus interchange to exit on Church Street.

- 
- Advantage- the route creates less comparative conflict with the users of Eureka! and Station Gardens.
- Disadvantage- Eureka!'s plans for the redevelopment of the Southern site and in particular the space behind and to the West of the existing museum might prevent this route being viable.

#### Option 2

This route also enters the site through a new opening at the junction of Water lane and South Parade but crosses over to the East of the site and runs alongside the railway and the main green route, along the front of the 1855 building, crossing over to run along past the bus interchange and out onto Church Street.

- Advantage- the route does not affect any potential development of Eureka!'s buildings
- Disadvantage- Potential more conflict over pedestrian and the cycle route along its length, particularly through Station Gardens. Requires the purchase of the bridges over Water Land and the associated land so the south of the Shaw Syke Goods Yard building.

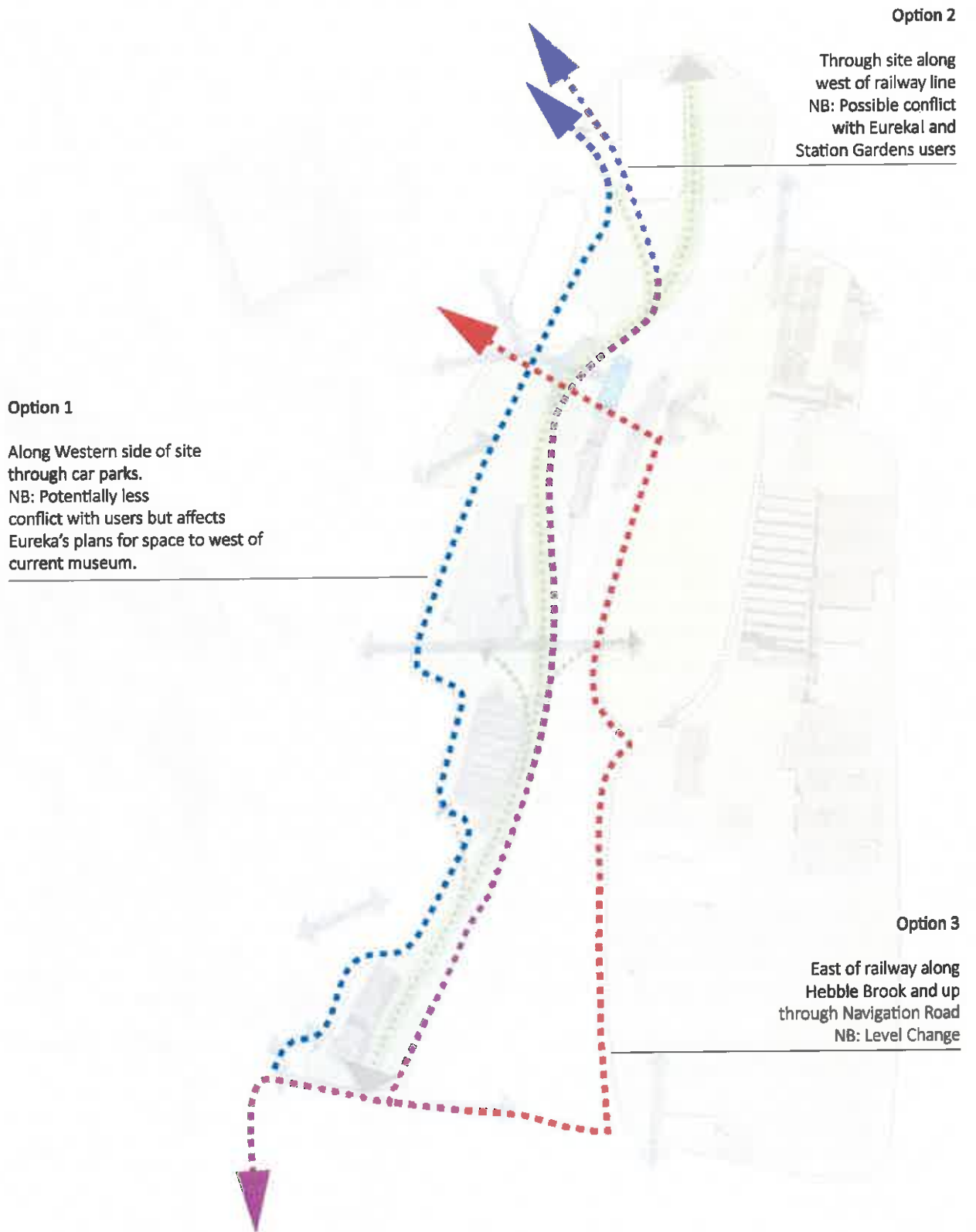
#### Option 3

This route does not go through the Eureka! site but instead goes down Water Lane, along Waterside following the line of the Hebble Brook, through the green space to the East of the railway along the line of the railway embankment, up through Navigation Road under the railway and along past the bus interchange to Church Street.

- Advantage- minimises conflict of use and potential development plans for Eureka! Helps to develop the historic Hebble Trail and increase activity to the East of the railway.
- Disadvantage- the route requires a steep level change on Navigation Road where it passes under the railway- this could be achieved by installing bike channels in the staircase.



## 2.2 Proposals



## 2.3

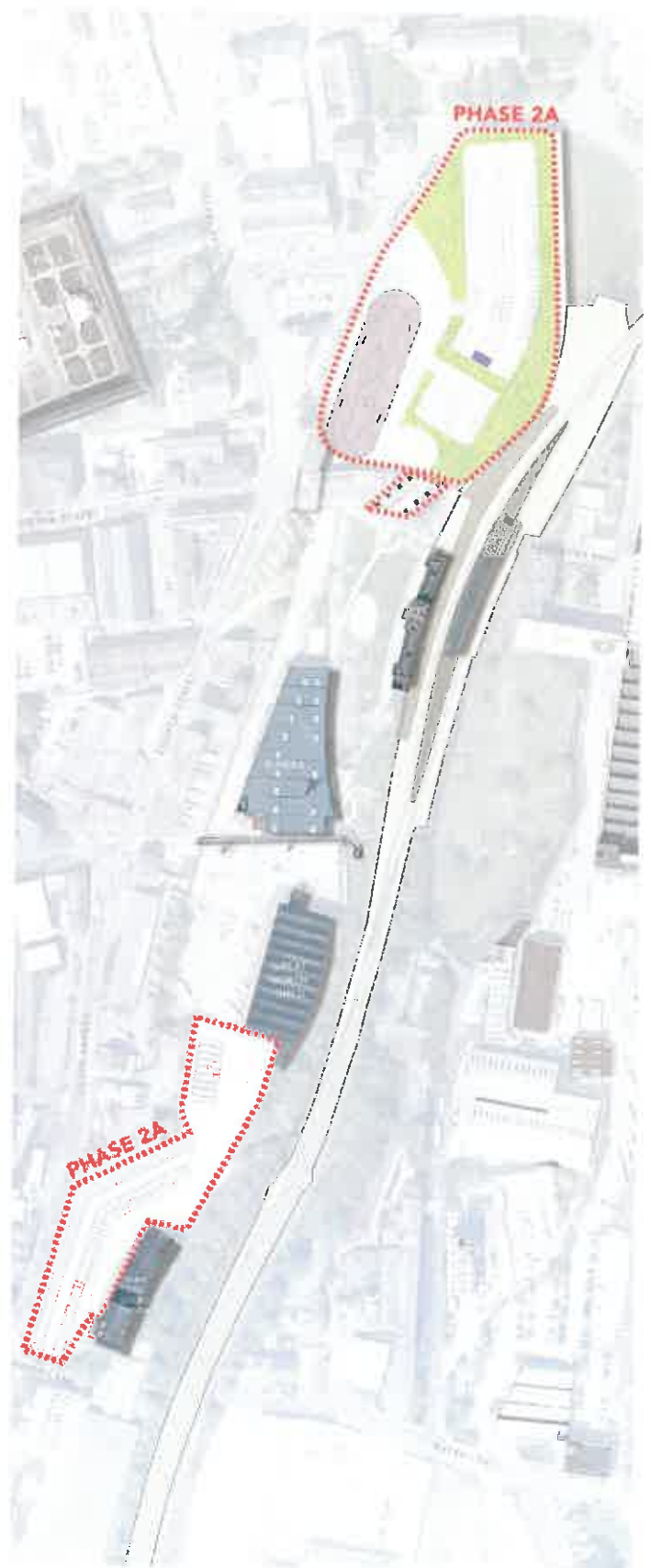
# Phasing Strategy / Programme

In approaching the phasing of works to create the new improvement to the station and surrounding environment, consideration has been given to a number of influencing factors:

- Negating the impact on users of the Train Station
- Negating the impact on visitors to Eureka!
- Funding eligibility against the WY+TF funding allocations for the A629 and Station Gateway as two distinct funding allocations
- Interdependencies with the A629
- Phase 2 programme of works and planned delivery of other Town Centre Delivery Plan projects ( Piece Hall, Library, Square Chapel etc)
- Sufficient time being allowed for to provide for statutory processes and agreements to be put in place, particularly with regards to undertaking amendments to the station and associated infrastructure
- Achieving delivery and operation of new facilities by 2021, to tie in with current 5yr funding period.
- Potential works capable of being delivered by third parties

The programme has been included as an Appendix to our main report. Contained within the programme are three main phases (See illustrations to the right)

The phasing terminology is as per that adopted by the A629 Phase 2 scheme as it is envisaged that each phase would be aligned to that programme (albeit some of the later components are to be funded through the Station Gateway or by third parties)



Phase 2A- Station Access Improvements

## 2.3 Phasing Strategy / Programme



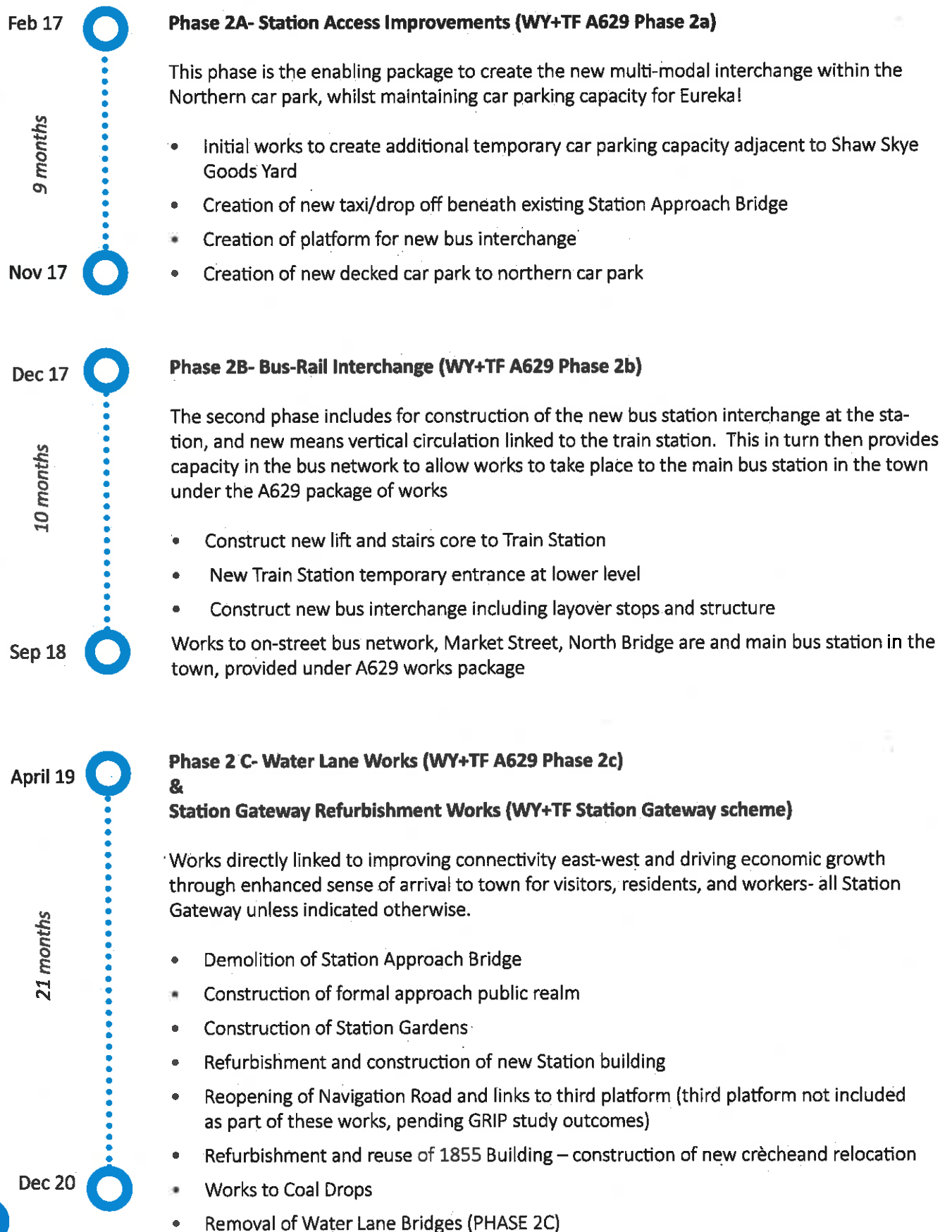
Phase 2B- Bus-Rail Interchange



Phase 2C- Water Lane Works  
& Station Gateway Refurbishment Works

## 2.3 Phasing Strategy / Programme

This timeline has been developed to align with the programme for A629 Phase 2 scheme set out in the corresponding Gateway 1 submission. Any delay to that programme would result in a similar delay to Masterplan delivery.



## 2.4 Cost Estimate

### Introduction

The estimate has been produced based upon the proposed Masterplan prepared by Bauman Lyons Architects. The purpose is to provide an early stage indicative forecast cost estimate for the works based upon the preliminary design information contained in the master plan. Therefore, whilst the estimate provides an indication of the possible order of cost of a project based on a limited project definition and sparse inputs. Further work would be necessary to ascertain detailed costs required as part of any future funding submissions. It is understood that prior to submission of a Gateway 1 application for the Station Gateway scheme for funding to the West Yorkshire Combined Authority, CMBC intends to commission an outline business case to develop design, cost and deliverability of the infrastructure improvements outlined in the master plan document.

It should be noted that this estimate has not followed the Network Rail corporate 'Cost Estimating, Cost Analysis and Benchmarking' best practice guidance (January 2014). The estimate has been based on the design criteria created by Bauman Lyons Architects through the master plan process.

### Quantification

As the estimate has been prepared upon early stage design, detailed quantity measures and item pricing has not been possible. Therefore, in order to seek to provide adequate budgets, 'high-level' quantity measures and 'all-in' unit rates have been used where possible. However, as the estimate has been prepared on high level master plan scope and drawings, both assumptions and allowances have had to be made in order to develop a scope of work, that it is considered, could provide a basis upon which to cost the scheme. In this respect, wherever possible reference has been made to comparable schemes of a similar nature and work of similar scope in order to make reference to benchmarked rates; where this has not been possible provisional sum allowances have been included.

All scope and quantities for the preferred scheme have been measured from the following documents. Please note the estimate has not been structured in accordance with any Standard Method of Measurement following discussions with the Bauman Lyons.

The detailed cost breakdown describes the work in the different phases in detail. In summary the "other" costs are the works to the east of the railway including the Bailey Hall car park, landscaped works to

### Estimate Summary

The estimate base date is 4th Quarter 2015 and all costs exclude Value Added Tax (VAT). Please refer to Appendix A for the detailed cost estimate breakdown. The different phase costs have been escalated on the basis of the following assumed high level programme and milestone durations:

Phase	Start	End	Mid-Point	Date	Escalation
Phase 2A	Feb 17	Nov 17	Jul 17	3Q 2017	7.9 %
Phase 2B	Dec 17	Sep 18	May 18	2Q 2018	11.2 %
Phase 2C	Jan 19	Jul 19	Apr 19	2Q 2019	16.3 %
Station Gateway	Jan 19	Dec 19	Jul 19	3Q 2019	17.8 %
Other	Apr 19	Mar 20	Sep 19	3Q 2019	17.8 %

## 2.4 Cost Estimate

**Direct Construction Costs**

Ref	Description	Cost 4Q 2015	Phase 2A	Phase 2B	Phase 2C	Station Gateway	Other
A	Shaw Syke Goods Yard Water Lane Bridge Removals						
B	Core Eureka and Great North Shed						
C	Station Gardens						
D	Formal Arrival						
E	Subway						
F	Station						
G	Interchange						
H	Northern Car Park (Option 2)						
I	Coal Drops						
J	East of Railway						
K	1855						
<b>Direct Construction Cost Total</b>							

**Indirect Construction Costs**

Description	Cost 4Q 2015	Phase 2A	Phase 2B	Phase 2C	Station Gateway	Other
Contractors Preliminaries						
OH & P						
Design Team Costs						
Project Team Costs						
Fee-Local Authority, Planning etc.						
Surveys						
<b>Indirect Construction Cost Total</b>						

## 2.4 Cost Estimate

	Cost 4Q 2015	Phase 2A	Phase 2B	Phase 2C	Station Gateway	Other
<b>Total Construction Cost</b>						
<b>Risk</b>						
<b>Optimism Bias</b>						
<b>Total Cost excluding escalation</b>						
<b>Escalation</b>						
<b>REF: L Retaining Wall and Highway Re-Alignment</b>						
<b>Base Date Cost</b>						
<b>Programmed Cost</b>						
<b>Escalation</b>						
<b>Escalation %</b>						

### Extra Over for additional permanent parking to the Shaw Syke Goods Yard (as Car Parking Option 1)

The Shaw Syke Good yard has the opportunity to increase the number of parking spaces by approximately 152 spaces as well as making the 155 spaces a permanent solution. The table below summarises the extra over cost to the scheme:

Description	Cost 4Q 2015
Direct Construction Cost Total	
Indirect Construction Cost Total	
<b>Total Construction Cost</b>	
<b>Risk / OB</b>	
<b>Total Cost</b>	
<b>Description</b>	
Preferred Scheme Cost	
E/O for permanent car park - Shaw Syke Goods Yard	
<b>Total Construction Cost</b>	

A detailed breakdown of the extra cost can be found in Appendix I.

## 2.5 Economic Benefits

### Halifax Town Centre Delivery Plan

#### Context

The Halifax Station Masterplan should be read in conjunction with the Halifax Town Centre Delivery Plan 2014. The Delivery Plan has been referred to under section 1, and is “the position at a point in time, to inform the Council and stakeholders on strategic priorities and advice on a way forward, to be supplemented by more detailed work on individual projects...”, and sets a wider framework of strategic priorities for the town within which the station master plan proposals form an important part.

The town is home to a number of significant employers as illustrated in the following table;

Employer	Estimated Number of Employees
Calderdale Council	> 10, 000
Lloyds Banking Group	6,300
Calderdale and Huddersfield NHS Foundation Trust	2,500
Marshalls plc	1,200
Royal and Sun Alliance	1,000
NHS Calderdale	700
Calderdale College	650
Nestle UK	580
West Yorkshire Police	521
Crosslee plc	500

*Source: Calderdale and Enterprise Strategy 2010 – 2020*

CMBC places an imperative on retention of existing large employers in the town and district, and growth of SME's. By making investment in the town and providing better regional infrastructure connections it is hoped the town will also become an attractive proposition for inwards investors and employers from outside the district.

In terms of total patronage, in 2013/14 Halifax station had total entries and exits of 1,912,798 journeys. The station therefore forms the arrival point for a number of employees, notably Lloyds Banking Group with Horton Street providing the main pedestrian route to the Trinity Road head office and a bus hopper service operating from the station to the bank's data centre at Sowerby Bridge. Further to the north is Dean Clough, formerly the largest carpet mill in the world and now a business centre home to a number of office based employers, with 4,000 people now working on the site. The A629 investment programme will include for public realm and transportation improvements to help better connect Dean Clough to the town centre.



The closest large employer to the station is Nestle. Currently the Nestle site is physically separated from the station by the Calder Valley rail line, and the opening up of the subway will provide for greater connectivity to Nestle and the other employers in the eastern side of the town. It is understood that at peak seasonal production Nestle employs up to 1,000 staff in its Halifax manufacturing site. Current forecasts within the Local Plan for dwellings and employment growth, regional growth forecasts under the Strategic Economic Plan, and the wider drive for growth under the Northern Powerhouse initiative and HS2/HS3, will all contribute to place added onus on accelerating and unlocking growth potential in towns across the region such as Halifax. The ability to open up the eastern side of the town and importantly improve the town's environment, sense of arrival and accessibility will be important in aligning delivery with these stated aims. The improvements to the Station Masterplan will be an important catalyst to consolidate Halifax as a place for established businesses to remain and expand, and inward investment business to relocate.

As well as being an arrival point for people working and visiting employers in the town and wider district, Halifax station is also a daily departure point for people working in Greater Manchester and West Yorkshire, with the Calder Valley line servicing the following regional and national destinations:

Leeds	Hebden Bridge
Bramley	Burnley
New Pudsey	Preston
Bradford Interchange	Blackpool North
Brighouse	Todmorden
Huddersfield	Walsden
Sowerby Bridge	Rochdale
Mytholmroyd	Manchester Victoria

The station is also part of the Grand Central network providing direct services to:

Bradford Interchange	Pontefract Monkhill
Halifax	Doncaster
Brighouse	London
Wakefield Kirkgate	

The station is therefore an integral part of the town's infrastructure providing an arrival and departure point for those working in the town. The first impressions of visitors and those living and working in the town is largely formed by the station and its environs, with the raised nature of the station on a viaduct already providing dramatic views of the town's heritage.

The Station Gateway project is therefore a unique opportunity to build on the town's character to make practical improvements to station amenities, improve way finding when moving through the station, making improvements to the quality of the environment surrounding the station, and importantly reducing journey times by bringing together a multimodal interchange at the station to provide greater connectivity within the district and regionally.

### The Proposals

#### Economic Rationale for the Proposals

The WY+TF investment and more broadly the Northern Powerhouse agenda, is intended to use infrastructure investment as a stimulus to unlock and accelerate economic growth.

Currently mobility of the regional workforce is hindered by poor transport connections. Through investment in infrastructure, it is intended that workforce mobility will improve allowing for commuters to cover greater distances in reduced times and with greater consistency. This in turn will provide employers with access to a larger potential pool of skilled and flexible labour, making the North a more attractive location in which to relocate or retain operations.

It will allow Halifax and the wider District to safeguard and grow its economic position within the LCR, complement the wider Northern Powerhouse connected economy and compete with other similar centres nationally and internationally

The improvements proposed are therefore critical to the retention of existing employers first and foremost, which in turn will consolidate Halifax as a place for business and a great place to live and work with its access to countryside and cultural amenities appealing to a skilled workforce.

#### Economic Benefits of the Proposals

The current station environment does not integrate well with the wider town due to level differences with the main town and east-west pedestrian access being constrained by the existing highway network and the Calder Valley rail line.

Accordingly, there is an opportunity to make improvements that address these issues and improve linkages with the wider city centre. This is a regeneration project with a number of wider economic and regeneration benefits.

Improvements to the station were identified as an immediate term strategic priority within the Delivery Plan for the town. The Station Gateway project was considered capable of contributing directly and indirectly to achievement of 5 of the 6 strategic objectives used to assess and priorities projects under the Delivery Plan. These are:

- Unlocking sites to attract investment;
- Attracting people to spend more time in Halifax town centre, creating vibrancy and buzz;
- Providing commercial accommodation to support existing business and encourage growth;
- Broadening Halifax's social and cultural offer;
- Providing space to support skills and education.

The Station Gateway proposals identified in the preferred option therefore provide strong fit with on-going and planned regeneration activity in Halifax. The work undertaken during the master plan exercise has identified that the Station Gateway proposals will provide greater connectivity to the eastern side of the town thereby potentially making the sites more accessible and attractive to occupiers. The next stage of work on the project will need to quantify these benefits including considering surveys with existing employers and users of the station to understand how the improvements could provide benefits against these target objectives.

A number of projects are on site or planned to commence on site shortly. The proposed improvements to the station and the surrounding environment will provide important stimulus to achieve the maximum economic, social and cultural benefits from these projects.

The topography of Halifax is such that there are few relatively level sites in the district suitable for employment uses. Provision of greater east-west pedestrian and vehicular (Water Lane) connectivity will help to retain the viability of this location for business.

At this stage a quantitative assessment of the economic benefits has not been undertaken, but it is recommended that this form part of the next stage of the project in support of a Gateway 1 submission to the WYCA. It is recommended that this consider the following metrics:

- Direct economic impact of construction jobs and permanent jobs when operational
- Equivalent GVA per annum benefits of the improvements, both directly resulting from the development as well as indirectly through the improved connectivity for business including Nestle located to the east of the rail line.
- Potential journey time savings for passengers.
- Increase retail spending in the town centre arising from improved wayfinding, accessibility and public realm improvements.
- Increased dwell time and associated spend the town in response to the improved station environment.
- Encouraging more visitors to spend more time in Halifax by joining up Eureka! to other town centre attractions, increasing visitor spend and footfall that in turn supports other commercial uses.
- The most substantial economic benefits generated are expected to take the form of wider regeneration impacts through improvements in unlocking wider redevelopment and growth in Halifax. These wider regeneration impacts, including safeguarding existing major employers, can be considered in terms of the following:
  - o Improved area image and civic pride
  - o Catalyst for investment in surrounding area.
  - o Increased accessibility permeability.
  - o Increased property values, more viable land uses.
  - o Positive retail impacts.

## 2.6 Funding

### Potential Funding Sources

In considering the appropriateness of funding sources for the Halifax Station Gateway project, consideration has been given to the funding allocations mandated by the WYCA as well as possible additional options based on the expected beneficiaries of the proposed station enhancements. It is recommended that these options be considered in more detail during the design development process ahead of a Gateway 1 submission to the WYCA in September 2016. Potential sources of funding have been colour coded in the table below to reflect headline identification of availability, with green representing an existing funding mandate and amber representing possible options requiring further consideration.

#### The West Yorkshire Plus Transport Fund

In terms of the largest theme programme by expenditure, Strategic Pillar 4; “Delivering the Infrastructure for Growth” includes WY+TF. The first schemes under this theme chosen for delivery by WYCA were identified using an appraisal framework agreed by partners prior to the Local Growth Fund award in 2014.

It is understood that from an initial long list of 120 transport schemes, a qualitative sifting and Urban Dynamic Model (UDM) appraisal process refined a list of 30 best performing projects in terms of journey time savings and GVA return per £1 of whole life net cost to the Fund.

These have become the projects mandated with a funding allocation under the WY+TF programme, and are now being appraised through the WYCA approval process.

As a partner in WYCA, Calderdale Council has been allocated funding towards a number of transport and infrastructure improvement schemes in the district. The focus is primarily on improvements to the A629 between Huddersfield and Halifax town centre, and an allocation towards improvements to the Halifax railway station as one of the scheme identified under the WYCA's station gateway initiative.

The Halifax town centre elements of the A629 are understood to have received a funding allocation of £40.9m (excluding optimism bias).

#### Calderdale Council

It is understood that the intention is for the WYCA to secure debt finance in the form of prudential borrowing to leverage the theme programmes alongside capital funding from government.

Future revenue streams, in the form of direct local contributions from the transport levy and Council Tax, are understood to be used to service the debt. Accordingly as a partner to the WYCA, the Council has already made a financial commitment to the investment programme.

Some of the proposals will help alleviate key issues for the Council that prevent the Town Centre Delivery Plan being realised (e.g. future parking supply) and that upfront investment by CMBC could be recouped through future revenue receipts.

On this basis, it is expected that the Council may be hesitant to increase its contributions beyond those already committed under the transport fund. Notwithstanding, in all cases we have identified the Council as a possible funder of last resort.

The programme of investment for the town will underpin the Council's stated aims in its Delivery Plan to drive economic growth.

### Network Rail

Whilst Halifax railway station is operated under the terms of the station lease by the franchisee there are long term asset maintenance liabilities which remain with Network Rail, such as the station approach bridge.

We understand that an allowance has in the region of £300,000 been allocated in Network Rail's planned maintenance programme to undertake repairs to the approach bridge.

It is suggested that the next stage of work explores an invest-to-save case for Network Rail to make a capital contribution to the approach bridge demolition, thereby mitigating any on-going revenue repair liabilities. The potential for the Calderdale Line electrification and could provide a unique investment opportunity due to the need to replace a range of rail assets in the area that will influence the Masterplan proposals.

### Rail Franchisee

On 9th December 2015 it was announced that Arriva Rail North Ltd would be taking on the franchise including for Halifax Station. The TOC is expected to consider investment for a number of stations under its franchise as the terms of any award, and on this basis it is recommended that early engagement with the successful bidder take place to explore options for financial contributions and operational arrangements associated with delivery of the masterplan proposals. Halifax is identified as a Northern Connect station, implying a certain standard of facilities will be provided

### Rail Heritage Trust

The objectives of the Railway Heritage Trust is to assist Network Rail in relinquishing the liability of these assets whilst ensuring their future preservation.

Based on the eligibility criteria, some elements of the master plan could be capable of securing funding towards their restoration or conservation. Specifically the proposed repurposing of the current signal box is considered to be worthy of further investigation.

It is understood that where a building or structure is, or may be, leased out to a tenant who is outside the railway industry, then the tenant (actual or prospective) may apply directly to the Trust for a grant.

### Potential Commercial Uses

In arriving at the proposed station masterplan, consideration has been given to re-purposing of assets to contribute towards creating a new and vibrant area which will be complementary to the other areas of the town, such as Piece Hall.

The primary driver for retail and leisure occupier demand and value from any repurposing of assets will be pedestrian footfall, either arising from users of the station and car park, visitors to Eureka, or employees of Nestle.

The site currently experiences a disconnection between pedestrian movements west-east at upper level, and north-south at lower level. The master plan proposals will bring these movements together within a high quality landscaped environment around the new Station Gardens. The opening up of the pedestrian subway will also allow employees of Nestle and the other occupiers to become much closer to the town. At peak seasonal times, it is understood Nestle employs 1,000 staff.

Eureka has advised that its current visitor peak periods coincide with school holidays, as well as spikes at times of inclement weather. During summer periods the current landscaped area outside the 1855 Building is well used by families in addition to the undercover attractions within the main Eureka building.

### Potential Funding Sources

The 1855 Building is currently used by Eureka! as a children's nursery and office / meeting space. The orientation of the building to the proposed Station Gardens will offer an opportunity for this building to be repurposed to service these needs.

Suitable ground and basement level uses are considered to include bar / restaurant and convenience retail in units of 3,000 – 3,500 ft<sup>2</sup> GIA each. The building itself is cellular in nature, but imposing visually from the exterior. Current occupier trends prefer flexible open plan space on a single level. The let-ability of the units will therefore need to be taken in consideration in the design development including;

- prominent frontages with suitable scope for signage
- glazed window display
- vehicular servicing separate from customer access
- provision for mechanical services and plant such as kitchen extraction to back of house users and locations for air conditioning
- external seating areas, and
- suitable connected services such as gas, electricity, water and drainage.

Alternative use options could include “front door” office accommodation for corporate or educational users.




In terms of options for the eastern side of the railway, initial discussions with Nestle have identified the potential to redevelop part of their site for alternative uses. These include the Bailey Hall building, and an area of the site for potential redevelopment for a multi-storey car park. It is beyond the scope of this exercise to test the financial viability of repurposing these buildings and will need to be considered at the next stage of the project. At this stage they are considered to be potentially feasible for redevelopment and would be positive additions to the master plan to service car parking demand for the wider town. The bringing back into use of Bailey Hall would also help to drive footfall through the reopening pedestrian subway into the town.

It is recommended that at the next stage of the project, consideration be given to identifying the lead parties for any commercially viable redevelopment or refurbishment of these sites.

Works Phase	Description
Shaw Syke Goods Yard	West Car Park East Car Park Sustrans Route Landscaping Works to Discovery Road Tarmac Road
Station Gardens	Southern Stair Link Station Gardens Landscaped bank and access ramp
Station Formal Arrival	Demolition of Approach Bridge New access High quality surfacing New staircase Temporary improvements under bridge
Subway	New excavation to link core to subway New excavation to form stairs New stairs to subway Refurbishment of subway Refurbishment of existing room New DDA pedestrian link
New Station Buildings	New stair and lift core Temporary entrance at lower level Temporary station buildings New station buildings Removal of bridge and lifts New lift and stair to island platform from subway New pedestrian link
Interchange	Access road and taxi drop off Replacement Network Rail CPS Bus layout Bus layover, stops and structure
Northern Car Park	Landscaped car park Landscaped route Landscaping to NR land Signal box refurbishment and repurposing
Coal Drops	New access stairs Landscaping Refurbishment of coal drops
East of Railway	MSCP Landscaping Shared surfacing to front of Bailey Hall Demolition of training centre Demolition of four storey office
1855 and Creche	Removal of glazed extension Refurbishment of building New Creche facility
Off Site Works	B & M land acquisition Water Lane bridge removals
Eureka! Site	Eureka! Site

## Potential Funding Sources

Works Phase	WYCA (AC29)	WYCA Station Gateway	Network Rail	TOC	Council	Heritage Funding	Commercial Development	Eureka	Nestle
Shaw Syke							VII	VII	
Station									
Station For-	I		II						
Subway									
New Station	III								
Interchange									
Northern Car	IV	IV							
Coal									
East of		V							
1855 &									
Off Site									
Eureka! Site								VI	

-  Identified Funding Source
-  For Further Consideration as source
-  Not considered to be relevant

- I A629- Temporary Improvement under bridge only
- II Network Rail- Potential invest to save case for contribution to bridge demolition, to mitigate on going maintenance costs.
- III A629- New lift and stair core and temporary entrance at lower level
- IV A629- Landscaping to car park, station work to include remainder
- V Station Gateway- Landscaping elements only
- VI Eureka! masterplan proposals to be developed further. Could provide for potential commercial uses
- VII Potential alternative use



## 2.7 Risks and Dependencies

### Risk Assessment

#### Risk Register

Due to their close proximity and a stated aim to create a more connected transport network in order to reduce journey times, elements of the Halifax Station Gateway can be closely aligned and delivered with works associated with the A629 improvements.

A key dependency on delivery of the A629 works package is the creation of a new bus interchange at the Station Gateway. This work is on the critical path to allow for introduction of a bus servicing arrangement for the bus network in the town and redevelopment of the existing main bus station. In order for the bus interchange to be delivered, a new vertical lift core is required at the railway station to provide for passenger to move from the new interchange at ground level on the current northern car park, up to first floor level in the current station.

Along with the creation of the new bus interchange will be the creation of a new taxi and customer drop off and the creation of new station user car park to the north of the train station. Once these works have been completed, it will be possible to demolish the existing station approach bridge and construct the new station gardens arrival and new station building.

Therefore in undertaking a review of the deliverability of the master plan and producing a risk register, we have sought to identify works which can be delivered more efficiently as part of the wider A629 scheme works, and those works which form part of the core station master plan scheme.

		Threats					
Likelihood	Probable	> 5	11	16	20	23	25
	More than 50 % - 80 %	4	7	12	17	21	24
	Fairly 20 % - 50 %	3	4	8	13	18	22
	Unlikely 5 % - 20 %	2	2	5	9	14	19
	Highly 0 % - 5 %	1	1	3	6	10	15
			1	2	3	4	5
Impact	Cost ( £ )		0k to 50k	50k to 100k	100k to 250k	250k to 500k	500k to 1,000k
	Description		Negligible effect on project	Minor increase	Significant increase	Large increase	Major increase
	Time ( weeks )		0 to 13	13 to 26	26 to 39	39 to 1 yr	> 1 yr
	Time ( % of total )		0 to 5 %	5 to 10 %	10 to 15 %	15 to 20 %	> 20 %

### Risk Assessment

The perceived project risks have been allocated into categories:

- **Project Brief** – impact on delivering the partners desired outputs and outcomes.
- **Programme** – risks that could delay successful programme delivery.
- **Budget** – risks that could adversely impact on delivery within budget.
- **Approvals and consents** – areas of risk in securing agreement from key stakeholders, statutory bodies and decisions on extend of project scope such as the third platform.
- **Stakeholders and communications** – risks arising from not being able to secure timely buy-in from stakeholders including adjacent landowners and public support.
- **Design and construction** – risk and dependencies between the different phases of delivery for the A629 and Station Gateway
- **Site Issues** – risks associated with ground and building conditions, and utilities capacity
- **Client issues** – dependencies and risks associated with securing collective agreement from the stakeholder group and ensuring timely sign off as the project moves forward.

#### Key Actions

Whilst the risk register includes a number of red and amber risk, at this early stage this is not unusual and considered reflective of the early stages of design development. In many cases the likelihood of the risks are considered to be manageable but with the cost and time impact on deliverability considered to be high if unmitigated thereby resulting in high risk scores overall.

Going forward therefore, focus on these areas of key risks and dependencies is required and mitigation measures and key actions have been identified to ensure the project is deliverable. These can be grouped into the following main areas:

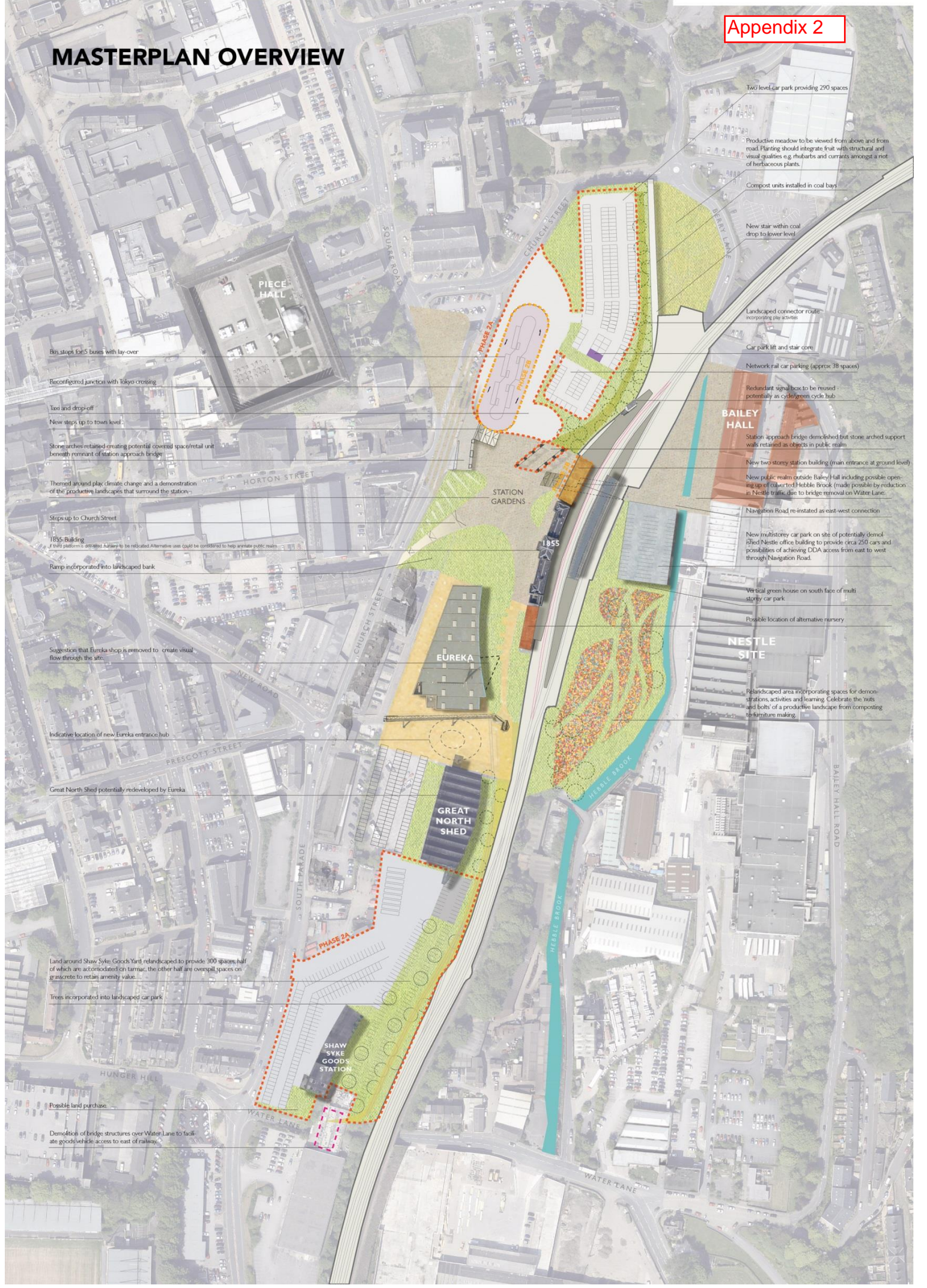
- **Dependencies on securing key legal agreements from landowners** such as Network Rail, the TOC and Eureka! to undertake the works, including construction phases and access arrangements.
- **Securing statutory consents for works**, including support from Historic England
- **Production of stakeholder and communications strategies**, to set timescales for briefing and consulting with key user groups to address any issues of concern.
- **Need for further surveys and investigations** on ground and building conditions, particularly with regards to the subway to ensure the design proposals are deliverable within the cost estimates identified.
- **Potential risks associated with delivery of works under more than one building contract** reflecting the rail, non-rail and highways elements of the masterplan. This will need to be considered carefully to ensure seamless delivery and management of any risk and dependencies arising from using more than one project team and contractor.

### Next Steps

- Secure Support from WYCA
- Agree Scope for next stage - define separate working packages
- Commission team to develop Gateway 1 including
- Railway consultation with Heritage, Users, Taxis and Public
- Undertake further surveys to inform risks and programme
- Statutory Consultations
- Engage with TOC/ NR
- Continue engagement with Nestle - including resolution of public rights of way
- Continue engagement with Eureka!
- Historic England - update conservation area appraisal to be able to show scheme in a conservation



# MASTERPLAN OVERVIEW



Bus stops for 5 buses with lay-over

Reconfigured junction with Tokyo crossing

Taxi and drop-off

New steps up to town level

Stone arches retained creating potential covered space/retail unit beneath remnant of station approach bridge

Themed around play climate change and a demonstration of the productive landscapes that surround the station

Steps up to Church Street

1855 Building  
If public platform is separated railway to be re-located Alternative uses could be considered to help animate public realm

Ramp incorporated into landscaped bank

Suggestion that Eureka shop is removed to create visual flow through the site

Indicative location of new Eureka entrances hub

Great North Shed potentially redeveloped by Eureka

Land around Shaw Syke Goods Yard, landscaped to provide 300 spaces, half of which are accommodated on tarmac, the other half are overspill spaces on grasscrete to retain amenity value

Trees incorporated into landscaped car park

Possible land purchase

Demolition of bridge structures over Water Lane to facilitate goods vehicle access to east of railway

Two level car park providing 290 spaces

Productive meadow to be viewed from above and from road. Planting should integrate fruit with structural and visual qualities e.g. rhubarbs and currants amongst a riot of herbaceous plants.

Compost units installed in coal bays

New stair within coal drop to lower level

Landscaped connector route incorporating play activities

Car park lift and stair core

Network rail car parking (approx 38 spaces)

Redundant signal box to be reused - potentially as cycle/green cycle hub

**BAILEY HALL**

Station approach bridge demolished but stone arched support walls retained as objects in public realm

New two storey station building (main entrance at ground level)

New public realm outside Bailey Hall including possible opening up of converted Hebble Brook (made possible by reduction in Nestle traffic due to bridge removal on Water Lane)

Navigation Road re-instated as east-west connection

New multi-storey car park on site of potentially demolished Nestle office building to provide circa 250 cars and possibilities of achieving DDA access from east to west through Navigation Road

Vertical green house on south face of multi storey car park

Possible location of alternative nursery

**NESTLE SITE**

Re-landscaped area incorporating spaces for demonstrations, activities and learning. Celebrate the site and bolts of a productive landscape from composting to furniture making

**EUREKA**

**GREAT NORTH SHED**

**SHAW SYKE GOODS STATION**

HEBBLE BROOK

WATER LANE

BAILEY HALL ROAD

WATER LANE

HUNGER HILL

PRESCOTT STREET

NEW ROAD

CHURCH STREET

HORTON STREET

LAOKE STRAITS

CHURCH STREET

BAILEY LANE

PHASE 2A

PHASE 2B

STATION GARDENS

1855