District	Activity	Pre Award	Year 1				Year 2				Year 3			
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Leeds City Region Future Mobility Zone - project programme														
Combined Authority Delivery Coordination														
Communications	Communications planning													
	Milestones communications													
	Supporting Digital campaign													
Stakeholder Engagement	Engagement planning and development													
	High level stakeholder engagement													
	Local level engagement delivery													
	Public engagement - planning													
	Public engagement - programme deliver													
	Engagement activity with target users													
Marketing	Brand development													
	Market research into target audiences													
	Behaviour Change Campaign developmer													
	Behaviour Change Campaign pre deliver													
	Behaviour Change Campaign post deliver													
	Development of microsite													
	Promotion of products													
Design	Brand design													
	Development of design assets													
	Visualisation of products													
Mobility as a Service (MaaS) and Mobility Credits														
Bradford, Kirklees (early delivery)	**Strategic Outline Case**													
	Business case drafting													
	Outline Business Case													
	Business case drafting													
	Identification of target market													
	Stakeholder engagement/consultation													
	Option selection													
	Identification of procurement approach													
	Full Business Case													
	Business case drafting													
	Product specification													
	Procurement of development partner													
	Interface with existing system spec													
	Delivery													
	Soft launch													
	System testing													
	Market testing													
	Full launch													
	Review/evaluation													
Calderdale, Kirklees, Leeds, Wakefield	**Strategic Outline Case**													
	Business case drafting													
	Outline Business Case													
	Business case drafting													
	Product specification													
	Procurement of development partner													
	Interface with existing system spec													
	Full Business Case													
	Business case drafting													
	Procurement of additional services													
	Development of existing channels													
	Delivery													
	System testing													
	Market testing													
	Review/evaluation													
Mobility Hubs														
Kirklees (early delivery)	**Strategic Outline Case**													
	Business case drafting													
	Outline Business Case													
	Business case drafting													
	Outline option selection													
	Land agreement / acquisition (non-													
	Stats and utilities surveys													
	Geotechnical and ecological survey													
	Topographical survey													
	Full Business Case													
	Business case drafting													
	Procurement													
	Legal													
	Delivery													
	Site preparation													
	Traffic regulation orders													
	Delivery of infrastructure elements													
	Review/evaluation													
Bradford, Calderdale, Harrogate, Leeds, Wakefield	**Strategic Outline Case**													
	Business case drafting													
	Outline Business Case													
	Business case drafting													
	Outline option selection													
	Land agreement / acquisition (non-CPO)													
	Stats and utilities surveys													
	Geotechnical and ecological survey													
	Topographical survey													
	Full Business Case													
	Business case drafting													
	Procurement													
	Legal													
	Delivery													
	Site preparation													
	Traffic regulation orders													
	Delivery of infrastructure elements													
	Review/evaluation													
Demand Responsive Transport (DRT)														
Leeds (early delivery)	Strategic Outline Case													
	Outline Business Case													
	Full Business Case													
	Delivery/Service deployment													
	Review/evaluation													
Wakefield	Strategic Outline Case													
	Outline Business Case													
	Full Business Case													
	Delivery/Service deployment													
	Review/evaluation													
York (manual Service)	Strategic Outline Case													
	Outline Business Case													
	Full Business Case													
	Procurement													
	Consultation													
	Delivery/Service deployment													
	Mobilise Supplier													
	Implement Infrastructure													
	Review/evaluation													
York (Automated Service)	Strategic Outline Case													
	Outline Business Case													
	Full Business Case													
	Procurement													
	Consultation													
	Delivery/Service deployment													
	Mobilise Supplier													
	Implement Infrastructure													
	Testing and commissioning													
	Review/evaluation													
Dynamic Network Management														
Calderdale and Leeds	Strategic Outline Case													
	Outline Business Case													
	Full Business Case													
	Delivery													
	Review/evaluation													