

# MAXIMISING THE POTENTIAL

## OF THE YORKSHIRE HUB AND SOUTH BANK LEEDS

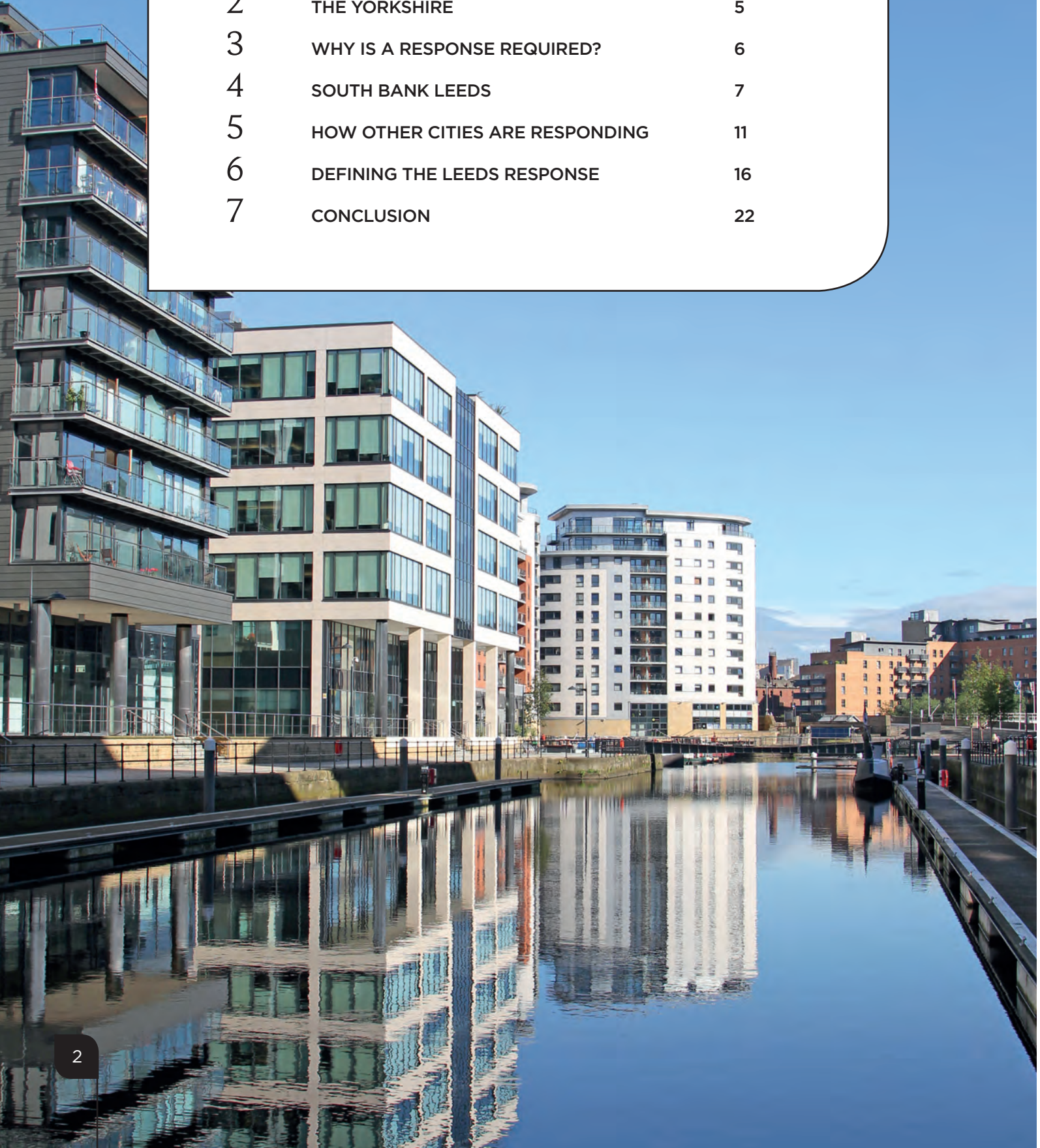
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# MAXIMISING THE POTENTIAL OF THE YORKSHIRE HUB AND SOUTH BANK LEEDS

## FOREWORD

In July 2015 the Chamber published its first report on High Speed Rail for the Leeds City Region - "Rethinking Leeds HS2 Station". This set out to help shape the debate and development of plans for enhanced rail services across the North of England.

In November 2015 HS2 Ltd provided an interim report on the redevelopment proposals for Leeds station, which reconfigured the original design to produce a single station with a shared, common concourse, something the Chamber had asked for and welcomed enthusiastically.

Since November 2015, developments have continued with news that HS3, or Northern Powerhouse Rail, will transit east-west through Leeds city centre, connecting the great cities across the north of England and in particular along the M62 corridor. The so called Yorkshire Hub will be one of the best connected locations nationally, and there is a tremendous opportunity to realise and maximise for Leeds and Leeds City Region the economic potential associated with this once-in-a-generation transformational investment.

HS2 is now only part, albeit a major one, of the Yorkshire Hub story and to maximise the impact for jobs and growth we need to look at these projects as a set of integrated transport schemes that will help to achieve our long held aspirations for better connectivity. It is also vital to plan now, in advance of construction starting on HS2 and HS3, to ensure the city is 'HS ready' with connecting infrastructure considered, development opportunities showcased and delivery mechanisms explored.

Throughout this period of development I believe that we have the opportunity to physically and economically reconnect communities cut off from past success to the opportunities in the city centre and the economic potential the Yorkshire Hub will create. It is also important that the wider HS2 Growth Strategy includes initiatives to ensure that the local population and businesses have the ability to access these opportunities. As well as aligning planning and economic development policies, this approach should also include strategies for education and skills, support for apprenticeships and business support packages.

Realising the potential of the Yorkshire Hub should be a shared priority for the public, private and third sectors to collaborate and one around which the whole Leeds City Region must unite. I believe this is a once in a generation opportunity to contribute not just to local prosperity but to make a significant contribution to the national economy and as such we must ensure no one is left behind.

Finally, I am extremely grateful to Chamber members who have contributed so enthusiastically to the production of this document, there is so much passion in the city to ensure we get the best solution and I am sure, working together we will do exactly that.

Gerald Jennings

President, Leeds Chamber of Commerce

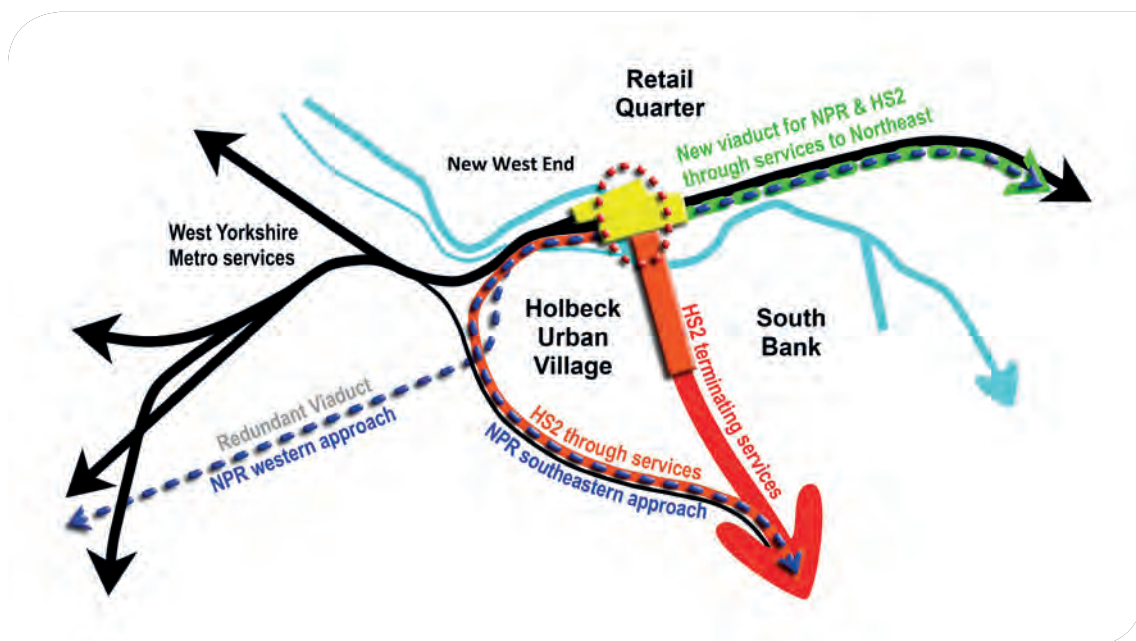
# 1 INTRODUCTION

The Yorkshire Hub proposals present a once-in-a-generation opportunity for the people and businesses of Leeds and the City Region to support a transformation in connectivity and create an unparalleled location for major sustainable development. As a representative cross-Leeds City Region voice for business, the West and North Yorkshire Chamber of Commerce is committed to actively contributing to the vision and proposals for realising the delivery of the Yorkshire Hub and the potential benefits it can bring.

The Yorkshire Hub will be one of the best connected locations nationally, and with this comes the prospect of realising a transformative scale of growth and development for Leeds and the city region. The Yorkshire Hub document published by HS2 last year provided an interim report on the redevelopment proposals for Leeds station. However, with the advance of the HS3 proposals, the scale and importance of the Yorkshire Hub is increasing, and hence the potential scale of the positive impact it can bring for Leeds and the city region for the long term. HS2 is only part of the Yorkshire Hub story and to maximise the potential for jobs and growth we need to look at all of these projects as a set of integrated transport schemes that will help to achieve long held aspirations for better connectivity across the North of England and with the rest of the UK.

The first benefits of the Yorkshire Hub have already been delivered with the new Southern Entrance at Leeds station opening up access to the South Bank and Holbeck and, together with substantial committed improvements to local and regional rail services through the new TransPennine and Northern franchises, a significantly enhanced connectivity will be delivered in the next few years. Therefore, getting the City fully involved in the next stages and making sure that there is a clearly articulated message setting out what the Yorkshire Hub investments will help to realise in both local and national economic terms is vital not only in promoting the opportunity to investors but also in supporting the Government's commitment to significant infrastructure spending. We recognise the importance of speaking with one voice as a City and City Region in promoting these investment decisions and ensuring the commencement of construction as soon as possible.

This document outlines the Chamber's initial thoughts and proposals for supporting the City and the City Region in developing the Growth Strategy for HS2 / HS3, with a particular focus on realising the potential of South Bank Leeds. We have considered the approach of competing locations in framing how Leeds can respond to make sure that the Government understands the strength of the case for Leeds and Leeds City Region, and how this investment can help realise its wider aims for the Northern Powerhouse and rebalancing the UK economy.



## 2 THE YORKSHIRE HUB

The Yorkshire Hub document published by HS2 in November 2015 provided an interim report on proposals for the redevelopment for Leeds station. This confirmed an important principle; that the new HS2 station should be fully integrated with the existing Leeds station with a common concourse serving all services. This cements the idea of the 'Yorkshire Hub' as a single transport hub connecting an extensive network of local, regional and national rail services, and offering substantial potential wider benefits for Leeds and the City Region, particularly South Bank Leeds as a significant adjacent development opportunity.

Whilst the arrival of HS2 trains into Leeds is still over 15 years away, the Yorkshire Hub should be seen as much more than just HS2. The National Infrastructure Commission (NIC) published its report on northern connectivity 'High Speed North' ahead of the 2016 Budget. The Chancellor subsequently allocated £60 million of funding to develop plans for the HS3 network (also referred to as Northern Powerhouse Rail or NPR). Running through the NIC report is a clear expectation that the HS3 network should be delivered on an incremental basis with the ultimate ambition being a 30-minute Leeds - Manchester journey time at its core. Meanwhile, the new Northern and TransPennine franchises commenced in April 2016 promising substantial growth in the capacity and quality of local and regional rail services.

The Yorkshire Hub should therefore be viewed as the integration of several committed and pipeline investments, including:

- Commitments in the new TransPennine Express and Northern franchises to substantially improve the capacity, frequency and capability of local and regional rail services serving Leeds in the short term. This will deliver a substantial increase in the capacity of rail services into and out of Leeds, a new network of regional connections and a genuine inter-city level of service on TransPennine Express, all supported by substantial investment in new rolling stock.
- Proposals by Network Rail to create significant additional capacity at Leeds station to accommodate this growth and to realise the full potential of the station as an important gateway to Leeds and the City Region.
- The proposed new adjacent High Speed 2 station and associated high speed rail services, together with the substantial station remodelling works that will be required to achieve this integration.
- Accommodating the emerging plans for the HS3 network to support economic growth by providing better connectivity across the North of England.

These proposals will progressively increase connectivity, and ultimately will provide one of the most connected locations nationally, and in Europe. A world-class, strategic transport network will support wider objectives for economic growth, productivity and access to opportunities for all of our residents and businesses in Leeds and the City Region.

Given the scale of changes at the station in the pipeline, it is of utmost importance that plans are made to ensure that the works are properly coordinated and planned to avoid unnecessary disruption to the city and make the most of shared investment. Therefore, it is vital that the City Council and its partners have a clear vision of how the investment in the Yorkshire Hub will be leveraged to deliver a world-class transport gateway commensurate with the scale and ambition of the City and the City Region as a primary driver of the northern economy.

### **3 WHY IS A COHERENT AND AMBITIOUS RESPONSE REQUIRED?**

The Government is committed to an ambitious programme of infrastructure investment, which recognises both the need to address historic underinvestment and help to tackle lower economic productivity as well as responding to rising demand. In the north of England this investment underpins the Northern Powerhouse strategy to help fundamentally rebalance the nation's economic geography and address the relative underperformance of the North compared with London and the South East.

High Speed 1 (HS1) between Kings Cross St Pancras and the Channel Tunnel demonstrates the potential broader impact of new high speed rail infrastructure. Substantial growth has been and continues to be achieved as a result. Stratford City and the Olympic Park area represent a remarkable transformation of former derelict railway lands and deprived areas in East London, and ambitious proposals for the Ebbsfleet Garden City underpin the potential that transport investment of this type has to support significant growth and regeneration. The experience at Kings Cross Railway Lands acts as a case study for the transformative effects of station based regeneration based around new high quality integrated transport hubs. This provides the context for the Government's enthusiasm for station-focused regeneration as a way of realising the wider growth and development potential of highly accessible locations, reiterated most recently at the Spring 2016 Budget.

Changes to the National Planning Policy Framework (NPPF) were consulted on in early 2016 which seek to ensure the delivery of new homes at higher densities close to new and existing commuter hubs. Government cites the significant benefits of this approach, including reducing travel distances by private transport, making more effective use of private and public sector land in sustainable locations, and helping to secure the wider regeneration and growth in areas around such hubs. This is an important part of the Government's drive to significantly increase housing supply as a national policy objective.

Government expects growth and economic development to be delivered as an integrated part of transport investments, particularly around important hubs, and will continue to factor this into its decision making. The recent award of HS2 Growth Strategy funding to the Leeds City Region LEP confirms that not only is there this expectation that cities will capitalise on transport investment, but also a willingness to fund the work of local partners to develop the necessary plans and strategies to make the wider benefits a reality.

There is a compelling case for investing in South Bank Leeds and this needs to be linked with a clear framework for delivery in the context of the Yorkshire Hub to make the most of this investment and ensure that Leeds is a location of choice in a very competitive environment for business. The Government through UKTI and its Northern Powerhouse agenda has shown a willingness to support places in attracting international investment, but this is reliant on clear plans being developed locally to deliver the access to skills and labour that these businesses are seeking.

It is therefore clear that there needs to be a strong and comprehensive plan aligned to the proposed transport investments, to show to Government the commitment from Leeds, in what is a highly contested funding environment. Also, by developing these plans for maximising the potential of the Yorkshire Hub, partners in Leeds and the City Region have a clear basis upon which to set the agenda on how the investment happens, ensuring it meets local objectives, and importantly ensures that the opportunities created are accessible to local people and businesses.

## 4 SOUTH BANK LEEDS

South Bank Leeds presents our region with a tremendous opportunity to expand Leeds city centre southwards across the river and railway lines. Largely a former industrial area, it benefits from excellent links to the motorways to the south of the city, as well as close proximity to the current city centre and railway station. In the wake of initiatives promoted from the 1980s through to the 2000s a number of riverside developments started to demonstrate the potential of this area as a sustainable location for new homes and businesses. Relocation of the Royal Armouries museum in the 1990s and the development of Leeds Dock was also a major boost.

South Bank Leeds has long been the focus of proposals to accommodate city centre growth in Leeds. The original Unitary Development Plan identified large areas of South Bank Leeds under the Prestige Development Area policy. Closure of the Yorkshire Chemicals and Carlsberg Tetley brewery sites have added further to the opportunity for major redevelopment and transformation that the South Bank presents.

The full potential of South Bank Leeds however remains unrealised, not least as a result of the major recession and slow recovery 2007-2011. Nevertheless, the scale of the opportunity has continued to grow as more sites became available, as land has changed hands and sites have been consolidated, and the scale of the opportunity arising from the Yorkshire Hub proposals have become clearer.

The City Council has recognised this potential with a number of planning initiatives, and the publication in November 2014 of a prospectus which identified the scope of the opportunity presented by South Bank Leeds. Rightly, the Council sees South Bank Leeds as an important part of its overall strategy to be the best city in the UK by 2030.

Today, South Bank Leeds presents an unparalleled opportunity for growth and regeneration with the Yorkshire Hub at its heart. It is amongst the most significant city centre opportunities in the UK and is notable on a European scale. It has the potential to transform the economy of Leeds and the City Region as well as helping to realise the ambition of Government through the vision for the Northern Powerhouse and, the time is right to set out in more detail how the scale of this potential can be realised and maximised and to make sure that early action is taken.

### 4.1 A CATALYST FOR GROWTH

For Leeds City Region to capture maximum agglomeration benefits from High Speed rail investment it is critical that the location of the station allows for businesses and people to cluster together geographically in order to maximise the value they derive from mutual interaction and access to a wider labour market. Locating the station in the immediate proximity of the existing Leeds City station, and future proofing the design to accommodate better east - west connectivity, will allow the city to thrive economically and continue to deliver the highest level of employment growth outside London.

The Yorkshire Hub will act as a catalyst for the redevelopment of the area around the new station, particularly of sites that are currently occupied by low rise or low density buildings creating agglomeration benefits that see the city cement its position as the UK's fastest growing city.

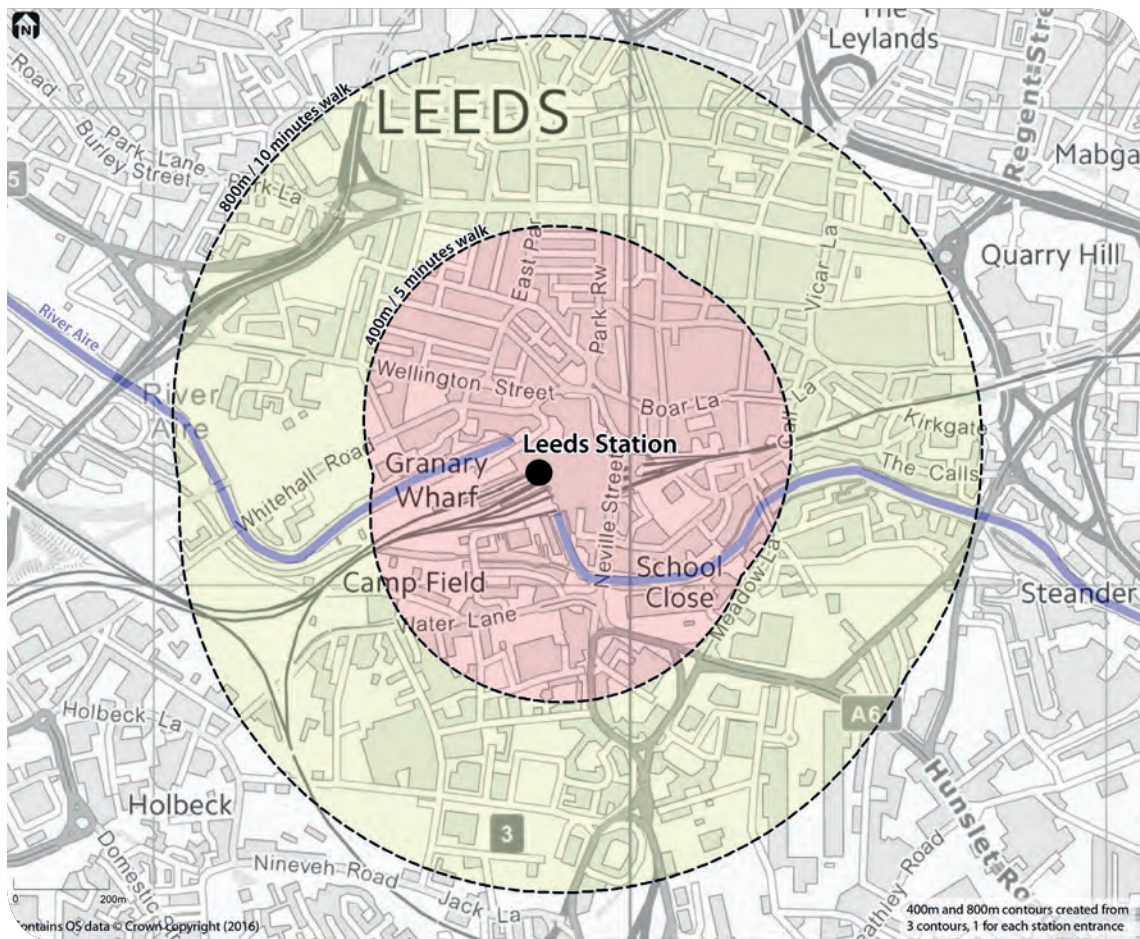


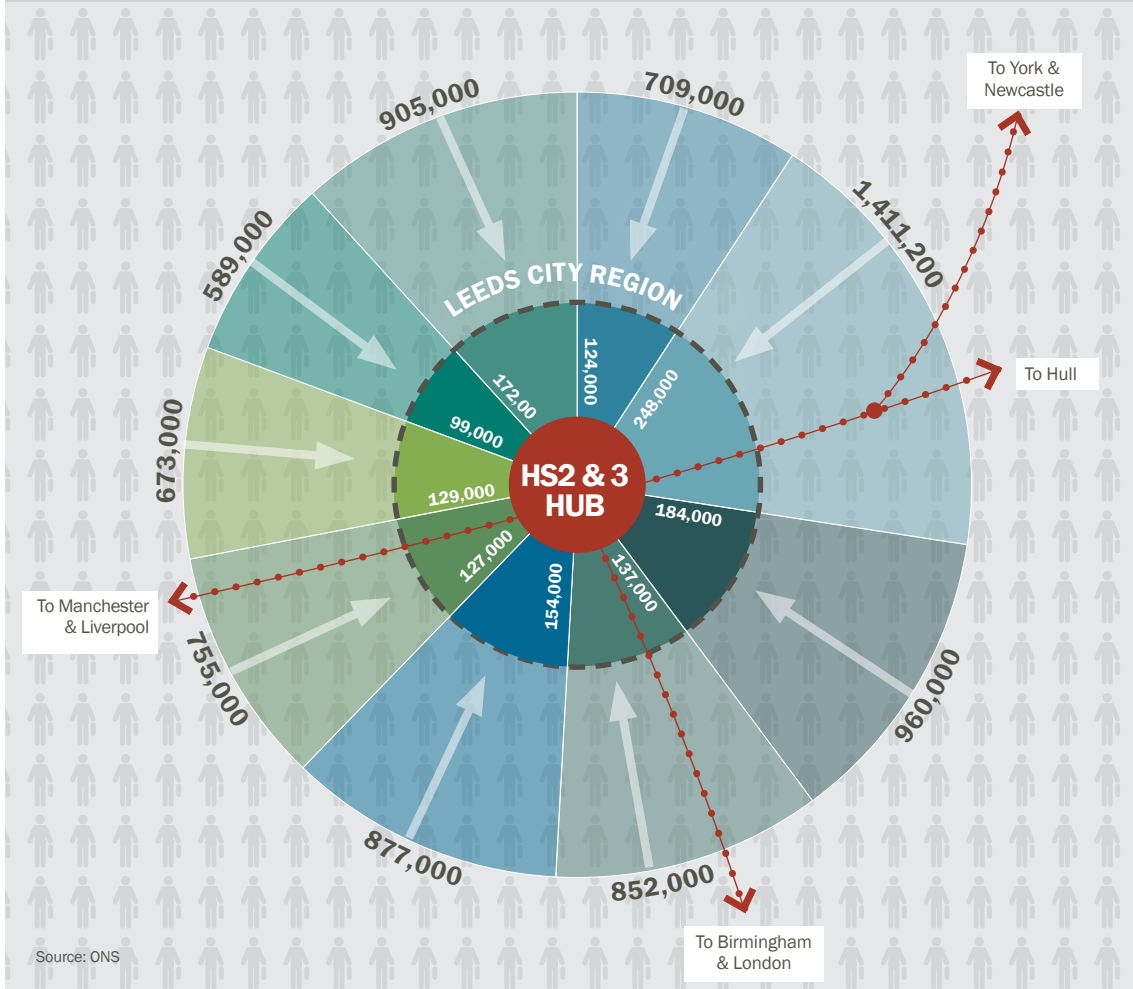
Fig 4.1: walking distances from the Yorkshire Hub

## 4.2 CONNECTIVITY

The arrival of high speed rail at the Yorkshire Hub will transform the level of connectivity between UK cities, with further connectivity benefits to be provided by Transport for the North. It will enhance the competitiveness of the Leeds offer as businesses look to expand their operations on a national and international scale and draw upon labour markets over a broader geographical area. Reduced journey times and more direct and resilient transport links will drive productivity increases and make businesses more competitive. The connectivity benefits of high speed rail are particularly valuable for the services sector, which places a premium on moving people for business and needs to draw upon talent from a wide area. The connectivity benefits from high speed rail are maximised when businesses and people across a wide geographical area have easy access to high speed rail and where the interface between high speed and classic services is seamless. A brief look at walking distances from the Yorkshire Hub (fig 4.1 above) visibly show the connectivity not only within South Bank Leeds but also across to the New West End (along Wellington Street / Whitehall Road) and at its furthest margins to new development opportunities around Quarry Hill.



## Extended Labour Market with HS2 & HS3 by Employment Level



- = Managers, directors and senior officials
- = Professional occupations
- = Associate prof & tech occupations
- = Administrative and secretarial occupations
- = Skilled traders occupations
- = Caring, leisure and other service occupations
- = Sales and customer service occupations
- = Process, plant and machine operatives
- = Elementary occupations

**TOTALS:**



**1,374,000**  
working population  
in the Leeds City Region

**7,729,500**  
working population  
in the extended labour  
market catchment

**9,103,500**  
total working population  
within 1 hour of Leeds City  
Centre with HS2 & HS3

Fig 4.2: Labour force in LEP areas touched by HS2 (from Birmingham to North East) and HS3 (from Liverpool to Humber). Source NOMIS, March 2016

The Yorkshire Hub has clear connectivity advantages for the Leeds City Region. High speed rail will reduce journey times between Leeds and major national destinations such as Birmingham and London, as well as international cities, such as Paris and Brussels. Fig 4.2 above is a conservative estimate based on today's population data and indicates the enormous scale of potential workforce that could be available to companies locating within easy access of the Yorkshire Hub.

### 4.3 INVESTMENT

The proposed option of an integrated classic and high speed station will act as a magnet for investment. The arrival of high speed rail at an integrated Yorkshire Hub will boost investor confidence in the long term future of a city and incentivises investors to respond to the demand for office, retail and meeting space in the vicinity of the station. In the environs of a high speed rail station, rents and property prices rise and vacancy rates fall, creating a favourable climate for investment. Indeed it is anticipated that commercial values (capital) will increase by around 0.5% per annum in the pre-opening phase rising to circa 1% per annum once HS2 is operational. In terms of commercial rents we predict that values will rise by around 1% per annum in the pre-opening phase increasing to 1.5% once operational. Fig 4.3 maps out the development opportunities within 10 minutes of the Yorkshire Hub

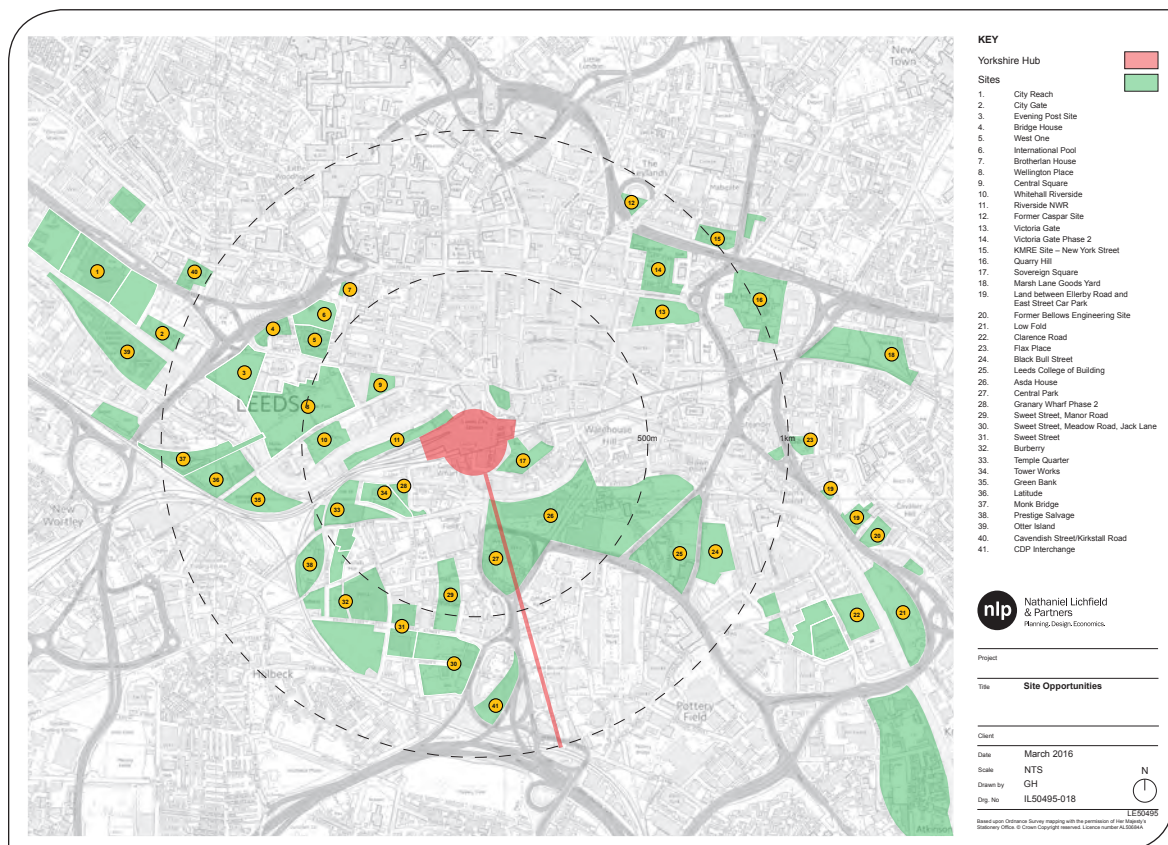


Fig 4.3: Development potential within 10 minute walk of the Yorkshire Hub

This confidence is confirmed by the consensus that has emerged among stakeholders in the public and private sector that this option is the right choice for the city and recent high profile investments reinforce this position.

## 5 HOW OTHER CITIES ARE RESPONDING

### 5.1 INTRODUCTION

HS2 and other proposed investments in the UK's rail network are also transforming the potential of a number of locations nationally which will bring substantially improved connectivity around new and improved transport hubs. To some extent these are competing locations, as they are all developing plans and strategies to respond to the opportunity, and it is instructive to understand how local partners elsewhere are coming together under civic and business leadership to respond.

### 5.2 BIRMINGHAM

The Midlands HS2 Growth Strategy was published in summer 2015. It sets out a multi-faceted approach to ensuring that the Midlands is ready and responding now to the opportunities that are being created by proposals for HS2. The strategy encompasses places, people and businesses as part of a new vision for the economy of Birmingham and the West Midlands.

The Curzon Street Masterplan sets out the city's ambitions for the new HS2 station and the development potential that it realises in the wider Curzon Street opportunity area. It provides a clear basis to ensure that the HS2 station is fully integrated into the urban fabric of the city centre, as well as demonstrating that the area is primed and ready for the arrival of the proposed investment.

The Curzon Street Masterplan was developed through 2013 and sets out proposals for over 140ha of land covering the Eastside and Digbeth quarters and the eastern fringe of the City Centre Core. It makes provision for:

- 36,000 (net) jobs;
- 600,000 sq m new business space;
- 4,000 new homes; and
- £1.4 billion economic uplift.

The Curzon Street Masterplan was adopted by Birmingham City Council's Cabinet on 27th July 2015 following consultation in early 2014.

The Curzon Street area has a number of interesting parallels with South Bank Leeds. It is an area with immense growth potential, the opportunity for which is brought into sharp focus by the HS2 proposals. It also has inherent assets such as waterfront locations and built heritage, and its successful redevelopment will help to bridge the gap between the city centre and nearby residential communities.

The Greater Birmingham and Solihull LEP has led work under the banner 'Getting our people ready for HS2' that aims to ensure local people secure employment across the full range of construction, planning and engineering opportunities arising from the delivery of HS2, as well as improving their skills to enable them to fill the longer terms jobs that

will be created as a result of HS2. This strategy recognises that the skills of local people are key to attracting the additional investment and jobs that will be generated by the proposals, and that a clear skills and education strategy and programme is as important as the investment in infrastructure. Proposed initiatives include supporting contractors to access local labour, and providing support to inward investors to recruit locally and, investing in skills through a multi-agency partnership to offer a seamless service to meet workforce needs.

The LEP is also leading work with partners to ensure local businesses can access the opportunities generated by HS2. An initial strategy has been developed that sets out a programme that seeks to develop and support supply chain companies who need business support and assistance to capitalise upon the opportunities presented by the delivery of the HS2 programme and to be ready for the 'industrial revolution of the 21st century', making the most of the strengths in the local business community.

Birmingham City Council, the Greater Birmingham and Solihull LEP and Birmingham Chamber of Commerce, using HS2 Growth Strategy funding delivered through the LEP, have worked together to develop a coherent and multi-faceted response to the opportunities being created by the proposed investment in HS2, which presents a compelling story of what can and needs to be achieved well-ahead of construction commencing. In the context of clear and ambitious civic leadership, the role of the city's partners and stakeholders has been integral to the development of these strategies and plans.

### 5.3 OLD OAK AND PARK ROYAL DEVELOPMENT CORPORATION

Launched in April 2015 by the Mayor of London, the Old Oak and Park Royal Development Corporation (OPDC) is London's second Mayoral Development Corporation. OPDC's principal objective is to capitalise on the opportunity created by the major interchange hub where HS2 and Crossrail meet at Old Oak Common in West London. Old Oak and Park Royal is now presented as the UK's largest regeneration project.

The ambitious plans of the OPDC to capitalise on the new transport hub include:

- 25,500 new homes;
- 65,000 new jobs;
- gross development value of £26bn, with £7.1bn per annum added to the UK economy; and
- ambitious plans for better workplaces and environments.

OPDC consulted on its draft local plan in early 2016, with an objective of adopting in Spring 2017 to provide the statutory basis for realising this development potential. This is all happening 10 years before the HS2 station is expected to come into full operation.

Recognising the importance of making best and most sustainable use of land in places with excellent connectivity, the OPDC is promoting a target density is 447 homes per hectare overall – within a local range of 300 to 600 homes per hectare according to site characteristics including open space and existing heritage. Within this ambition, OPDC has a firm ambition to make provision for family housing, which means homes of 3 or more bedrooms, generally on lower floors and accessible to open space. New schools also feature in the Old Oak and Park Royal Plans, together with excellent open spaces, including capitalising on the underused open space at Wormwood Scrubs and canal side environments already in the area.

Old Oak is a compelling example of where a step-change in connectivity (anchored on HS2, but including Crossrail and improvements to local transport networks) is being levered to realise a much bigger growth and regeneration opportunity. As well as developing planning policy, the OPDC is also working up clear plans for the socio-economic regeneration of the area. Ensuring that surrounding communities such as Harlesden, Kensal Green and Acton are part of the overall plans in terms of both physical connections and access to new jobs and opportunities is an integral part of the OPDC's plans.

## 5.4 MANCHESTER

Manchester City Council, in partnership with Transport for Greater Manchester (TfGM), the Greater Manchester Chamber of Commerce and local landowners, has outlined its development ambitions for the opportunity area around Manchester Piccadilly station. The Manchester Piccadilly Strategic Regeneration Framework was produced in 2013, and following public consultation in autumn 2013 the plan was submitted to government in early 2014. Manchester partners have used this as part of making the case for securing the investment in the rail network and station that will act as a growth catalyst in this area, including ahead of the formal announcement of the HS2 phase 2 route.

The Manchester Piccadilly Strategic Regeneration Framework covers an underperforming zone of 140 acres around the south and east sides of Piccadilly Station. It sets out a vision for redevelopment that could deliver:

- 4,500 new homes;
- 625,000 sq m of commercial office space;
- 100,000 sq m of retail space; and
- and numerous high quality public spaces.

This ambition features prominently in the recent Lord Adonis report, High Speed North, published by the National Infrastructure Commission ahead of the Spring 2016 Budget.

Prominence was given to the redevelopment of Manchester Piccadilly station and in particular the growth and jobs that it will facilitate in the recent High Speed North National Infrastructure Commission report, and is testament to the success of generating support for their vision. The regeneration framework is based on similar work carried out to establish the development potential of the adjacent Mayfield area in partnership

with London and Continental Railways, and provides the model for the Government's enthusiasm for station-based regeneration initiatives. The proposals at Mayfield have been integral in helping to attract proposals for a Civil Service Hub which will underpin significant commercial development in the area.

This early work on clearly articulating the development potential around Piccadilly station means that the City and its partners are creating a momentum for further growth in the area capitalising on the proposed major transport investment. The LEP was also awarded HS2 Growth Strategy funding for both Manchester Piccadilly and Manchester Airport in March 2016. Using this funding it is anticipated that local partners will develop their plans in more detail about how they will maximise the benefits of the new Piccadilly station hub.

## 5.5 OTHER LOCATIONS AND APPROACHES

Solihull Metropolitan Borough Council has worked in partnership with the Greater Birmingham & Solihull LEP and local partners to develop the UK Central proposals for Solihull. This capitalises on the proposed new HS2 station near Birmingham International, with plans for a 140-hectare mixed-use development, laid out on contemporary garden city principles, on land between the NEC/Birmingham Airport campus and the HS2 interchange. This forms part of the wider Midlands HS2 Growth Strategy together with Curzon Street Birmingham and the associated skills and business support programmes outlined earlier.

Other locations are also articulating significant growth and development potential that can be realised as a consequence of planned transport investments. Examples include the London Stansted Cambridge Corridor, Crossrail 2 and the Western Economic Corridor between London and Bristol.

A common thread running through these examples is that by taking a proactive approach to the opportunities created, civic leaders and their partners are leading their own agendas for how to make the best of planned investments. In so doing, they are also helping to protect the commitment to these investments. In a number of cases these locations have baseline conditions that are far less favourable than those found in Leeds. This highlights the extraordinary potential that could be achieved at South Bank Leeds with the right approach.

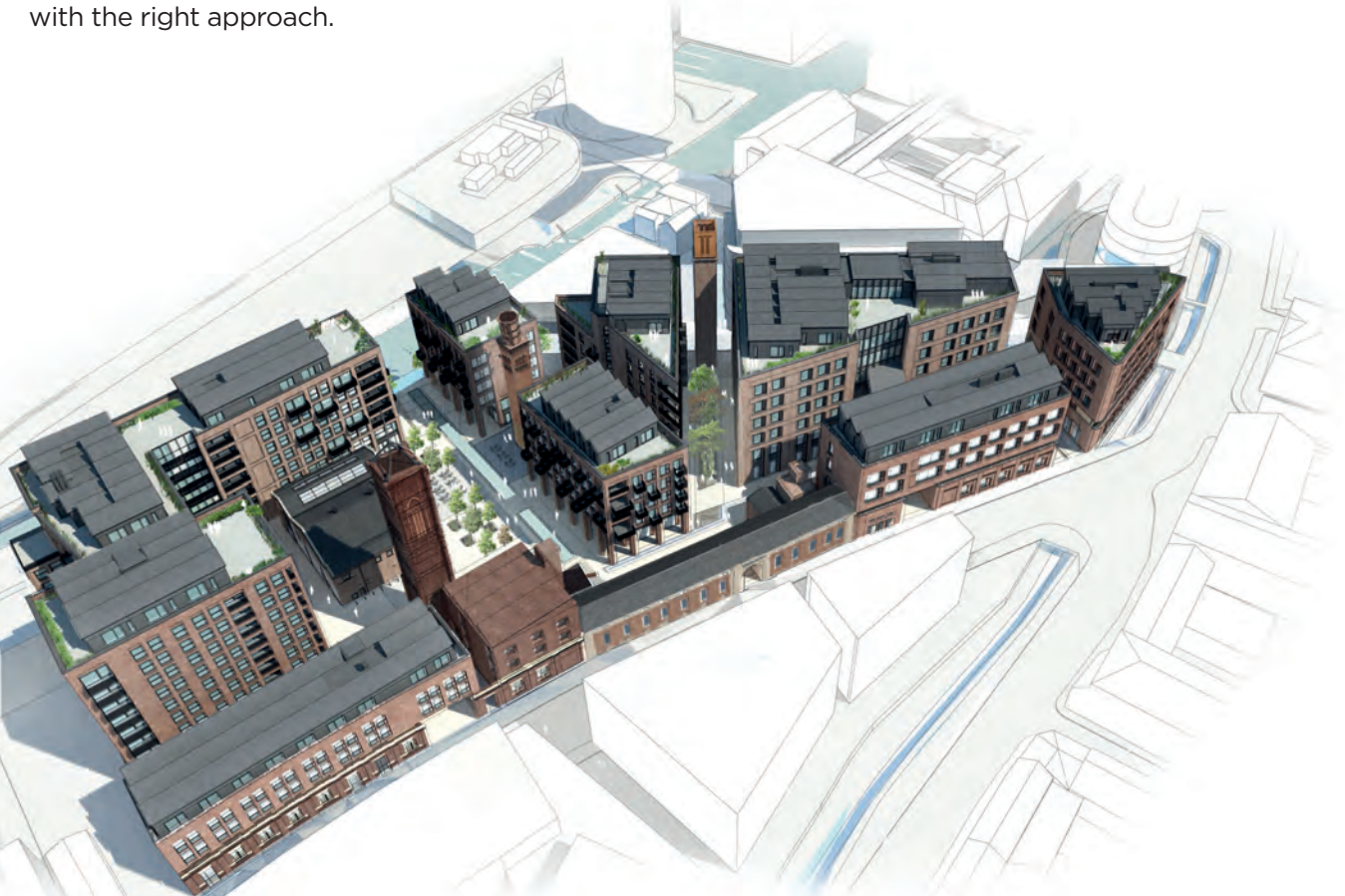


Image courtesy of Carillion Developments



## 6 DEFINING THE LEEDS RESPONSE

In this section we set out the thoughts from the Chamber and its members about how the City and the Leeds City Region should respond to the Yorkshire Hub opportunity. We outline those key matters that need to be considered to form the basis of a compelling strategic response to support the vision for South Bank Leeds.

### 6.1 A FRAMEWORK FOR THE YORKSHIRE HUB AND SOUTH BANK LEEDS

#### 6.1.1 POTENTIAL SCOPE OF A FRAMEWORK

Learning from the approach of others, the potential presented by South Bank Leeds now needs to be urgently advanced as a clear and ambitious framework, which demonstrates the scale of the opportunity for transforming the economic prospects of Leeds and the City Region as well as contributing to the Government's vision for the Northern Powerhouse.

This framework needs to address a number of important topics, including:

- How it will create a renewed gateway to the Leeds city region enabling easy access to new high speed services and spreading the economic benefits of this major investment.
- Providing a clear and ambitious statement on the scale and quality of new development and jobs potential that the Yorkshire Hub can catalyse, in the context of exceptional accessibility by all modes of transport – this will need to accommodate high density development close to the Yorkshire Hub and support key growth points in the City Region.
- How excellence in design will deliver a new and expanded railway station (current, enhanced and HS2/3) is best integrated into the urban fabric without acting as a barrier and to promote permeability and act as a development catalyst in its own right, while at the same time providing the facilities, spaces and transport experience that is commensurate with its current and growing role as gateway to the Leeds city region. The Yorkshire Hub should be a civic asset in its own right.
- How the places, public realm and social infrastructure will be designed and managed to create vibrant locations for new homes and businesses, which ensures that South Bank Leeds is an attractive highly sustainable and connected location for development.
- Establishing parameters for the delivery for new and significantly better walking and cycling routes and public open spaces, together with a clear strategy for how the area's historic fabric can be celebrated and capitalised upon, whilst recasting the local highway network as part of a wider city centre plan.
- Setting out a clear strategy to ensure that the redevelopment of South Bank Leeds acts as a bridge to reconnect communities in Hunslet, Beeston and Holbeck across 'the rim' into South Bank Leeds, the Yorkshire Hub and Leeds city centre core. This needs to include clear proposals for improving connections between the city centre core and South Bank Leeds with new and improved routes under and over the railways, motorways and river.

Creating a framework that sets out in unambiguous terms the scale of new commercial space, homes and jobs that can realise the ambition for South Bank Leeds, will demonstrate how important the proposed transport investments are to the Leeds City Region economy.



## 6.1.2 PHASING AND NEED FOR SHORT TERM ACTION

As other locations are demonstrating, it is far too late to wait for construction of HS2 to commence before committing to policies and a clear development framework designed to maximise the opportunity; by that time the scale of opportunity will have passed. Commercial interest in South Bank Leeds has been growing for some time, spurred on by the initial HS2 route announcements. The Yorkshire Hub proposals mean that this interest has intensified.

Recent deals including Carillion / HCA at Tower Works and the adjacent CTP Granary Wharf proposal, Burberry at Temple Works in partnership with Leeds City Council, and CEG's acquisition of the 'Holbeck Portfolio' are all testament to this activity. These major development opportunities can move towards completion of a large swathe of South Bank to the west, building on what Holbeck Urban Village has started and forming an important enhanced rail gateway before the arrival of HS2. As a context to ensuring this investment takes place, the Holbeck Urban Village Supplementary Planning Guidance is undergoing review by the City Council, with a June 2016 target date for adoption.

Site-by-site opportunities are therefore being crystallised now to capture the current property cycle, with a danger overall that piecemeal sites in the wider South Bank could lack ambition and miss much bigger opportunities in the new context presented by the Yorkshire Hub and the objectives we have set out above. Development will start to happen on a significant scale in the short to medium term, bringing with it significant potential benefits.

Landowners and the Chamber are ready to engage with the City Council and other partners in helping to shape a framework that realises the full potential of South Bank Leeds. A broad phasing plan including infrastructure grid showing key road layout needs to be included to show how different aspects of the Yorkshire Hub and South Bank Leeds will come forward. This will help to manage expectations, manage disruption and inform the timing to maximise the impact of proposed initiatives.

## 6.1.3 FUNDING AND DELIVERY

A clear development framework will help establish the parameters for the funding packages needed to realise the delivery of physical and social infrastructure and make the Yorkshire Hub and South Bank Leeds a success. This can help secure both the private and public sector investment that will be required, and provide the basis for establishing funding mechanisms. In particular, it will be important to take this opportunity to look at potential for introducing creative financing mechanisms being promoted under the freedoms and flexibilities associated with devolution deals. The Government is keen to facilitate upfront finance of infrastructure for recovery through future local taxation in particular where this supports acceleration or unlocking growth and regeneration potential.

The South Bank framework needs also to identify clear delivery roles and responsibilities. The Yorkshire Hub and South Bank Leeds will require concerted efforts from HS2, Network Rail, WYCA, public transport operators, Highways England, government agencies, other funding and skills agencies as well as the City Council, LEP and landowners. This needs to be set out clearly.

Recognising the significant potential of station-based growth and regeneration the government has reiterated in the Spring 2016 Budget the readiness of the Homes and Communities Agency to assist in the provision of land around stations where this realises growth potential. The Communities Secretary has just announced a massive programme of development of railway stations and surrounding land aimed at delivering thousands of new homes and jobs and boosting local growth. This new agreement between Network Rail and the Homes and Communities Agency will see them working with local councils to promote major development opportunities at railway stations across England.

Government is seeking to hear from at least 20 local authorities that are interested in this scheme and three councils, York, Taunton and Swindon, have already come forward with ambitious proposals to spearhead the new initiative aimed at delivering housing and other locally-led regeneration projects.

## 6.2 SOUTH BANK LEEDS IS MORE THAN JUST WORK AND HOMES

South Bank Leeds already has size and scale which need to be capitalised on to ensure that its impact is felt widely. In developing a clear framework, we suggest the following are worth exploring:

- the potential for new conference and exhibition space to address an unserved regional and potentially national market commensurate with the level of accessibility that the Yorkshire Hub will bring;
- provision of specific opportunities for creative industries as an economic and cultural catalyst – careful consideration needs to be given to how South Bank Leeds can make a positive cultural impact on the city;
- opportunities to capitalise on the specific industrial heritage of the South Bank, including the canal, and collection of historically important buildings including Tower Works, the foundry buildings and Temple Works;
- how this history and architecture of South Bank Leeds, linked with existing assets such as the Royal Armouries and the Tetley, might be used to support the provision of new family visitor attractions.
- Opportunities to capitalise on the high-speed broadband capacity in the area which is a major gateway to the world-wide-web.
- With a growing academic presence within South Bank Leeds, and a forecast growth in housing numbers, what opportunities are there for new sporting facilities including a swimming pool linked in to the proposed district heating network
- Leisure and recreation within open green space of a suitable scale is much needed by the city which is currently under-served in this respect. A development framework should prioritise inspiring, pleasant, safe and green walking and cycling routes, integrated with the waterfront and linking existing communities in the city rim to employment, transport, education and cultural opportunities. Such areas could also feature designs which add to the city's flood resilience.

South Bank Leeds will form a substantial extension of the city centre, but will need to have its own identities, much as different parts of the city centre north of the river currently do so, each reflecting their unique aspects.



## 6.3 HERITAGE

It is not just the many fine buildings which survive from a century of industrial prowess focused on the South Bank and in particular Holbeck from the late 18th century. The historic transport systems - the Leeds-Liverpool Canal, the River Aire, the railway and road network - were fundamental in facilitating and growing the phenomenal industrial dominance of this area. They also continue to influence the character of the South Bank and to play an important role in the economic potential of this area. HS2 must complement the heritage of earlier infrastructure but also learn from some of its downsides, in particular how severance of communities by major infrastructure can divide a city, distorting its growth and the distribution of prosperity.

The Yorkshire Hub arrival via South Bank Leeds now provides the opportunity to further raise the profile of under-utilised and forgotten areas of the city which have a rich cultural heritage and formed the backbone to Leeds's industrial past. The early, rapid industrialisation in the 1840s should not be romanticised: Holbeck was described as one of the most 'filthy, unpleasant and unhealthy villages in the county of York'. Partly in response to this, the industrial buildings constructed during the mid to late 19th century, demonstrated an alternative philosophy of design. They aimed to celebrate the success of heavy industry and help counter the negative perceptions of the area through the construction of the iconic, elegant industrial buildings which characterise Harding's Tower Works complex and Marshall's Temple Works building. There is now the chance for major regeneration, but in advance of and through HS2 the design quality and aspiration of new buildings to complement the existing protected buildings must be of a calibre to attract major employers as well as new households to the South Bank.



## 6.4 SHARING THE SUCCESS OF THE YORKSHIRE HUB

The consequence of unemployment and worklessness in communities is devastating and underpins the divide between the prosperity of the city centre and other parts of the city. Providing access for people across the city to find and retain employment is therefore crucial to making sure the benefits of the Yorkshire Hub and South Bank Leeds are realised in for the whole city and city region.

As we have identified, development at South Bank Leeds provides an unparalleled opportunity to substantially improve the connections between communities in Hunslet, Beeston and Holbeck across 'the rim' into South Bank Leeds, the Yorkshire Hub and then onto the city centre core. This means providing much improved routes into and through South Bank Leeds, but also identifying and realising opportunities to improve pedestrian and cycle links across, though, beneath or over existing and future transport infrastructure that otherwise would act as a barrier. Permeability is also influenced by perceptions of safety and the quality of routes and spaces along those routes, which will all need to be addressed.

However, physical connections into neighbouring established communities are only one part of the strategy to ensure that the benefits of the Yorkshire Hub are widely shared. Skills are vital to any city's future and increasing the number of skilled people in Leeds is essential to building sustainable growth and stronger communities. A strong further education and skills system is fundamental to social mobility as it reopens employment routes for people from wherever they begin in work. It also enables them to become confident and accomplished allowing them to play a full part in civil society.

HS2 is forecast to create 10,000 jobs in construction, rail and engineering as part of the build programme in the North of England. Aside from HS2, substantial job opportunities will be generated by the planned growth in rail operations in the short term, together with the redevelopment of the station and infrastructure works necessary to develop and deliver HS3 in years to come. South Bank Leeds is already attracting growing development interest as a result of the Yorkshire Hub proposals. As well as the necessary jobs in construction this will generate, South Bank Leeds ultimately has the potential to accommodate tens of thousands of new permanent jobs.

Leeds, which already has the College of Building and UTC Leeds located in the South Bank, is well placed to deliver young people with the right skills into these industries. Despite this more capacity will be required if we are to upskill the region's young people to take on jobs created by companies choosing to locate close to the Yorkshire Hub. Leeds City College has a strong and growing presence within South Bank Leeds and already has well established community links. Similarly, the Ruth Gorse Academy Trust has extensive links into South Leeds and Morley and we should look to build on these to highlight the employment opportunities which will come about through the redevelopment and growth in this part of the city.

We also envisage a much wider programme of engagement which actively informs and involves communities from across the city region. It is important to recognise that no single organisation can carry out this work alone and a strong partnership made up of the universities, colleges and schools, local authorities, business and the third sector coming together to sell the career opportunities and associated skills needed will be required.

In 1990, as development at Canary Wharf began, an endowment of £2.5m was set aside to fund grants for local people to access further and higher education. The trust, now known as The Tower Hamlets and Canary Wharf Further Education Trust, pays out significant amounts of grant funding each year to local people who need additional support to access college, university or professional courses. Leeds already has excellent grant management capabilities through the Leeds Community Foundation, so could a fund similar to the Canary Wharf example be created to support those who have felt cut off from the growth which Leeds has experienced in the last quarter of a century as part of the Yorkshire Hub / South Bank Leeds development?

Employment Leeds connects extremely well with businesses engaged in major regeneration initiatives in the city. The recent developments of the Arena and the Trinity Quarter have enabled significant numbers of young people and adults to move into apprenticeships and employment. Currently, strong partnerships exist with Hammerson's Victoria Gate development with specific job outcomes and apprenticeships being negotiated by Employment Leeds with the main contractor Sir Robert McAlpine and their supply chain. Similar arrangements exist at the Kirkstall Forge development with CEG where the release of the first major contract has successfully been secured by Wates. CEG, Wates and Employment Leeds are now working closely together to ensure that apprenticeships and job outcomes are secured by young people and local people through the creative establishment of the on-site 'Skills Village' in partnership with Leeds College of Building. The basis of successful collaboration between partners and sectors therefore already exists.

The Leeds Chamber is keen to further promote the outstanding work of Employment Leeds with other Chamber members to develop a Leeds Apprenticeship Strategy and support the work with young people with challenging behaviour, some of whom were recently employed by Skill Mill at the Kirkstall Forge site with funding provided by CEG. This provides an example of the types of targeted interventions that can be facilitated.

The HS2 Growth Strategy Funding provides the necessary prompt to get this work underway now. Developing a clear strategy and vision for the realisation of the Yorkshire Hub and South Bank Leeds is important to ensure an effective skills and education response is developed. Not only is this important for the realising the city's own ambitions, but it is a vitally important component of addressing the Northern Powerhouse agenda to significantly improve the economic performance of the North. A core message of the NIC's 'High Speed North' report is that delivering the physical transport infrastructure alone without the parallel investment in skills and education will fail to realise the ambitions of the Northern Powerhouse agenda.



## 7 CONCLUSION

The City Council and its partners recognise the broad potential of the Yorkshire Hub and South Bank Leeds to releasing the city's and the city region's ambitions. The time is now right to increase activity in creating the infrastructure framework and making the case for major investment in the Yorkshire Hub, to maximise the potential of South Bank Leeds, and to demonstrate how this can be made to benefit the people and businesses of Leeds and the city region. This is a once in a lifetime opportunity for the city to realise the full potential of this location to deliver very significant employment and growth outcomes. Ensuring that the Yorkshire Hub is secured and then maximised will be a major factor in delivering these ambitious proposals for South Bank Leeds.

As other areas have demonstrated, the framework needs to be developed now, ahead of a formal announcement on the Phase 2 route of HS2, clearly demonstrating benefits from this national investment and keeping up pressure on key decision makers. This framework will also help to shape the place-making for the South Bank, ensuring that there is sustainable and high quality expansion of the city centre.

The opening of the new southern access to Leeds station, together with committed significant improvements to the capacity and capability of existing local and regional rail services will start to realise the Yorkshire Hub in the short term, transforming the attractiveness of South Bank Leeds as an investment location well ahead of work starting on HS2 and HS3.

This makes it particularly important to step up work on demonstrating the ambitions for South Bank Leeds. The city has a great opportunity to own and drive the agenda for the Yorkshire Hub. This will provide the basis for ensuring the city maximises the benefits that it can deliver in broad terms. We believe this needs to become a location of true national and European significance, reflecting the ambitions of the Council and thereby creating the scale of jobs and opportunities that will flow from this role.

The Chamber is committed to working with the City Council, Leeds City Region LEP and other partners in helping to secure and deliver this agenda. We hope this report is received as a positive and constructive contribution to moving the agenda forward. The Chamber is committed to supporting actions to place the city as a leading European economic centre and, that its people and businesses are best positioned to maximise the potential benefits that the promised transport investment can bring.



## ABOUT THE CHAMBER

The West & North Yorkshire Chamber of Commerce represents businesses that collectively employ a quarter of the working population of the Leeds City Region. Membership of the Chamber is diverse and reflects all sizes and sectors of organisation across services and manufacturing.

The membership includes a large number of exporting businesses who collectively contribute over £22bn to this country's balance of payments. The Chamber's members employ people with a very wide range of skills and expertise, including a large number of apprentices and graduates.

The Chamber exists to serve its members as they look to grow and expand their business. It provides services, advice and finance and represents member's interests with policy makers at a local, regional and national level.

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