For more information please visit:
www.westyorks-ca.gov.uk/hs2growthstrategy
## CONTENT

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>FOREWORD</td>
<td>05</td>
</tr>
<tr>
<td>1. EXECUTIVE SUMMARY</td>
<td>07</td>
</tr>
<tr>
<td>2. INTRODUCTION</td>
<td>13</td>
</tr>
<tr>
<td>3. LEEDS CITY REGION</td>
<td>19</td>
</tr>
<tr>
<td>4. PRINCIPLES</td>
<td>33</td>
</tr>
<tr>
<td>TRANSFORMING THE CITY REGION ECONOMY</td>
<td>36</td>
</tr>
<tr>
<td>A STEP CHANGE IN CONNECTIVITY FOR THE CITY REGION</td>
<td>44</td>
</tr>
<tr>
<td>A NEW WORLD CLASS GATEWAY AT LEEDS STATION</td>
<td>50</td>
</tr>
<tr>
<td>A CATALYST FOR REGENERATION</td>
<td>58</td>
</tr>
<tr>
<td>INSPIRING OUR PEOPLE</td>
<td>64</td>
</tr>
<tr>
<td>DEVELOPING OUR BUSINESSES AND SUPPLY CHAIN</td>
<td>68</td>
</tr>
<tr>
<td>A MAGNET FOR INVESTMENT AND CULTURAL DESTINATION</td>
<td>72</td>
</tr>
<tr>
<td>5. PROPOSALS</td>
<td>75</td>
</tr>
<tr>
<td>6. CONCLUSION</td>
<td>83</td>
</tr>
</tbody>
</table>
Our city region is growing and HS2 is vital to support the next step in transforming our economy.

HS2 is much more than just a transport project. It will act as a catalyst for regeneration and growth around our main transport hubs, it will improve connectivity to our towns and cities across the Leeds City Region and the North, it will improve the skills and job opportunities for our workforce, it will create opportunities for our businesses and supply chains, and enhance the image and profile of our city region.

HS2 is part of our wider ambitions for inclusive growth across the Leeds City Region. This growth is essential in order to raise living standards and tackle deprivation, boost innovation, exports and create new jobs. HS2 helps achieve our goals by strengthening business links, by opening up new markets and access to talent and by connecting people to jobs.

As a major piece of national infrastructure HS2 will result in faster journey times, improved national North-South connectivity and much needed increased capacity on our rail network. Passengers will soon be able to travel across the UK at speeds of up to 250mph in new high speed trains and HS2 will offer a solution to the chronic overcrowding of the existing rail stock running along the East Coast Mainline. It will also help link the Northern Powerhouse and Midlands Engine, rebalancing the rest of the UK with the South East and unlocking the full potential of the Leeds City Region.

The transformation and regeneration around our station hubs at Leeds, Bradford, York, Wakefield, Huddersfield, Halifax and Harrogate will change the fabric of our cities and towns. For Leeds this will mean the redevelopment of the busiest railway station in the North, fuelling our wider ambitions for regeneration of the South Bank, creating new jobs and homes, and delivering a reimagined waterfront and city park right in the heart of Leeds.

HS2 is also essential to improve wider connectivity and transform the North. This includes Northern Powerhouse Rail that will connect Liverpool, Newcastle and Hull, and crucially will mean people can get from Leeds to Manchester (via Bradford) in 30 minutes, uniting the main drivers of the Northern Powerhouse.
1. EXECUTIVE SUMMARY
**PRINCIPLES OF OUR HS2 GROWTH STRATEGY**

**A STEP CHANGE IN CONNECTIVITY FOR THE CITY REGION**

- Bring people and businesses closer together, connecting people to jobs, driving innovation, productivity and growth in our main urban centres.
- Increase capacity on the regional network through improvements to priority corridors.
- Make travel easier by enabling shorter journey times, more trains, more seats and seamless links to other modes of transport.
- Develop and promote new technology to improve passenger services.

**A NEW WORLD CLASS GATEWAY AT LEEDS STATION**

- A distinctive gateway into Leeds and the wider city region.
- A new integrated station linking HS2 into the heart of Leeds.
- A destination station being an attractive place to visit Leeds with improved public spaces and supporting regeneration.
- A connected place where national, regional, and local transport services meet and are integrated together.

**A CATALYST FOR REGENERATION**

- Support regeneration, development and housing growth in our urban centres, by accelerating the delivery of major schemes around our main transport hubs.
- Double the size and economic contribution of Leeds city centre through the South Bank and Innovation District projects.
- Unlock development across the region at hubs in Bradford, York, Huddersfield, Halifax, Harrogate, Selby, Skipton and Wakefield.

**TRANSFORMING THE CITY REGION ECONOMY**

- Position HS2 as part of a coherent strategy for the rail network as a whole – transforming links between the Leeds City Region and the rest of the UK.
- Bring new markets within reach of businesses, and new opportunities within reach of people, enabling them to progress and become more productive, in a more integrated labour market.
- Increase productivity and growth by widening business reach to innovation, talent and export markets.

**INSPIRING OUR PEOPLE**

- Create the opportunity for everyone to improve their skills, access better opportunities, and progress within the labour market.
- Position the city region as a centre of excellence for skills development in rail including strengthening links with the National High Speed Rail College in Doncaster.
- Inspire the next generation of engineers, technicians and infrastructure specialists in our schools.
- Deliver a significant increase of women and BME representation in HS2 construction and the wider rail and transport sectors.

**DEVELOPING OUR BUSINESSES AND SUPPLY CHAIN**

- Position the city region as the UK centre for high speed rail engineering.
- Build on the capabilities of the University of Leeds Institute for High Speed Rail and System Integration by creating a technology park to locate transport technology spinouts and inward investors, linking with the University of Huddersfield’s Institute of Railway Research.
- Increase awareness of the opportunities HS2 will bring.
- Support our innovators and entrepreneurs to develop new and exciting products in rail engineering.
- Develop the cluster of railway engineering expertise in York.

**A MAGNET FOR INVESTMENT AND A CULTURAL DESTINATION**

- Increase levels of inward investment through promoting the opportunities HS2 will bring globally.
- Promote the cultural assets of the region to encourage visitors and workers.
- Support the emerging Leeds Cultural Strategy.
EXECUTIVE SUMMARY

INTRODUCTION
This strategy sets out how Leeds City Region will work with Government, business, schools, colleges and universities to maximise the benefits of HS2. The HS2 Growth Taskforce recommended in 2014 that HS2 could transform city region economies, but only if concerted action is taken to get our people, businesses, cities and local transport networks ready to make the most of the opportunity. It reflects the priorities in the Government’s Industrial Strategy.

With a population of 3 million and a £65 billion annual economy, Leeds City Region is significant in the context of the national economy and the Northern Powerhouse. Our economy is growing, with recent private sector jobs growth in cities such as Leeds and Wakefield amongst the highest levels nationally. Productivity levels are also increasing in comparison to the national average. We have a young, entrepreneurial population, excellent universities and real strengths in sectors such as manufacturing, financial and professional services, health and life sciences, and digital.

TRANSFORMING THE CITY REGION ECONOMY
HS2 and other transport improvements will bring new markets within reach of our businesses, connect people to new and more productive jobs, and support the clustering of high growth firms in our urban centres.

We will position HS2 at the centre of a coherent strategy for improving the rail and transport network serving Leeds City Region. It will be integrated with enhanced inter-urban links across the north (Northern Powerhouse Rail), particularly a new fast east-west link between York, Leeds, Bradford and Manchester, and also between Leeds and Sheffield. Our strategy includes upgrades to existing rail lines, to secure improvements before HS2 is built, and to spread the benefits of HS2 and utilise the capacity it releases.

We estimate that the interventions set out in this HS2 Growth Strategy will result in the creation of around 40,000 additional jobs in Leeds City Region by 2050. This job creation relates to the local connectivity, regeneration, skills and supply chain initiatives set out in this strategy; it does not include the jobs that will be created by HS2 itself, jobs that will be created by more general growth in the economy, and jobs displaced from elsewhere. It is a conservative estimate, but one we believe is robust. However, building on the positive forecasts for the Northern Powerhouse Independent Economic Review and for the Leeds Inclusive Growth Strategy, it is plausible that the HS2 Growth Strategy interventions could contribute to productivity gains and regeneration benefits that would result in up to 50,000 further additional jobs in Leeds City Region by 2050.

A STEP CHANGE IN CONNECTIVITY FOR THE CITY REGION
We will spread the benefits of major national transport investment through achieving a step change in connectivity within our city region. This will enable the separate towns and cities of Leeds City Region to function as a more integrated economic area, bringing significant productivity gains and enabling people to access a wider range of jobs. There will be more capacity on the rail and public transport network, faster and more frequent services, improved interchanges, better ticketing and travel information, and widespread use of new technology to improve transport.

CREATING A WORLD CLASS GATEWAY AT LEEDS STATION
We will transform Leeds Station, already the busiest transport hub in the north, to create a world class gateway providing seamless interchange for people changing trains, increased rail capacity, and improved concourse areas.

The Leeds Integrated Station Masterplan sets out a long term framework for the future development of Leeds Station. It has been produced through commissioning of a world class design team by Leeds City Council, HS2 Ltd, Network Rail, and Transport for the North, with input from the Department for Transport, and the Department for Communities and Local Government.

The scheme will incorporate commercial development, which will contribute to the financing of the project. It will support the growth of Leeds City Centre through development adjacent to the station and enhanced public realm.

A CATALYST FOR REGENERATION
We will use HS2, Northern Powerhouse Rail and improvements to our city region transport network to accelerate regeneration and development in our urban...
centres, next to our main transport hubs. Through the South Bank Leeds and the Leeds Innovation District projects we will double the size and economic contribution of Leeds City Centre. We will deliver major regeneration projects at York Central, Bradford’s City Centre Growth Zone, at Merchant Gate and Rutland Mills in Wakefield, in Halifax (building on the momentum created by the renovation of the Piece Hall), at HD One and the town centre in Huddersfield, and major retail and leisure schemes in Harrogate.

INSPIRING OUR PEOPLE
We will use HS2 as a catalyst and focus for raising awareness of young people to the range of jobs that will be available in transport, engineering, infrastructure and the future knowledge economy. We will work with our businesses, universities, colleges (including the HS2 College at Doncaster) and schools to support people into these jobs, with a particular focus on increasing the proportion of women working in these sectors.

DEVELOPING OUR BUSINESSES AND SUPPLY CHAIN
We will establish Leeds City Region as a world leading hub for innovation and expertise in rail engineering. We will support supply chain development and attract inward investment from firms that want to co-locate alongside the University of Leeds Institute for High Speed Rail and Systems Integration, the University of Huddersfield Rail Institute, and York’s concentration of rail engineering firms.

A MAGNET FOR INVESTMENT AND A CULTURAL DESTINATION
We will use HS2 to continue to enhance the image and profile of our city region as a place to invest, to visit and to build a career, making the most of our fantastic cultural assets.

IMPACT AND IMPLEMENTATION
We have set out a series of detailed proposals to implement this strategy, bringing together investments across a wide range of different national, city region and local funding programmes, encompassing transport, housing, regeneration, education and skills, and economic development projects.

An integrated approach to funding and implementation will be needed across Government and local partners. We have set out how we will bring together local funding streams, how we could capture some of the value uplift in Leeds from HS2, and the funding from Government needed to progress the projects set out in this HS2 Growth Strategy.

This is a consultation draft, please visit www.westyorks-ca.gov.uk/hs2growthstrategy for more information and to submit your responses.
2. INTRODUCTION
HS2 WILL PROVIDE ACCESS TO TALENT

opening up the labour market and widening the talent pool, making it easier for business to find the right people
ACCESS TO NEW MARKETS
expanding connections to bring markets within reach

ACCESS TO JOBS
Making it easier for people to move around, being able to move jobs without having to move house
This strategy sets out our ambitions and plans for maximising the benefits of HS2 to the Leeds City Region. The principles below form the basis of our approach and are our response to the HS2 Taskforce. We will transform our region’s economy by delivering infrastructure, improving connectivity across the region, upskilling our workforce, developing our supply chain, and promoting the opportunities that HS2 will bring.

Alongside these principles there are a series of ambitious projects set out in the strategy. Redevelopment of city centre locations at Leeds South Bank and the Leeds Innovation District, York Central, Bradford city centre growth zone, Halifax, Huddersfield and Wakefield city centres. A new railway line, Northern Powerhouse Rail will create high speed connections across the North. In East Leeds a new depot will serve the HS2 line, set alongside an ambitious project by the University of Leeds to build a high speed test centre.

This builds upon our regional expertise from the University of Huddersfield’s Centre for Innovation in Rail, and the rail engineering sector at York.

HS2 will act as an engine for growth, all of our regions make a significant contribution to the economy and their strengths are set out in the next chapter.

The Government HS2 Taskforce set out four areas of preparation to maximise the benefits of HS2:
• Getting our cities ready – establishing locally led delivery bodies to bring forward regeneration;
• Getting our transport network ready – creating connections, bringing people and businesses closer together to drive major economic benefit;
• Getting our people ready – to equip the UK workforce with the right skills to support our future competitiveness; and
• Getting our businesses ready – making sure the right conditions are in place to support and harness innovation.

In response to the original plans for a HS2 station half a kilometre from the existing Leeds Station, Leeds City Council, Leeds City Region and the Leeds Chamber of Commerce worked with Government and HS2 Ltd to explore the potential of an integrated station hub in Leeds incorporating HS2. This resulted in the publication in late 2014 of Sir David Higgins’ “Rebalancing Britain” report recommending an integrated hub in Leeds as part of incorporating HS2 into a national transport strategy, including a new fast east-west rail route across the north.

Further work was undertaken in 2015 to inform Sir David Higgins’ “Yorkshire Hub” report recommending a “T-shaped” solution for HS2 and Leeds Station with provision to accommodate some services from HS2 continuing through Leeds to the North East. These recommendations were accepted by Government.

To comment on this draft, please visit www.westyorks-ca.gov.uk/hs2growthstrategy for more information.
The HS2 eastern leg will begin construction in 2023. It will take 10 years to complete before opening in 2033, connecting Leeds and York to the largest infrastructure project in the UK.

**HS2 ROUTE MAP**

- HS2 line (Phase One)
- HS2 line (Phase 2a)
- HS2 line (Phase 2b)
- HS2 services on existing network
- Existing East Coast Mail Line
- Northern Powerhouse Rail line (indicative)
- TransPennine Route Upgrade

**NEW STATION**
- New station (Phase One)
- New station (Phase 2b)
- Destinations served by HS2 services on existing network
- Destinations served by Northern Powerhouse Rail line

**LEEDS TO BIRMINGHAM**
- EXISTING: 1 HOUR 58 MINUTES
- PROPOSED: 49 MINUTES

**LEEDS TO LONDON**
- EXISTING: 2 HOURS 11
- PROPOSED: 1 HOUR 21 MINUTES
3. LEEDS CITY REGION
Leeds City Region is the largest of all the UK city regions in both output and population, with greater economic scale than nine EU countries. We have the largest workforce in the North of England, and a working age population set to grow faster than the national rate.

The economic assets, quality of life, fabulous countryside, culture and heritage, major events, as well as the strong Yorkshire brand are an important part of the attractiveness of the region as a place to invest, work and grow businesses.

Leeds City Region has an annual economic output of £65 billion, over 5% of the UK economy. The size of the city region’s economy has increased by £8.2bn over the past five years, and productivity levels are also increasing compared to the national average.

Investment here would benefit the whole North of England, developing an economic powerhouse to rebalance the nation. Our city region is ideally placed for HS2, located at the centre of the country and able to reach 5.8 million people within only one hour of rail travel currently, and this will double with HS2 and NPR.

At the heart of the city region, Leeds is at the centre of the Northern Powerhouse and its station is the busiest transport hub in the North, already used by almost 30 million people a year, with connections to our other major cities and towns including Bradford, Halifax, Harrogate, Huddersfield, Selby, Skipton, Wakefield and York. Our city region is well placed to benefit from improved collaboration and connectivity across the North.

Despite recent economic progress in the city region, it is clear that not everyone is contributing to or benefiting from economic growth to their full potential. Issues of deprivation, unemployment, low pay and low skills levels hold our economy and productivity back. We are firmly committed to a strategy of inclusive growth, and we are joining up our policies and programmes to support business investment and growth with these to tackle poverty.
Leeds City Region signed the country’s largest Growth Deal worth over £1 billion. The Growth Deal is expected to bring an estimated 8,000 jobs, up to 1,000 homes and at least £340 million investment into the Leeds City Region economy from both public and private sector partners by 2021.

The recent Government Industrial Strategy published in November, 2017 recommends City Region’s produce Local Industrial Strategies that build on local strengths and deliver on economic opportunities. We will work with Government to deliver this putting in place the foundation for future economic growth. This will include focussing on our main issues of raising productivity, increasing innovation and research and development, improving living standards, and tackling deprivation in our communities.

The Leeds City Region Enterprise Partnership (LEP) published its Strategic Economic Plan 2016 - 2036 with a focus on “good growth”, aiming to unlock the region’s vast economic potential by enabling businesses and enterprise to thrive.

The SEP promotes delivery through a wide range of partners and will be implemented through a set of interconnected delivery plans. It identifies challenges in innovation, exporting, skills and connectivity for the region.

This HS2 Growth Strategy uses the SEP as a base line for job creation and economic growth, but the delivery of HS2 will increase the region’s output, creating 40,000 new jobs and an extra £54bn GVA to the region’s economy by 2050.
Stronger links between the North’s city regions will allow them to function as a single economy and be greater than the sum of their parts. Creating business networks and labour markets of genuine critical mass across an area of 7.2 million jobs, and a £290 billion annual economy will rebalance the UK economy and establish the North as a global powerhouse. If the North was a separate country it would be the world’s 21st largest economy.

None of the cities or city regions in the North have sufficient scale to compete on the global stage on their own. But put them together as an integrated urban system and they have critical mass. A diamond drawn with Liverpool, Sheffield, Hull and Newcastle at its points and Leeds at its centre covers roughly the same size as the geographical area of Greater Los Angeles or Beijing.

The recent EY UK region and city economic forecast (Winter 2016-17), showed that Leeds and Manchester are performing better than the national average and highlighted the importance of cities as drivers for growth.

The ‘Northern Powerhouse Independent Economic Review’ forecasts the potential for productivity in the northern economy to rise. It predicts a 15 per cent increase creating an additional 850,000 new jobs in the North of England by 2050. The report identifies digital technologies, health innovation, energy and advanced manufacturing as the prime capabilities, and financial and professional services, education and logistics as support capabilities for creating new jobs which will help add £97 billion to the economy.

The Northern Powerhouse Partnership’s ‘Powerhouse 2050’ report identified the potential for transformational projects in Leeds City Region to drive growth across the North. These projects include the Leeds H21 project to convert the city’s natural gas system to low carbon hydrogen; the University of Leeds proposals for a High Speed Rail engineering centre of excellence and technology park; and the proposals for Leeds and Bradford to be a testbed for 5G technologies. The report also identified the importance to the North of the plan set out in the Leeds City Region Science and Innovation Audit to grow the already world-leading medical technology and digital health sector, centred on the Leeds Innovation District and the Bradford Digital Health Enterprise Zone.

Improving transport is a fundamental to the Northern Powerhouse, but the there is also a need to focus on education and skills, trade and investment, innovation, and housing.
Over the long term a step change in rail capacity and connectivity is needed across the North, and this can only be provided through a new line - Northern Powerhouse Rail.

By delivering NPR more than 40% of businesses identified as having the North’s prime capabilities (as identified in the Northern Powerhouse Independent Economic Review) would be within 90 minutes rail travel of four or more of the North’s largest economic centres, compared with only 12% today. The position of Leeds City Region is that Northern Powerhouse Rail should include a station in Bradford, which would maximise its economic benefits.

Currently fewer than 10,000 people in the North can access four or more of the North’s largest economic centres within an hour. This would rise to 1.3 million once NPR is delivered. NPR would transform the job market, giving businesses access to skilled workers in larger labour markets and offering individuals the opportunity for flexible career development and progression, all within the North of England.

This is a long term project for the region, due to be completed in 2046. It is crucial that NPR and HS2 are appropriately integrated to make the most of both projects. The recent announcement of £300m funding to connect HS2 with Northern Powerhouse Rail is encouraging, ensuring the two networks are integrated and will support better links between cities in the North.

**NORTHERN POWERHOUSE RAIL**

**LEEDS MANCHESTER**
30MINS - 6 PER HOUR

**LEEDS SHEFFIELD**
30MINS - 6 PER HOUR

**LEEDS NEWCASTLE**
60MINS - 4 PER HOUR

**MANCHESTER LIVERPOOL**
20MINS - 6 PER HOUR

[Map showing rail connections between cities]

**7.2 MILLION JOBS**

**£290 BILLION ECONOMIC OUTPUT**
“It’s fantastic to see how much progress has been made since we first announced our plans to bring HS2 to Leeds. Working together with HS2 Ltd, the Leeds City Region, Network Rail and Transport for the North, Leeds has clearly seized the opportunity that high-speed rail represents both locally and regionally.

HS2 presents a once-in-a-generation opportunity both to revitalise Leeds and, in the process, rebalance Britain. Leeds’ plans live up to that level of ambition and will leave a legacy that the city and the region can be proud of for decades to come.”

Sir David Higgins, Chairman of HS2 Ltd
Located in South Yorkshire and also within the Leeds City Region, Barnsley includes semirural centres including Penistone. The district is centrally located for both Leeds and Sheffield. The Region has had success in securing investment and has one of the highest rates of private sector job growth in the UK. This is alongside strong progress made in raising the overall employment rate and driving down the number of young people not in education, employment or training. This has been vital in a district that has worked hard to redefine its economic role following the decline of its traditional mining and industrial base. The district’s Jobs and Business Plan 2014-17 sets the framework for continuing this progress and focuses on narrowing the economic performance gap between Barnsley and the regional and national average. Closely aligned to this is a commitment to enabling not just more but also better jobs through a targeted employment and skills strategy. Both strategies seek to maximise opportunities provided by sectors including advanced manufacturing, construction and logistics to drive better outcomes for local people.

Barnsley Digital Media Centre

---

With nearly a quarter of the population aged under 16, Bradford is the youngest city in the UK. It is home to a rich and diverse population and has a reputation for enterprise, culture and creativity. The City Centre Growth Zone has redefined Bradford’s offer, providing for high quality office, residential schemes, new retail and leisure outlets including the Broadway Shopping Centre and the award winning City Park open space. Cultural assets include the National Media Museum, Saltaire World Heritage site, Bronte Country, the Alhambra theatre and Bradford’s status as the world’s first UNESCO City of Film.

City Park Bradford

Strong sectors include manufacturing, energy, finance health and digital which are complementary to Leeds economy. Whilst only 8 miles from Leeds, there is scope to much improve transport links between the two cities, enhancing their combined offer, interconnections and opportunity for agglomeration. Bradford has major a pipeline of redevelopment in the city centre, including regenerating the Forster Square and Interchange Railway Stations so that they become gateways to the city. A city centre station for Northern Powerhouse Rail is critical to continued growth in the longer term, improving connectivity and linking the city to Leeds and Manchester.
CALDERDALE

Calderdale is an important centre for financial services and manufacturing, with strength in smaller businesses in the digital and creative sectors and pioneering green businesses. These sectors are attracted to towns in the Upper Calder Valley that offer attractive living and working locations.

A high concentration of advanced engineering and manufacturing means there is a well-developed supply chain and dense logistics sector, dependent on strategic and key road / rail networks. The electrification of the Calder Valley Line is necessary to improve local and regional connections.

Cultural assets include the £19m newly restored Piece Hall in Halifax sitting alongside a superb outdoor adventure, walking and cycling offer. Dean Clough and the Broad Street Plaza demonstrate the successful approach being taken to transforming the district’s business and leisure offer, with a £100 million partnership programme of investment.

CRAVEN

Located on the strategic route between Yorkshire, Lancashire and Cumbria, Craven is home to a number of internationally influential companies in financial services (Skipton Building Society and Computershare) and the health sector (Systagenix and Principal Healthcare).

Craven recently topped the Office of National Statistics annual study of the nation’s happiness and wellbeing. The district contains a variety of high quality landscapes, including the Yorkshire Dales National Park and the Forest of Bowland Area of Outstanding Natural Beauty.

Skipton has developed as a centre for leisure and culture, benefitting from its strong connections to Leeds, Bradford and East Lancashire with investments in new retail and cultural facilities. Future planned investments around the Station will further cement the area into the Leeds City Region in readiness for HS2.

---

<table>
<thead>
<tr>
<th>GVA</th>
<th>JOBS</th>
<th>BUSINESSES</th>
<th>POPULATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,400</td>
<td>99,000</td>
<td>9,115</td>
<td>209,800</td>
</tr>
</tbody>
</table>

Piece Hall Halifax, credit Piece Hall

<table>
<thead>
<tr>
<th>GVA</th>
<th>JOBS</th>
<th>BUSINESSES</th>
<th>POPULATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,500</td>
<td>30,800</td>
<td>3,905</td>
<td>56,300</td>
</tr>
</tbody>
</table>

Skipton puppet parade
### Kirklees

Kirklees has world leading engineering and textile businesses, alongside cutting edge innovation /creative businesses, and a strong manufacturing sector, centred around Huddersfield and North Kirklees (Dewsbury). Across Kirklees the Council has aligned its strategies for both the economy and health and wellbeing, and is seeking inclusive growth that benefits communities’ quality of life and reduces inequalities for all. Kirklees’ priorities include regenerating Huddersfield and North Kirklees to provide much needed space for businesses to grow, whilst in nearby Dewsbury, more transformational economic overhaul is required and ambitious proposals for housing growth seek to kick-start this revival.

From a connectivity point of view Huddersfield is a major regional centre in its own right with significant commuter flows in and out of both Manchester and Leeds, whilst the North Kirklees Growth Zone recognises that half of Kirklees population live in the north of the district where connectivity to and employment in Leeds and Bradford are major factors in driving prosperity.

A key strength and priority for Kirklees is education: Kirklees College, Greenhead Sixth Form college and the University of Huddersfield are all well established places of learning in the district, eg University of Huddersfield is a major modern university with strengths in engineering, metrology and innovation, and owning 3mBiC which hosts the National Physical Laboratory and Institute of Rail Research.

### Harrogate

Harrogate has strengths in financial and professional services, fintech and digital, and creative and life sciences. It boasts a highly educated workforce, good quality of life and a growing rural economy supporting over 2,500 jobs. It is also home to one of Europe’s largest cold storage distribution centres. Further growth is planned in the A1(M) corridor with permission recently granted for a new technology park at Flaxby to create 2,800 jobs and increase GVA by £155m.

The vibrant countryside, cultural attractions and the Harrogate Convention Centre makes up a strong leisure offer that reaches from the spa town centre itself to the cathedral city of Ripon and on towards the Yorkshire Dales and North York Moors.

Town centre traffic congestion is a constraint. Improved road and rail connections from Harrogate to both York and Leeds are needed, as is improved links to Leeds-Bradford Airport, as part of a wider transport connectivity programme. Challenges also exist around the availability of suitable business premises.

Royal Pump Room Museum Harrogate, credit Simon Miles

<table>
<thead>
<tr>
<th>GVA</th>
<th>JOBS</th>
<th>BUSINESSES</th>
<th>POPULATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,800</td>
<td>80,100</td>
<td>10,300</td>
<td>156,300</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GVA</th>
<th>JOBS</th>
<th>BUSINESSES</th>
<th>POPULATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,200</td>
<td>158,300</td>
<td>16,375</td>
<td>437,000</td>
</tr>
</tbody>
</table>
SELBY

Sitting at the heart of Yorkshire with a great range of transport links to Leeds and York, Selby District is characterised by lively market towns and superb rural villages.

The District also has a large number of nationally renowned employers with key strengths in manufacturing, distribution, construction and energy production, in addition to emerging opportunities in agri-tech and the creative industries.

Selby District is home to many highly skilled and paid employees, many of whom travel each day to Leeds, York and beyond. However, the District’s excellent range of transport links means that there are sizeable levels of labour exchange occurring on a daily basis.

Connections to Selby District will be important to support local growth plans and widen access to the skilled labour market. There are several well-connected, regionally significant development sites being brought forward such as Sheburn2 and Gascoigne Woods/Gascoigne Interchange in Sherburn-in-Elmet, the redevelopment of Kellingley Colliery near the M62 Corridor, and Olympia Park, a large scale mixed-use site near Selby Town Centre. Selby Station will see enhanced rail connections to Leeds and York in the immediate future, greater enabling the District’s dynamic interchange of labour and reaffirming its reputation as a great place to live.

Selby Abbey, credit Jerry Jones

WAKEFIELD

The principal economic sectors in Wakefield are motor trades, retail and wholesale, manufacturing and transport and storage, as well as public services (including health). Wakefield has a strong engineering sector with nearly 900 firms creating new supply chain opportunities.

Positive steps are being taken to improve its skills position with the recent delivery of a university centre in the district and a highly successful apprenticeship scheme.

Wakefield boasts of host of national cultural assets and is home to the Hepworth Gallery, winner of the 2017 Art Fund museum of the year. Other attractions include the National Coal Mining Museum and the Yorkshire Sculpture Park.

The Hepworth Wakefield, credit Hufton + Crow
YORK

The city has a highly skilled population and a world-leading knowledge base supported by two world-class universities, a pioneering digital infrastructure, outstanding business support networks and an excellent quality of life. After a decade of investment, York is leading the way with the best digital infrastructure in the UK. Already a super-connected city, York is currently rolling out ultra-fast, affordable 1 Gbps fibre, available to over 15,000 businesses and homes.

York Station will become an even more important hub on the rail network providing access for residents and businesses in the city and wider hinterland across North Yorkshire and East Riding. Improvements to the East Coast Mainline, the local rail network, such as the Leeds-Harrogate-York Line, and secondary stations to feed into York station are supported. The council is already enhancing the transport network within the city to accommodate the anticipated growth in the number of trips.

For city residents sustainable transport options are being improved, passenger levels on the bus network are growing, the proportion of people cycling to work is one of the highest in the country. The city’s Park & Ride service carries over 4 million passengers a year and has capacity to accommodate significant growth. The transport interchange facilities at the station are being transformed. The city has just been awarded £2.85m National Productivity Investment Funding to develop a traffic management system for the 21st century maximising the capacity of the highway network and linking traffic signals with connected and future autonomous vehicles.

LEEDS

Leeds is the economic heart of the city region. It is experiencing the fastest private sector jobs growth of any UK city. It has the largest city concentration of financial and professional services and digital jobs in the UK outside London. It is a major hub for health innovation, data analytics, innovative manufacturing, and knowledge intensive jobs.

Leeds is a great place to start-up and scale up businesses, and to commercialise innovation. The city has the highest number of fast growing firms in the UK outside London and Cambridge. There is dynamism in the Leeds economy with new firms, digital products and processes, medical technologies, telecoms and data storage infrastructure, and creative products and services being created. There are now 30,000 more jobs and an extra 6,000 businesses than in 2009.

People and firms outside Leeds are taking notice and we are now a leading UK destination for inward investment. Leeds is now a top five UK tourism and conference destination. Leeds is the cultural and creative hub of the region and is developing a new Cultural Strategy. The city’s economic success can be seen by the cranes on the skyline. Leeds currently has the highest levels of construction since the recession, with new office, retail, leisure, science and innovation, and residential developments on site. Residential development is increasing – over 3,300 new homes were developed in Leeds last year, the highest number across the Core Cities.
BUILDING ON OUR COMMITTED INVESTMENTS

The £1 billion plus programme of committed public transport investment in Leeds will see a new phase in infrastructure investment. Our long term ambition for a mass transit system remains, but we have committed to spending £174m on projects that are deliverable in the short term, with anticipated local and private sector contributions the total investment package is expected to be worth £270m. This includes three new railway stations at White Rose/ Millshaw, Thorpe Park and a parkway station connecting to the airport. Investment in 2,000 new park and ride spaces, the bus fleet and network, and cycling routes will reduce congestion in the city centre.

This diagram shows the number of commuters who travel across local authority boundaries for work. The largest two-way flow of workers is between Leeds and Bradford and we expect this trend to continue. It is important that local growth strategies are aligned in order to benefit the regional economy.

Jobs created in our main economic hubs will benefit all our cities. Our workforce and businesses do not recognise city boundaries and advancing technology makes these lines even more superficial.

FROM LEEDS TO MANCHESTER IS THE SAME DISTANCE AS LONDON’S CENTRAL LINE, BUT LESS THAN 1% OF THE WORKFORCE OF EITHER CITY COMMUTES BETWEEN THEM
4. PRINCIPLES
We have developed six principles that we will work in partnership with government to deliver, capturing the additional economic benefits that are created by HS2.

- A STEP CHANGE IN CONNECTIVITY FOR THE CITY REGION
- TRANSFORMING THE CITY REGION ECONOMY
- A MAGNET FOR INVESTMENT AND A CULTURAL DESTINATION
- A NEW WORLD CLASS GATEWAY AT LEEDS STATION
- DEVELOPING OUR BUSINESSES AND SUPPLY CHAIN
- INSPIRING OUR PEOPLE
- A CATALYST FOR REGENERATION

TRANSFORMING THE CITY REGION ECONOMY

- Position HS2 as part of a coherent strategy for the rail network as a whole – transforming links between the Leeds City Region and the rest of the UK.
- Bring new markets within reach of businesses, and new opportunities within reach of people, enabling them to progress and become more productive, in a more integrated labour market.
- Increase productivity and growth by widening business reach to innovation, talent and export markets.
A STEP CHANGE IN CONNECTIVITY FOR THE CITY REGION

- Bring people and businesses closer together, connecting people to jobs, driving innovation, productivity and growth in our main urban centres.
- Increase capacity on the regional network through improvements to priority corridors.
- Make travel easier by enabling shorter journey times, more trains, more seats and seamless links to other modes of transport.
- Develop and promote new technology to improve passenger services.

A NEW WORLD CLASS GATEWAY AT LEEDS STATION

- A distinctive gateway into Leeds and the wider city region.
- A new integrated station linking HS2 into the heart of Leeds.
- A destination station being an attractive place to visit Leeds with improved public spaces and supporting regeneration.
- A connected place where national, regional, and local transport services meet and are integrated together.

A CATALYST FOR REGENERATION

- Support regeneration, development and housing growth in our urban centres, by accelerating the delivery of major schemes around our main transport hubs.
- Double the size and economic contribution of Leeds city centre through the South Bank and Innovation District projects.
- Unlock development across the region at hubs in Bradford, York, Huddersfield, Halifax, Harrogate, Selby, Skipton and Wakefield.

INSPIRING OUR PEOPLE

- Create the opportunity for everyone to improve their skills, access better opportunities, and progress within the labour market.
- Position the city region as a centre of excellence for skills development in rail including strengthening links with the National High Speed Rail College in Doncaster.
- Inspire the next generation of engineers, technicians and infrastructure specialists in our schools.
- Deliver a significant increase of women and BME representation in HS2 construction and the wider rail and transport sectors.

DEVELOPING OUR BUSINESSES AND SUPPLY CHAIN

- Position the city region as the UK centre for high speed rail engineering.
- Build on the capabilities of the University of Leeds Institute for High Speed Rail and System Integration by creating a technology park to locate transport technology spinouts and inward investors, linking with the University of Huddersfield’s Institute of Railway Research.
- Increase awareness of the opportunities HS2 will bring.
- Support our innovators and entrepreneurs to develop new and exciting products in rail engineering.
- Develop the cluster of railway engineering expertise in York.

A MAGNET FOR INVESTMENT AND A CULTURAL DESTINATION

- Increase levels of inward investment through promoting the opportunities HS2 will bring globally.
- Promote the cultural assets of the region to encourage visitors and workers.
- Support the emerging Leeds Cultural Strategy.
Our strategy is to position HS2 as part of a coherent national strategy for the strategic rail network as a whole, to achieve a step change in rail connectivity and capacity in the north of England. This includes integrating HS2 with a new fast rail line East-West across the north, Northern Powerhouse Rail, in a way that maximises the economic benefits. This will be achieved through a world class gateway and integration in Leeds, a station in Bradford City Centre on the core Northern Powerhouse Rail route, and by strengthening the roles of York and the proposed South Yorkshire parkway. It will be supported by upgrades to existing lines to provide improvements in advance of HS2 and NPR, and to realise the benefits of capacity release thereafter.

Significant investment is already being made to improve rail services in Leeds City Region, and the North. Through the new Northern and TransPennine franchises, which commenced in April 2016, rail passengers will benefit from new trains, more seats, and faster, more frequent and more comfortable journeys. The improvements will include a 70% increase in capacity (number of seats) on TransPennine services, and 40% on Northern services into Leeds and other Core Cities in the North in the morning peak period (7am to 10am). New trains, many with WiFi will be rolled out across the network.

These improvements are the result of the work undertaken by our cities and city regions in the North to take a lead, working with the Department of Transport through Rail North to specify new franchises based on the aim of supporting growth of the economy and of passenger numbers.
CASE STUDY: YORK CENTRAL

York Central consists of 45 hectares right in the heart of York, designated as a UK Government ‘Housing Zone’ and an ‘Enterprise Zone’ which offers commercial occupiers significant incentives. It is also home to the internationally recognised National Railway Museum who have ambitious plans to increase annual visitor numbers to over 1 million.

The economic uplift of York Central is estimated to be around £1.6bn, generating up to nearly 7,000 additional jobs – equating to 6.5% of the total employment in York. The city has no shortage of skilled workers – over 40% of the population is educated to degree standard with more being produced every year from its two established universities, the University of York (a Russell Group University) and York St John University.

Currently less than two hours from London by rail, businesses locating in York Central will benefit from immediate access to York station to help maximise business growth. The improved connectivity provided by HS2 will be an added catalyst to the successful development of the site.
HS2 will provide significant enhancements in North-South rail capacity and journey times between Leeds City Region and London.

HS2 will be connected on to the existing rail network (south of Leeds and east of Leeds - which will allow some HS2 services from the south to connect to York and the North East). This will bring Leeds City Region closer together with other large city regions: the West Midlands, Nottingham/Derby and their surrounding counties, North Yorkshire, the Tees Valley and the North East. Ensuring these connections result in an integrated network for the Midlands and the North to the east of the Pennines is essential. The size and scale of economic activity that will be linked is why the Eastern leg of HS2 from the West Midlands to Leeds has one of the strongest business cases of any section of the HS2 route.

HS2 will also relieve capacity on existing North-South Rail routes, and in particular the East Coast Main Line. This provides an opportunity to enhance “classic” rail services on ECML, and to provide more direct London services to places such as Bradford, Harrogate, and Selby, as well as retaining the existing services to Wakefield. Continued investment is needed to improve the capacity and reliability of the East Coast Main Line so it is HS2 ready.

In addition to Leeds Station, York’s position as a main rail hub will be strengthened as a result of investment in ECML and HS2.

Upgrading of major existing strategic rail routes and some heavily used commuter routes is an important part of our strategy to get the Leeds City Region HS2-ready. We need faster journeys, increased capacity, more modern and cost efficient rolling stock, lower carbon emissions and better air quality, less wear and tear on the track, and lower operating costs for the railway industry. A combination of line-speed improvements, capacity enhancements and electrification is needed.

The upgrade and electrification of the existing TransPennine routes between Leeds City Region and Greater Manchester will provide significant improvements in capacity and journey times. It is essential that the planned TransPennine upgrade scheme is delivered in full, including full electrification. This will benefit all of Leeds City Region, and in particular strengthen the position of Huddersfield and Dewsbury as places from where both the Leeds and Manchester labour markets can be accessed. There is also a strong case for upgrading the Calder Valley Line, which links Leeds with Bradford, Halifax and Greater Manchester.

Leeds and Bradford are two close knit cities that share more than just a boundary. Our communities, businesses and workforce have strong connections and we recognise the opportunity to work more collaboratively in the future to tap into this potential. We have many joint strengths and a wealth of expertise among several sectors reflected in the high numbers of jobs.

Leeds and Bradford combined have a population of 1.3 million and an annual economic output of more than £30 billion, larger than many major European cities such as Milan, Amsterdam and Frankfurt. The two-way commuter flow between the two cities is the largest – and in terms of age profile the youngest of any flow between two major UK cities.
City leaders across the UK have pledged to secure the future for their communities by committing to shifting to 100% clean energy by 2050, these include Leeds, Bradford, Wakefield and Kirklees. To tackle air quality the Government intends to implement a new statutory programme of Clean Air Zones which will include Leeds, a modal shift to sustainable forms of transport is therefore vital. Our Growth Strategy promotes the need to increase the use of public transport and makes preparations to increase capacity. We also need to promote the electrification of railways and encourage the regeneration of the aging diesel rolling stock, create new stations with Park and Ride facilities and more broadly we need to promote active travel where possible, such as cycling, running or walking.
HOW RAIL INVESTMENT WILL SUPPORT GROWTH

It is in networks of cities and city regions where the new knowledge, ideas, products, processes and businesses will be created which will drive future economic growth. With developments in technology and the internet enabling people to work remotely some commentators predicted the “death of distance” and that the role of cities would diminish. But in fact the opposite has happened. As the modern economy has become increasingly specialised and knowledge based, high densities of face-to-face contact between workers, firms, innovators and entrepreneurs have become more, not less in important, and people are increasingly collaborating, comparing and competing in urban centres.

The size of the Leeds City Region economy and levels of productivity within it, have been growing in recent years. Independent economic forecasts are for continued growth, however to maximise our economic potential in a post-Brexit era, we need improvements in connectivity to accelerate our economic growth. Despite good progress, our economy is not performing to its potential, with long term inequality issues.

Improved rail networks increase productivity of our businesses, getting them to export more in new markets, develop the skills of their workforce, and tackle poverty. We recognise the need to increase productivity, raise skills levels to attract business and enable them to innovate, to retrain people with new skills as the technology of industry changes and tackle deprivation.

The modern economy of the Leeds City Region needs connectivity to reach markets and support innovation.

This connectivity works best in urban centres where networks can generate new ideas, activities and increased productivity. Leeds City Region is polycentric, with a series of distinct (whilst interconnected) cities and towns, none of which individually have sufficient scale to compete nationally, but collectively have critical mass as a £65 billion annual economy. The efficiency and effectiveness of the transport system will therefore be central to future employment and productivity of the City Region.

Leeds City Region needs to integrate its economy with other city regions across the Midlands and the North. These city regions are today close together geographically, but because of poor transport links remain separate functionally with weak linkages of labour markets, business-to-business networks, access to markets, and commercialisation of knowledge. HS2, Northern Powerhouse Rail and improvements to existing main rail routes can bring these city region economies closer together. This will bring new and more productive jobs within reach of people (enabling them to move job without moving house), new markets within reach of businesses, new talent within reach of employers, new knowledge and investment in reach of innovators and entrepreneurs.
THE ECONOMIC IMPACT OF THE GROWTH STRATEGY PROPOSALS

INTRODUCTION

Nationally there has been a large amount of analysis of the likely economic impact of HS2 and its transformative effect. These include impacts of the dramatically improved national connectivity on:

• User benefits through travel time savings and reduced costs;
• Increased productivity through agglomeration – bringing people and businesses closer together;
• Improved labour market performance; and
• Regional rebalancing of the economy.

As well as producing narrative on other positive impacts such as:
• Released capacity;
• Increasing trade and competition; and
• Increased specialisation.

OUR ANALYSIS

The focus of our analysis has been to measure the impacts of the locally planned interventions and the benefits to the region. We estimate that the interventions set out in this HS2 Growth Strategy will result in the creation of around 40,000 additional jobs in Leeds City Region by 2050. This job creation relates to the local connectivity, regeneration, skills and supply chain initiatives set out in this strategy.

This estimate excludes jobs created by HS2 itself, jobs that will be created by more general growth in the economy, and jobs displaced from elsewhere. It is a conservative estimate, but one we believe is robust. They are one part of our wider strategy for the City Region and so, building on the positive forecasts for our last Strategic Economic Plan, The Northern Powerhouse Independent Economic Review and for the Leeds Inclusive Growth Strategy, it is plausible that these could lead to productivity gains and regeneration benefits that would result in up to 50,000 further additional jobs in Leeds City Region by 2050, above those created through HS2 Growth Strategy interventions.

The baseline of new jobs forecast to be created in the city region by the Regional Econometric Model is 200,000 by 2050, so it is clear that HS2 and our Growth Strategy will provide a substantial uplift, an extra 40,000 jobs would equate to an additional 20%.

The chart below sets out the number of additional jobs created both directly and indirectly from HS2 across the Leeds City region. Relatively few jobs are created as a direct consequence of HS2, these are broken down as temporary construction jobs and operatives of HS2 once it is up and running. The majority of the jobs are created indirectly, through interventions and programmes set out in our HS2 Growth Strategy.

C. 17,000 JOBS ARE EXPECTED FROM THE NEW COMMERCIAL SPACE IN LEEDS CITY CENTRE

C. 2,000 JOBS ARE EXPECTED FROM GROWTH IN BRADFORD AND YORK CITY CENTRES

C. 9,000 JOBS ARE EXPECTED AS A RESULT OF OUR SKILLS WORK ACROSS THE CITY REGION

C. 8,000 JOBS ARE EXPECTED TO BE GENERATED THROUGH LOCAL SUPPLY CHAIN IMPROVEMENTS

C. 4,700 CONSTRUCTION JOBS ARE EXPECTED OVER A TEN-YEAR PERIOD

C. 300 JOBS FOR HS2 OPERATIONAL STAFF IN LEEDS AND CITY REGION

C. 17,000 JOBS ARE EXPECTED FROM THE NEW COMMERCIAL SPACE IN LEEDS CITY CENTRE

The chart below sets out the number of additional jobs created both directly and indirectly from HS2 across the Leeds City region.

Relatively few jobs are created as a direct consequence of HS2, these are broken down as temporary construction jobs and operatives of HS2 once it is up and running. The majority of the jobs are created indirectly, through interventions and programmes set out in our HS2 Growth Strategy.
In November, 2017 the Government published its Industrial Strategy. This sets out proposals for how Government intends to develop a modern industrial strategy which is place-based, and builds on the UK’s strengths in technologies, professions and research.

Government has identified five foundations for productivity, that are important to drive forward its industrial strategy across the entire economy. Places with higher rates of investment in research and development, more highly skilled people, better infrastructure, more affordable energy and higher rates of capital investment grow faster and have higher levels of productivity. Four Grand Challenges are also identified to put the United Kingdom at the forefront of the industries of the future.

The Government is also supporting Local Industrial Strategies that build on local strengths and deliver on economic opportunities.

We see HS2 as pivotal for our region, and its impact spans over several of the themes set out in the foundations and grand challenges.
A STEP CHANGE IN CONNECTIVITY FOR THE CITY REGION

- Bring people and businesses closer together, connecting people to jobs, driving innovation, productivity and growth in our main urban centres.
- Increase capacity on the regional network through improvements to priority corridors.
- Make travel easier by enabling shorter journey times, more trains, more seats and seamless links to other modes of transport.
- Develop and promote new technology to improve passenger services.

CHALLENGES AND THE CASE FOR CHANGE

Tackling deprivation has been identified as a major challenge in the City Region’s upcoming Inclusive Industrial Strategy. This reflects the fact that the pattern of deprivation has changed little in decades, with some communities at risk of being ‘left behind’.

Our opportunity is significant. Natural growth and planned investment in the City Region (including HS2) are set to see a significant uplift in jobs across the City Region including 24,500 additional jobs in Leeds City Centre, with an additional 30,000 trips into Leeds City Centre in every morning peak by 2033 (a 25% increase from now).

Taken together, the current committed / planned investments in bus, rail, walking and cycling do not provide the required capacity needed or sufficiently address the deprivation or productivity challenges.

Leeds and the City Region therefore face a major ‘investment gap’. An accelerated programme of transformational connectivity is needed to enable the economic geography of the City Region to be reshaped through HS2.

The LCR HS2 Connectivity Strategy provides the direction around the step change in connectivity required to enable the transformative impact of HS2 to be realised across the City Region. It complements the other principles of the HS2 Growth Strategy such as Skills and Supply Chain programmes as, for example, without improved connectivity, the opportunities created through improved career choices and business interactions could be undermined.

Even though the HS2 station is based in Leeds, our forecasts predict 50% of the additional jobs created by HS2 will be located outside Leeds in the wider City Region.
CASE STUDY: HIGH SPEED 1

High Speed 1 is the rail line between St Pancras International in London and the Channel Tunnel and connects with the international high-speed routes between London and Paris, and London and Brussels.

Now operational for 10 years, HS1 has provided invaluable connectivity, resulted in new homes, catalysed regeneration, investment in new businesses and a growing visitor economy for the surrounding region. In particular, growth on the line has been consistently impressive – 12% since services started.
DELIVERING OUR TRANSPORT PRIORITIES

The diagram outlines our plans for the transport network. We will work collaboratively with Government and Network Rail to deliver:

- The new Leeds Station and South Bank, York Central and the masterplan for Bradford Interchange.
- Northern Powerhouse Rail to transform East-West connectivity in region. The Northern Powerhouse Rail Programme will benefit from the investments made through this programme especially if a Bradford city centre location is taken forward.
- TransPennine Route Upgrade to provide improved connectivity between Manchester, Leeds, Huddersfield and York. This should be delivered without delay by 2022.
- Calder Valley Line improvements to meet the needs of Leeds, Bradford and Halifax, prior to Northern Powerhouse Rail. This should be delivered in the short term.
- East Coast Mainline improvements set out in the Hendy report should be delivered on time or earlier including works to make the line more resilient, allow the new longer trains to run, and changes to better allow fast and slow trains to interact (e.g. over take).
Increasing capacity on our network requires innovative approaches, including adapting to new technologies. Creating a more integrated network will be achieved through:

- Improving access to information with a focus on the user, such as integrated services and ticketing.
- Designing transport services which have a strong core network with a move towards more feeder and on demand services, creating opportunities for more responsive solutions and transport services.
- Using technology to support the ability for people to access transport in different ways through:
  - combining transport services from public and private providers, allowing transport users to pay through a single account on a ‘pay per trip’ or a ‘monthly fee’ basis
  - ride-sharing and e-hailing services, bikesharing programs, and car-sharing services
  - on-demand “pop-up” bus services and on-demand car services.
- Improvements to pedestrian and cycling infrastructure, making the transport network more sustainable, improving air quality, health and well-being.
A set of priority corridors have been identified through careful analysis of demand for services and current constraints. These corridors will connect major communities, including some of the most deprived, to the improvements resulting from HS2 investment.

Connectivity is as much about reducing inequality as providing growth, in many cases poor transport acts as a barrier, reducing mobility and the effectiveness of the labour market. By bringing our workforce within reach of jobs and supporting new opportunities for skills development our strategy aims to link the benefits of new investment to surrounding neighbourhoods and communities.

The corridors defined here are only the start of the overall network solution. We will also develop more detailed investment plans across the corridors and engage the wider business community to help shape the next stages.

The choice of transport modes on each corridor will be influenced by a range of factors reflecting the characteristics of the corridor. A bespoke approach will be needed for each corridor – some may be better suited to rail or car, others to a blend of modes including mass transit. In establishing the technology we will also need to look at how we can improve the experience for the user and improve the performance of the network.

TRANSFORMATIONAL LOCAL PRIORITY CORRIDORS:
- Leeds Bradford Connectivity
- Strengthening high value assets in the North West of Leeds
- Accelerating inclusive growth in the East of Leeds
- Extending the Southbank opportunity
- Stimulating development in North Bradford
- Stimulating development in South Bradford

TRANSFORMATIONAL CITY REGION PRIORITY CORRIDORS:
- Leeds - Bradford and beyond
- Leeds - York
- Leeds – Harrogate - York
- Leeds – Dewsbury - Huddersfield
- Leeds - Wakefield /Barnsley and Sheffield
- Leeds - Five Towns
- Leeds - Skipton
- Leeds – Selby
PRINCIPLES FOR DEVELOPING OUR TRANSPORT CORRIDORS

These are centred around delivering inclusive growth, developing a productive and resilient economy, to which all people and places contribute to and benefit from, to their full potential. To do this our transport corridors will:

• Be accountable to local people for improving social and economic outcomes.

• Be coordinated across the city region and based on social demographics and economic geography, each corridor will require bespoke solutions, timelines and business cases.

• Be locally-led, with strong partnerships including the local authority, communities and neighbourhood groups, city region, Transport for the North, other public bodies (such as housing, skills, health agencies and infrastructure providers) and others who can ensure plans are tailored to local circumstances and opportunities.

• Integrate intensification of housing and employment, flooding and social policy as well as the transformational connectivity required to support each of these.

• Work with and build on existing West Yorkshire Transport Fund and Leeds Public Transport Investment Programme interventions.

• The output of the ‘Inclusive Growth Corridor Plans’ will be detailed short, medium and longer term projects/ interventions across each of the range of policy areas. These Plans will form the basis for the future pipeline.

HOW WE WILL WORK WITH GOVERNMENT TO DELIVER IN THE SHORT TERM (UP UNTIL 2021)

We will:

• Continue to develop our connectivity strategy and open a conversation with businesses and wider stakeholders around the prioritised corridors and implementation.

• Commence development of the ‘Inclusive Growth Corridor Plans’ on a phased/staggered basis for each of these prioritised corridors.

To help us with this, we are asking Government:

• To deliver on its commitments including TransPennine Route Upgrade.

• To commit to enhancements on the existing network including Calder Valley and East Coast Mainline.

• To commit to deliver Northern Powerhouse Rail stopping at Bradford, Leeds and York.

• Support the development work of the HS2 South Yorkshire Parkway Station.

• To support the principles for our inclusive growth corridors and to help develop the transformational schemes.
HS2 will integrate with the existing Leeds Station, creating a distinctive ‘T’ shape as the new track comes up from the South, forming a new interchange right in the heart of Leeds. Our new enlarged station will be able to cope with more capacity from high speed trains together with more local and regional services, allowing users to seamlessly connect with all modes of transport in a new modern gateway into the city.

Unlike other sizeable cites like Manchester and Glasgow, Leeds has only one mainline rail station. This has experienced significant underinvestment for many years and now requires a transformational step-change to protect other investments and allow the rail network to grow. HS2, Northern Powerhouse Rail (NPR) and major upgrades to TransPennine routes and services will all increase capacity at the station, which will be enlarged to cope with more passengers and services.

Originally a separate HS2 station 500m from the existing hub was proposed, we argued Leeds and the City Region deserved better and worked with Sir David Higgins to place an integrated Leeds Station at heart of our vision for HS2 as part of a national transport strategy. Since then we have pulled together all the organisations with a stake in Leeds Station to jointly produce an integrated masterplan, including Leeds City Council, West Yorkshire Combined Authority, Network Rail, HS2 Ltd, Transport for the North, Department for Transport, and Department for Local Government, supported by London and Continental Railways. We appointed a world class design team of Atkins and Gensler, including Hiro Asso, the lead architect for the transformation of Kings Cross Station. The masterplan shows how HS2 & Northern Powerhouse Rail will be integrated with the existing Leeds Station providing a seamless interchange.

New retail, commercial and hospitality space, including a revitalised use of the Dark Arches and the river will become a critical part of the wider station offer. New entrances and a redesigned public realm will transform the existing station into a world class destination and act as a catalyst for the wider regeneration of Leeds South Bank.

Proposed new footbridges at Bridgewater Road and Sovereign Square will seek to enhance the pedestrian environment and improve links to the station. There will be multiple access points for bus and taxis, and access for disabled users is prioritised across all principal entrances. Proposals also include for a re-provision of the current station car park, a new car park for HS2 and a new Cycling Hub throughout the much improved station district. The plans also include passive provision for any future mass transit proposals.

Almost 30 million passengers pass through Leeds Station each year, making it the busiest railway station in the North of England. Network Rail’s market studies suggest peak use will increase 49% by 2023 and 135% by 2043.
HOW WE WILL WORK WITH GOVERNMENT TO DELIVER IN THE SHORT TERM (UP UNTIL 2021)

We will:

• Adopt the Leeds Integrated Station Masterplan as formal Planning Policy to help guide the development of the Station District

• Use the masterplan as a basis to complete the Business Case for investment into Leeds Station, resulting in construction works starting on the current station, and detailed design work on later phases

• Work collaboratively with HS2 on the hybrid Bill design

To help us with this, we are asking government:

• To support to the Leeds Integrated Station Masterplan and implementation of its principles

• To work collaboratively to scope, finalise and implement a value capture mechanism and agree the funding strategy for the wider HS2 Growth Strategy proposals

• To acquire the land in the HS2 safeguarded route to ensure a return on the investment the public sector is making
New South Bank Entrances – three entrances are proposed in the South Bank, with an entrance fronting onto Sovereign Square and the new city centre park. A central HS2 entrance is proposed along a new pedestrian route, equivalent in scale to Briggate, linking Temple Works to Leeds Dock. The Station Southern Entrance would remain in place.
A gateway into the city - At Bishopgate, a new entrance is proposed to open up the station from the North, improve access and create a welcoming gateway into the city. Wide pedestrian routes with a large stepped terrace will link the upper and lower plazas. These will be predominately pedestrian spaces, with general through traffic removed in order to create a new piece of major public realm at the front of the station, whilst still permitting access for taxis and public transport.
A Common Concourse – to ensure a seamless interchange between HS2 and the current station, a new shared common concourse (used by both the existing station and HS2) is proposed. As part of this, a new over-bridge will span across the station, and will include new leisure and retail development, as well as providing access to all platforms.
City Park Entrance - View of HS2 platforms from the South Bank, connecting Holbeck (left) with the City Park and New Dock (right).

Once complete the new station district will offer 3 million sq. ft of new commercial and retail space.
ZONE 0
- 2018 - 2023
  - Enabling Works & Offsite/Outside
  - Boundary Works

ZONE 1
- 2021 - 2023
  - New Station Street and Bishopsgate

ZONE 2
- 2022 – 2025
  - Overbridge Connection Upgrade (2A)
  - Riverside (Inc. Bridge) & Western (2B)

ZONE 3
- 2023 – 2026
  - Southern Mezzanine deck and Dark Arches connection (3A), Northern Arcade and Retail (3B)

ZONE 4
- 2024 – 2026
  - New Overbridge and Dark Arches refurbishment
  - Highways, Public Realm and Adjacent Site Development

ZONE 5
- 2029 – 2035
  - New HS2 Entrance with platform connections & Neville Street Tunnel refurbishment with changes to Victoria Bridge.

ZONE 6-9
- 2021 - 2039
  - Redevelopment, public spaces, HS2 Parking and Entrances
  - HS2 Support Buildings
NEW FRANCHISES
- More services
- 52% increase in seats at morning peak on TransPennine Express trains
- 40% increase in passengers able to travel on Northern trains by 2016
- Free wi-fi on trains by 2020
- Pacer units withdrawn by 2020

NEW FRANCHISES
- New Stations at Leeds Bradford Airport Parkway, Millshaw and Thorpe Park

EXISTING STATION CONCOURSE (PHASED PLAN 5-7 YEARS)
- Improved entrance and concourse area

NORTHERN POWERHOUSE RAIL
A Northern Powerhouse Rail Network (NPR) that radically improves journey times across the North with stops in Leeds, Bradford and York and integrates effectively with HS2

LEEDS STATION AND RAIL NETWORK INVESTMENT PIPELINE

BUSIEST STATION IN THE NORTH OF ENGLAND

RECENT IMPROVEMENTS
- New Southern Entrance
- New stations at Apperley Bridge, Kirkstall Forge and Low Moor

TRANS PENNINE ROUTE UPGRADE (2022)
The following are the objectives from Government about two years ago:
- Upgrade of existing lines to create extra capacity for a more frequent service between Manchester and Leeds
- Electrification of the route and
- Improved journey times (including Manchester to Leeds from 49 to 40 mins and Manchester to York from 74 to 62 mins)

CALDER VALLEY LINE AND EAST COAST MAINLINE UPGRADE (2022)
- Continued investment in the existing networks including significant improvements to the Calder Valley Line and East Coast Mainline

HS2 EASTERN LEG CONSTRUCTION STARTS 2023
- Integrated station with HS2
- Eastern leg of HS2 connects 12.1 million people
- Halves journey time from Leeds to Birmingham

HS2 (OPENS 2033)
We will use HS2, Northern Powerhouse Rail and improvements to our city region transport network to accelerate regeneration and development in our urban centres, next to our main transport hubs. Through the South Bank Leeds and the Leeds Innovation District projects we will double the size and economic contribution of Leeds City Centre. We will deliver major regeneration projects at York Central, Bradford’s City Centre Growth Zone, at Merchant Gate and Rutland Mills in Wakefield, in Halifax (building on the momentum created by the renovation of the Piece Hall), at HD One and the town centre in Huddersfield, and major retail and leisure schemes in Harrogate.

The Leeds City Region Strategic Economic Plan identifies key spatial priority areas that will drive significant regional growth and will form part of a highly connected city region and housing market. The Housing Deal focuses on the acceleration of housing growth in two of these key locations alongside interventions that will deliver the early enabling changes needed to deliver the HS2 Growth Strategy. For Leeds City Centre this is a multi-site and partner proposition promoted through a new programme and brand known as Leeds Living. In Kirklees, Dewsbury Riverside Urban Extension is a single major site that will be delivered through a partnership of the Council and a major developer. The sites are directly connected by rail and both form key components of major housing growth set out in respective Local Plans - together they will deliver over 21,000 new homes.

Infrastructure investment is a key driver for increasing productivity, helping create jobs and prosperity. Our cities drive economic growth and better transport results in stronger local economies allowing people and businesses to access services more efficiently and also bring inward investment as firms position themselves around good transport linkages.

Two new station hubs in Leeds and York are both positioned in areas of their city which have large portions of land available for new houses, offices and cultural activities. HS2 investment offers the opportunity to reinvent these spaces, for commercial activity, new smart technology and innovation in our growth sectors, modern attractive environments and green infrastructure, and accessible spaces for surrounding communities. It will also enhance the visitor economy and make the city region a more attractive place to visit.

A CATALYST FOR REGENERATION

- Support regeneration, development and housing growth in our urban centres, by accelerating the delivery of major schemes around our main transport hubs.
- Double the size and economic contribution of Leeds city centre through the South Bank and Innovation District projects.
- Unlock development across the region at hubs in Bradford, York, Huddersfield, Halifax, Harrogate, Selby, Skipton and Wakefield.
HOW WE WILL WORK WITH GOVERNMENT TO DELIVER IN THE SHORT TERM (UP UNTIL 2021)

We will:

• Develop and implement growth plans at major transport corridors and hubs across the City Region to drive regeneration
• Deliver the Leeds City Centre Transport Strategy to get the city ‘HS2 ready’
• Work with the private sector to deliver regeneration projects including the South Bank and York Central

To help us with this, we are asking Government:

• To commit to supporting the development and implementation of a York Central HS2 Growth Strategy and Growth Plans at transport hubs across the city region
• To approve the Leeds City Region Housing Deal and Housing Infrastructure Fund bid, to support the South Bank and HS2
• To support the development and implementation of a HS2 Growth Zone value capture toolkit, needed to capture the value created by investment in infrastructure.

The Leeds Innovation District aims to make Leeds City Centre a 21st century science park centred on the universities and the Leeds General Infirmary in the northern part of the city centre. This will drive greater collaboration bringing together some of the city’s most creative and innovative institutions, industry, researchers, clinicians and public sector leaders, boosting larger firms in the city and attracting new inward investment.
HS2 is expected to catalyse development around the South Bank and contribute to the attraction of Leeds and the LCR as business location.

Bringing HS2 into the heart of Leeds will require substantial infrastructure works that create wider regeneration opportunities, with the potential to double the size of the city centre. The new station will be built in the South Bank, one of the largest regeneration sites in Europe covering over 250 hectares – over twice the size of Canary Wharf in London.

A package of £200m of proposed infrastructure investments, developed through collaboration and a detailed knowledge of the Leeds commercial market and the barriers to growth, will:

- Triple the number of housing completions in Leeds City Centre against recent averages, with over 8,000 units delivered in the South Bank by 2028 alone in support of the Leeds City Region Housing Deal proposal and Housing Infrastructure Fund bids.
- Double the number of commercial office completions per annum.
- Leverage £5 billion of private sector investment by 2033.
- Deliver £25 of private sector investment for every £1 of public sector investment.
- Allow the city to be ‘HS2 ready’ prior to HS2’s construction and secure value for money – infrastructure will support the delivery of a broad range of national and regional objectives and have multiple benefits.

SOUTH BANK, LEEDS

OUR INFRASTRUCTURE PROPOSALS

We have developed a prioritised and phased package of infrastructure to get the city HS2 ready, and accelerate and intensify growth across the South Bank under the following four pillars.

A CONNECTED SOUTH BANK

Improving connections between the South Bank and wider city centre, this will mean new streets, bridges, pedestrians routes and access to neighbouring communities. It will mean major improvements to the M621 and Inner Ring Road with highways realignments across the South Bank in order to remove through traffic from the area and the current dominance of motor vehicles.

A SMART AND SUSTAINABLE SOUTH BANK

Creating a high quality digital infrastructure in the heart of the city centre to drive growth in the digital economy and foster innovation and creativity. Investment in flood resilience and sustainable energy already taking place across the city centre will be extended into the South Bank, with new infrastructure designed to be multifaceted – public spaces and city streets designed to provide greater resilience and be a conduit for digital connectivity infrastructure.

A CULTURAL SOUTH BANK

Investing in our cultural and heritage assets, animating spaces and promoting cultural and community uses is key to inclusive growth, promoting community cohesion and celebrating the rich variety of cultural life in the city. South Bank, Leeds has a strong historic and architectural character and a growing cultural community and these are the key building blocks on which to build a unique cultural environment and destination in the heart of the city centre.

AN ATTRACTIVE SOUTH BANK

Creating a network of public spaces, green linkages and a new city park, and the transformation of the waterfront including new shops and bars. These public spaces connected by safe and attractive city streets will glue together existing and planned cultural assets and activities, and the surrounding communities to create a unique city centre environment for new residents, visitors and businesses.
Modern renovations of heritage buildings including Tower Works, Round Foundry and Marshall Mill have led to Holbeck being named ‘best neighbourhood’ by the Academy of Urbanism.

Salem Chapel, through investment by AQL, hosts the only mutual internet data exchange outside of London.

Granary Wharf has been redeveloped as a leading destination, including award winning residential developments at Candle House and Waterman’s Place.

Leeds Station Southern Entrance has opened, and 20,000 commuters each day use it to get to the South Bank.

Over 10,000 students are learning at the Leeds City College, Leeds College of Building, Ruth Gorse Academy and the University Technical College campuses on South Bank.

Citu are developing a unique Climate Innovation District on South Bank, delivering 520 new low carbon homes alongside manufacturing, leisure, offices and climate resilient public space.

Investment at Leeds Dock from Allied London and Sky has created a world class technology hub.

2024-2033 HS2 construction works
2033 HS2 services commence
OUR FUTURE VISION FOR THE SOUTH BANK

1. NEW PUBLIC TRANSPORT LINKS & ROAD NETWORKS
2. A CITY PARK, NEW PUBLIC SPACES, CYCLING & PEDESTRIAN LINKS
3. INTEGRATING LEEDS STATION & THE NEW HS2 STATION TO FORM A YORKSHIRE HUB
4. MAKING THE RIVER AIRE A USABLE PUBLIC SPACE
5. MORE CULTURAL FACILITIES AND PLAYFUL SPACES
6. CREATING BETTER CONNECTIONS BETWEEN EXISTING COMMUNITIES & THE CENTRE
7. IMPROVED ACCESSIBILITY & COMMUNITY SAFETY
8. NEW HOMES, COMMERCIAL & LEISURE DEVELOPMENTS
9. LANDMARK BUILDINGS & MAINTAINING LEEDS’ HERITAGE BUILDINGS
10. NEW FLOODING TECHNOLOGY & SUSTAINABLE DEVELOPMENTS
The Climate Innovation District is the largest sustainable development in the UK. Citu, a company founded to accelerate the transition to zero-carbon cities is building houses in Leeds city centre for the first time in over 90 years, locally sourcing as much of the raw materials as possible, with 70% coming from the Yorkshire area. The £125m project will result in 500 new low carbon homes alongside manufacturing, leisure, offices and climate resilient public realm.

Leeds City Centre - Impacts from our HS2 Growth Strategy

We estimate that over the lifetime of the HS2 Growth Strategy (up until 2050) the impacts of our growth programmes will result in an additional 12,000 homes and an extra 350,000m2 of commercial office floorspace.
INSPIRING OUR PEOPLE

- Create the opportunity for everyone to improve their skills, access better opportunities, and progress within the labour market.
- Position the city region as a centre of excellence for skills development in rail including strengthening links with the National High Speed Rail College in Doncaster.
- Inspire the next generation of engineers, technicians and infrastructure specialists in our schools.
- Deliver a significant increase of women and BME representation in HS2 construction and the wider rail and transport sectors.

The construction and operation of HS2 and associated infrastructure will employ a significant number of people across a range of industrial sectors, over a prolonged period. In its own right the scheme is a huge driver of jobs and skills expansion which the city region, as the largest manufacturing and engineering sector outside of London, one of the fastest growing digital hubs in the UK, and already home to significant infrastructure development driven by a thriving economy, is ready to capitalise on.

The size, scope, and profile of the scheme will drive demand for talent and skills in the city region in a way that no other project has ever done, transforming the perception of key sectors such as construction and infrastructure, manufacturing and engineering, and digital, and trigger a step-change in the current appetite for employment in these industries. The project will also accelerate growth in sectors and subsectors of existing strength, such as digital technology and data analytics, fintech and professional services. Through increased agglomeration and connectivity it will also stimulate the growth of new businesses, sectors and subsectors in ways that we cannot yet predict, but need to prepare our young people to capitalise on.

Building on our significant educational assets in the fields of rail, transport, and construction, and a strong base of businesses operating in these industries, we will use HS2 to position the city region as an international centre of excellence for skills development in light and high speed rail, and a national and international beacon for talent. Our young people are the workforce of the future, and we will enthuse and excite the next generation of engineers, technicians and infrastructure specialists by delivering exciting and innovative programmes of careers education and insight to every school and pupil in the city region, at a scale never attempted previously.

We will also support young people and educators to understand the breadth and scale of the high speed rail career opportunities, and how our exceptional education assets, working together as the Leeds City Region Skills Network can help – whatever their interest or field of specialism. This means that HS2 and the jobs it creates will be just as accessible wherever you are: as a young person in Castleford, Keighley or Halifax, or as a mature entrant or career changer in Leeds, Wakefield or York.

As part of our commitment to inclusive growth we will deliver record numbers of women and BME representation in HS2 construction and operation: at least 20% of the workforce on HS2 will be from the city region and 5% of these workers will be previously unemployed, enabling all parts of our local economy to make the most of the opportunities HS2 will provide.

We will achieve this through working with HS2 contractors and the wider supply chain through our Employment Brokerage Plus Programme, which builds on existing best practice to connect people from our disadvantaged communities to job and apprenticeship opportunities on major developments.

To build a more inclusive and representative labour market and to support those looking to change careers or return to work, we will develop pathways to the profession through our Career Changers Programme, enabling a more integrated, responsive and resilient labour market which can respond more flexibly to the demand for skills that HS2 will create.
We will work with our universities and colleges to create bursaries and apprenticeships in businesses for HS2 related programmes, support work placements during study and improve graduate retention within the region, particularly focusing on STEM subjects. Our proposed Catalyst Fund will enable universities and colleges to develop curriculum expertise that responds to HS2, delivering bespoke courses to our students, addressing the current skills gap, linking students and apprenticeships with businesses, and creating strong links to the National College for HS2 in Doncaster, the Centre for Innovation in Rail at Huddersfield University, and the Institute for High Speed Rail and System Integration at the University of Leeds.

Taken together these initiatives will create the conditions for a truly transformational impact on the city region’s economy, creating high quality jobs for local people, progression opportunities into and through the labour market, raising productivity levels, skills levels and qualifications, and helping to create an inclusive and representative workforce.

At least 20% of the workforce on HS2 will be from the city region and 5% of these workers will be previously unemployed.

Leeds City Region has 14 Colleges, over 60 private training providers and 9 Universities.

The Government has identified the UK needs to create 100,000 engineering graduates every year just to maintain employment levels, with shortages predicted in signalling & communications and traction & rolling stock.
CASE STUDY: INSTITUTE FOR HIGH SPEED RAIL & SYSTEM INTEGRATION – AT LEEDS TECHNOLOGY CAMPUS

The University of Leeds is developing a dedicated centre of excellence for high speed rail technologies and system integration for the benefit of UK and global high speed railways industries. The facility will position the UK as the world leader in high speed train-track interaction, of enormous benefit to the future UK rail industry and with major export potential.

The Institute will be one of the world’s most advanced high speed railways testing facilities and will upskill the UK railway industry to create a modern and highly efficient consultant and contractor workforce, capable of designing, building and maintaining high speed railways across the world.

Once operational it will help make the region a centre of excellence in high speed rail, complementing the National College for High Speed Rail in Doncaster and the University of Huddersfield and creating a magnet for rail manufacturing. Situated in the Leeds Enterprise Zone allowing access to the UK rail network, the Technology Park will provide a boost to the UK rail engineering and professional services sector, advanced manufacturing, built environment, robotics, smart cities tech and automotive sectors.
HOW WE WILL WORK WITH GOVERNMENT TO DELIVER IN THE SHORT TERM (UP UNTIL 2021)

We will:

- Implement a range of skills projects to develop the pipeline of skilled labour needed to capitalise on the construction and operation of HS2, recognising that time is of the essence
- Create a Northern Transport Skills Taskforce to align the city region together to implement our proposals, ensuring we speak with one voice to government and other key partners
- Take the lead on promoting equality and inclusion

To help us with this, we are asking government:

- To work with us to launch a significant proportion of our skills interventions
- For a commitment in rebalancing the demands on schools towards a greater focus on preparing for the world of work, linked explicitly to our ambitions around HS2
- To work with us to support the process of connecting residents to HS2, through the implementation of employment and skills obligations in procurement of the scheme, using our Employment Brokerage Plus service to connect them to the local labour market
DEVELOPING OUR BUSINESSES AND SUPPLY CHAIN

• Position the city region as the UK centre for high speed rail engineering.

• Build on the capabilities of the University of Leeds Institute for High Speed Rail and System Integration by creating a technology park to locate transport technology spinouts and inward investors, linking with the University of Huddersfield’s Institute of Railway Research.

• Increase awareness of the opportunities HS2 will bring.

• Support our innovators and entrepreneurs to develop new and exciting products in rail engineering.

• Develop the cluster of railway engineering expertise in York.

HS2 is an unrivalled opportunity to catapult our supply chain, already competitive and rich in expertise around rail and rail infrastructure (notably the cluster of railway engineering firms in York), construction and engineering, and transport and transit innovation, to a position of global competitiveness as the UK home of Light Rail and High Speed Rail engineering innovation, research and development.

Working with key industry partners such as the High Speed Rail Industry Leaders Group, aligned to the UK Government’s Industrial Strategy and Made Smarter Review, and drawing on the support of the Department for International Trade, we will deliver this ambition through Supply Chain Development and Accelerator Programmes in order to both build general capacity across the supply chain, and identifying potential disrupter / ‘unicorn’ type firms for support, enabling them develop new markets locally and globally, accelerating their competitiveness and productivity and supporting them to create new employment opportunities.

Key aspects of implementation will include a targeted approach to increase awareness of the opportunities HS2 will bring, both in terms of construction and operation, including the new station hubs, and getting our businesses in a position to take full advantage. It will mean increasing investment in our businesses so they are in a position to upskill, innovate and access finance. This will enable them to grow and deliver the cutting edge technologies needed for this 21st century infrastructure project. It will mean helping firms through procurement processes and advertising opportunities to local businesses.

Critically, we will support our supply chain businesses to engage with our innovation assets including our world class rail expertise, as well as strengths in transport and civil engineering, increasing the development and commercialisation of new products through our Catalyst Fund, and improving the connections between industry and academia through bursaries and work placements, accelerating knowledge exchange and business growth.
THE HS2 ROLLING STOCK DEPOT IN LEEDS

In July 2017, the Secretary of State for Transport announced the intention to site a HS2 Rolling Stock Depot at Gateway 45 in the Leeds Enterprise Zone. The current proposal blights 1 million square foot of prime commercial development land which would generate new jobs and substantial business rates income to the Leeds City Region LEP.

Leeds City Council and the West Yorkshire Combined Authority have been working with HS2 Ltd, Department for Transport and Department for Communities and Local Government, and the land owners to explore the scope for an alternative configuration for the Rolling Stock Depot, with the intention of identifying a win-win solution which will not only meet HS2’s core requirements, but also maximise the growth opportunities, ability to secure inward investment, and pace of delivery of employment floorspace within the Enterprise Zone. The aim is to enable the prime employment land adjacent to Junction 45 of the M1, which is capable of delivering c1 million sq ft of new floorspace, to be released for development.
Over the last two years the rail sector has experienced 11% growth, it employs approximately 216,000 people contributing £10.1 billion to the economy. The biggest component of that is the rail supply chain with around 124,000 employees generating some £3.88 billion annually.

Only 23% of managers in the rail industry are women, and overall women represent just 4.4% of rail engineering workers. Moreover, there is a distinct lack of workers from an ethnic minority background represented in the rail sector. So much so only 6% of professional engineers come from BAME backgrounds.

Building HS2 is estimated to generate between 13,300 and 23,000 construction related jobs between 2026 and 2033 for the Leeds City Region.

This diagram shows some of the sectoral strengths in the Leeds City Region. Here, HS2 can act as a catalyst for developing the skills and industrial capabilities needed to grow the knowledge economy. The rail sector has become increasingly complex. As a result, there is a range of businesses from multinationals to SME component suppliers and niche technology companies, integral to the supply chain. The rail supply chain covers a range of manufacturing, engineering, digital, material technologies and services.
HOW WE WILL WORK WITH GOVERNMENT TO DELIVER IN THE SHORT TERM (UP UNTIL 2021)

We will:

• Introduce Supply Chain Development and Accelerator Programmes in order to build general capacity across the supply chain

• Work with our Universities and education institutes on the delivery plan

To help us with this, we are asking government:

• To work with us to launch a significant proportion of our supply chain interventions

• To publically support the Institute for High Speed Rail & System Integration

• Create a programme to support those businesses displaced through the physical delivery of HS2
A MAGNET FOR INVESTMENT AND A CULTURAL DESTINATION

- Increase levels of inward investment through promoting the opportunities HS2 will bring globally.
- Promote the cultural assets of the region to encourage visitors and workers.
- Support the emerging Leeds Cultural Strategy.

Culture is an important part of the attractiveness of the North as a place to invest, work and grow businesses. HS2, the station improvements and regeneration opportunities will help reinforce the strong Yorkshire brand and provide a world class gateway for new visitors. We want the region to become a magnet for investment, one that celebrates its heritage but is also outward facing. This means building on the region’s recent successes in attracting foreign investment and looking outward towards other nations to benefit our economy.

Tourism is estimated to be worth £7 billion to the Yorkshire economy and had an economic impact of £1.64 billion for Leeds in 2017, an increase of nearly 11% in the past year. The region boasts national parks, historic towns, national sporting events, cultural attractions and beautiful countryside, with tourism employing a huge number of people. Transport and infrastructure improvements are essential in providing access to these hotspots and continuing growth in visitor numbers. Business visitors are also growing and Leeds is in the top 10 most popular conference destinations for both national and international visitors, with Harrogate and York also attractive.

The city region boasts many attractions and events including the Hepworth Gallery in Wakefield, a new permanent David Hockney exhibition and the National Science and Media Museum in Bradford, the Yorkshire Sculpture Park, world heritage sites at Saltaire and Fountains Abbey, Europe’s oldest West Indian Carnival in Leeds and the National Railway Museum and historic town of York. The Yorkshire Dales National Park and North Yorkshire Moors are only a short distance from the cities and towns – a refreshing juxtaposition to urban life.

HS2 is the catalyst for a reimagined city region and the attractiveness of cities is a large factor when businesses choose to invest. We will open up and grow our cultural and creative sector that are particularly concentrated around HS2 hub areas, as well as boosting creativity across the wider economy, education system and communities.

HOW WE WILL WORK WITH GOVERNMENT TO DELIVER IN THE SHORT TERM (UP UNTIL 2021)

We will:

- Strengthen our inward investment teams across the region
- Continue to drive forward our emerging Leeds Cultural Strategy
- Promote the region and Yorkshire brand through our transport initiatives

To help us with this, we are asking government:

- To invest in sustaining and developing the cultural infrastructure
5. PROPOSALS
This section outlines the approach to implementing our principles set out in the previous chapter. We will work in partnership with government, and bring together public and private sector organisations across our region to secure funding, deliver the Growth Strategy projects and use these investments in infrastructure to support inclusive growth.

Work has already begun to deliver HS2 so we are ready for when construction begins. Our regeneration, connectivity, skills and supply chain programmes are predicted to create over 20% of new jobs in the city region between now and 2050. We will also deliver new homes in our HS2 growth zones across city centre locations, improve our stations, public realm and digital infrastructure, and use public sector funding to lever in private investment.

**What we have done so far:**

As part of the development process for the HS2 Growth Strategy six integrated programmes have been developed that form the basis for our Growth Strategy principles. We will build on this momentum together with our partners across the region, overseen by a Growth Strategy Board focused on delivering our programmes.

Through our work developing the HS2 Growth Strategy, we have already:

- Developed our **HS2 Connectivity Strategy**, identifying priority corridors for transport investment and improvements that will add 4,000 jobs to the city region.
- Developed a **Leeds Integrated Station Masterplan** working with Government, Network Rail, HS2 Ltd and Transport for the North, to help guide the development of the Station.
- Completed an **Infrastructure Delivery Plan** for South Bank, Leeds to deliver new housing and jobs, and be HS2 ready.
- Completed a **HS2 Skills and Supply Chain Strategy** with proposals to inspire a generation and deliver the skills and opportunities we need to make the most of HS2 creating 17,000 additional jobs.
- Developed an outline **Delivery and Funding Strategy** for our growth strategy principles.

**HOW WE WILL CAPTURE THE VALUE OF HS2**

Leeds City Region, working with wider partners has considered the fiscal tool kit needed to capture the value created by investment in infrastructure. Such value will then be used to reinvest in the delivery of the various economic programmes to ensure we leverage this once in a lifetime infrastructure investment.

We have considered a broad selection of potential options including planning, fiscal and commercial mechanisms including voluntary contributions. Over the implementation stages of the Growth Strategy we will develop a tool kit so our region has a broad range of options available to provide a bespoke set of mechanisms for our various projects and locations. We will continue to work with other HS2 locations and Government to agree a methodology which can be adopted.
OUR PROPOSALS TO TAKE US FORWARD:

TRANSFORMING THE CITY REGION ECONOMY

We will:
• Create around 40,000 jobs as part of our HS2 Growth Strategy projects, 5,000 jobs as a direct result of HS2 construction and operation, and a potential 50,000 additional jobs as a result of further productivity gains and regeneration benefits in Leeds City Region by 2050.
• Work with universities to promote trade and investment.
• Create a dedicated team to deliver our HS2 Growth Strategy.
• Agree the funding proposals for the HS2 Growth Strategy.
• Work collaboratively with government and HS2 on the hybrid Bill design.
• Deliver an additional 12,000 homes and an extra 350,000m2 of commercial office floorspace in Leeds City Centre.

A STEP CHANGE IN CONNECTIVITY FOR THE CITY REGION

We will:
• Engage with the public and industry on the draft HS2 Connectivity Strategy.
• Complete development and undertake design work on our ‘Inclusive Growth Corridor Plans’ to establish the transformational connectivity required on each priority corridor to support HS2 and our inclusive growth ambitions.
• Work with government to deliver the TransPennine route upgrade and enhancements on the existing rail network including Calder Valley and East Coast Mainline.
• Continue to develop and push for a commitment to deliver Northern Powerhouse Rail with stations in the city centres of Bradford, Leeds and York.
• Support the development work of the HS2 South Yorkshire Parkway station which provides direct access to HS2 from the Wakefield and Barnsley areas.

A NEW WORLD CLASS GATEWAY AT LEEDS STATION

We will:
• Work with government to complete and adopt the Leeds Integrated Station Masterplan to help guide the development of the Station.
• Use the masterplan as a basis to complete the Business Case for investment into Leeds Station, resulting in construction works starting on the current station, and detailed design work on later phases.
• Work collaboratively to deliver Leeds Station as a world class gateway to Leeds and support regeneration across Leeds city centre.

The following projects focus on delivery. Some short term proposals (up until 2021) have been outlined in the previous chapter, but are brought together here as a complete list of proposals.
We will:

- Work with government to explore the creation of HS2 Growth Zones across the City Region to support regeneration and capitalise on the economic benefits of HS2.
- Work with government to scope, finalise and implement value capture mechanisms relating to HS2 Growth Zones to maximise investment.
- Work collaboratively with government to acquire the land in the HS2 safeguarded route to ensure a return on the investment the public sector is making.
- Develop regeneration opportunities around our City Region hubs, including Bradford, Wakefield, Huddersfield and York.
- Build on work already done for the HS2 Growth Strategy that complements York’s upcoming Station Masterplan, overseen by City of York Council with Network Rail, Transport for the North, Virgin Trains East Coast and HS2.

At the South Bank:

- Deliver 8,000 new homes and double the annual commercial office floorspace, creating 17,000 jobs.
- Deliver the Leeds City Centre Transport Strategy to get the city ‘HS2 ready’ including the pedestrianisation of City Square, public realm improvements and digital infrastructure.
- Work with the private sector to deliver regeneration projects and maximise investment.

We will:

- Bring together rail industry leaders and universities to develop a skills and supply chain investment strategy around rail engineering and professional services.
- Work with government to implement a range of skills projects to develop the pipeline of skilled labour needed to capitalise on the construction and operation of HS2, recognising that time is of the essence.
- Create a Northern Transport Skills Taskforce to align the city region together to implement our proposals, ensuring we speak with one voice to government and other key partners.
- Take the lead on promoting equality and inclusion.
- Work with government to rebalance the demands on schools towards a greater focus on preparing for the world of work, linked explicitly to our ambitions around HS2.
- Work with government to support the process of connecting residents to HS2, through the implementation of employment and skills obligations in procurement of the scheme, using our Employment Brokerage Plus service to connect them to the local labour market.

We will:

- Work with government to introduce Supply Chain Development and Accelerator Programmes in order to build general capacity across the supply chain.
- Work with our Universities and education institutes on the delivery plan.
- Support the Leeds Technology Park, including the Institute of High Speed Rail & System Integration and Technology Park.
- Support the University of Huddersfield and their Institute of Railway Research.
- Support our companies who work in the rail industry particularly in York.
- We will continue work with HS2 Ltd, DfT and CLG in relation to the plans for the proposed HS2 Rolling Stock Depot at Gateway 45 in Leeds. Our aim is for the proposed configuration of the depot to be changed to remove the blight from 1m sq ft of prime development-ready land, and to maximise the economic benefits of the depot by enabling the University of Leeds technology park to be located alongside it. Once the impact on the Leeds Enterprise Zone is clear we will bring forward a proposal to Government to mitigate the impacts on jobs and business rates receipts.

We will:

- Strengthen our inward investment activities and teams across the region to promote our unique growth and investment proposition on the world stage.
- Promote the region and Yorkshire brand through our transport initiatives.
- Work with Government to invest in sustaining and developing our cultural infrastructure.
In order to deliver our Growth Strategy principles, both public and private sector investment is needed. Through our funding and finance programme, costings for the projects contained in this strategy have been produced. Some of these programmes are complete and ready to be delivered, while others are high level, indicate costings and require more work. We set out a breakdown of these costings below.

**FUNDING**

In order to deliver our Growth Strategy principles, both public and private sector investment is needed. Through our funding and finance programme, costings for the projects contained in this strategy have been produced. Some of these programmes are complete and ready to be delivered, while others are high level, indicate costings and require more work. We set out a breakdown of these costings below.

**PROJECTS READY FOR DELIVERY**

**SOUTH BANK INFRASTRUCTURE DELIVERY PLAN**

We have developed detailed plans for the South Bank, including a planning framework and infrastructure delivery plan. Regeneration in the South Bank has already begun, including the Climate Innovation District, education facilities and with businesses such as Sky moving into the area. HS2 provides a catalyst to build on this momentum and increase investment in the area. Between now and 2021 we will deliver:

- The City Centre Transport package
- Pedestrian and public infrastructure improvements
- New digital infrastructure
- The Institute for High Speed Rail & System Integration
- Housing and office development

**Funding**

In developing our funding proposals for the South Bank we have considered several different funding opportunities. We estimate that around £110 - £115 million is needed for projects running between 2018 and 2021. Four funding sources have been identified including:

- Housing Infrastructure Fund - This is a government fund that local authorities are able to bid for, with the aim of speeding up housing delivery by funding vital physical infrastructure projects like the building of roads, bridges, energy networks and other utilities, the absence of which continues to hold housebuilding back.
- West Yorkshire Transport Fund - A Leeds city centre package of interventions has been developed to deliver the transformational change needed to meet the city’s aspirations to make a world class city gateway in City Square, to expand the city centre across the South Bank and facilitate the full potential of the expanded Leeds Station.
- Leeds Public Transport Investment Programme - Proposed use of funds from the recently awarded £174m of investment from Government, as part of the Leeds Transport Strategy.
- Road Infrastructure Strategy 2 - Proposed ask of Government to provide funding from a future round of Road Infrastructure Fund - this is a Government fund to invest in strategic highways works.

**HS2 SKILLS & SUPPLY CHAIN STRATEGY**

As our Skills and Supply Chain initiatives rely on early implementation, so our people and businesses are ready for when HS2 begins construction, it is important to begin these programmes straight away. Between now and 2021 we will deliver all the programmes set out in our HS2 Skills and Supply Chain Strategy.

**Funding**

We will work with Government to align on a national basis the skills strategy for all the HS2 places.

In addition we will work closely with Government colleagues to deliver a bespoke package of skills programmes targeted to our City Region needs.
To deliver our remaining projects we need to continue with developing project feasibility and business cases. We estimate that around £20 million is needed to fund these, from a mix of central government and local sources. The work will run until 2021 and is required to deliver:

i) Business Case and Project Management – A full detailed business case for the Growth Strategy and all proposals contained within it.

ii) Connectivity – A completed strategy and business case including initial design work on our city region connectivity proposals – focusing on the priority transport corridors.

iii) Delivery and Funding – For the implementation of the HS2 Growth Zones, and more detailed legal agreements and analysis of development sites, to update and finalise the funding and financial model. A fully agreed land assembly strategy ready for implementation.

iv) South Bank Infrastructure Delivery Plan – detailed design work and in some instances feasibility work on projects contained in the Infrastructure Delivery Plan.

v) Skills & Supply Chain Strategy – programme management and resourcing of the skills and supply chain programmes over a three year period.

vi) Leeds Integration Station Masterplan – detailed business cases and design work for the delivery of phases 1 to 4 (see page 56) of the Leeds Integrated Station Masterplan, including agreed funding and financing strategy.

vii) Delivery Team – a fully resourced and dedicated multi-disciplinary delivery team to manage the delivery of the HS2 Growth Strategy.

Looking forward beyond 2021 the actual funding required for implementation of the project will be substantially more than the £20 million needed for feasibility work.

Connectivity improvements will require a significant level of financing, as a sustainable step change in the level of investment in our transport network is needed over the long term.

Throughout the production of the implementation plans we will consider and identify the actual delivery funding requirement to ensure we fully leverage this once in a lifetime investment in the UK’s largest infrastructure project – HS2.
7. CONCLUSION
CONCLUSION

This strategy sets out our ambitions for the region that HS2 will help deliver, and our six principles that we believe will enable the benefits of this once in a lifetime project to reach all our people. HS2 is the largest infrastructure project in the UK and will have a transformative effect on our economy, creating directly an additional 40,000 jobs, and contributing to the creation of many more jobs by helping the city region deliver on its wider growth ambitions by 2050.

Leeds City Region is the largest of all the city regions in the UK, with a wealth of talent, resources and businesses at its fingertips. Forecasts for our economy predict strong growth throughout our towns and cities, and we know that transport infrastructure and rail investment are key drivers for this growth. HS2 will bring new talent within reach opening up the labour market and widening the talent pool, making it easier for business to find the right people and those people to access new jobs and opportunities. It will improve access to jobs, making it easier for people to move around the region. It will create access to new markets helping businesses to trade more easily.

Preparations are already underway and over the next two years momentum will increase as we begin preparing the groundwork for High Speed Rail and some visible changes will appear in Leeds and beyond. Accommodating major new railway infrastructure in the heart of Leeds will transform the physical appearance of the city centre, and HS2 will act as a catalyst for the regeneration of Leeds South Bank, and major city centre development projects in York, Bradford, Wakefield, Huddersfield, Halifax and Harrogate.

Regenerating spaces across the region together with the construction of HS2 will create jobs and develop our supply chain. We will work with businesses and education providers to upskill our workforce, enthuse and excite the next generation of engineers, and promote opportunities and procurement to regional firms.

We will identify priority corridors across the region and capacity improvements so the whole region benefits from HS2, complementing new station hubs at Leeds and York, delivering shorter journey times, more trains, more seats and seamless links to other modes of transport. To support the wider region we will develop Local Growth Hub Strategies for our major cities including Barnsley, Bradford, Harrogate, Huddersfield, Wakefield and York. In the longer term Northern Powerhouse Rail will connect Liverpool to Newcastle, transforming the northern economy.

HS2 is a major part of our growth ambitions, and means far more to the city region than a simple transport project. But it is not the whole picture and we will continue to make the case for further investment in infrastructure to rebalance the UK economy in the North of England, to create a Northern Powerhouse.
LEEDS CITY REGION
HS2 GROWTH STRATEGY

DRAFT FOR ENGAGEMENT: 15TH JANUARY TO 2ND MARCH 2018

For more information please visit:
www.westyorks-ca.gov.uk/hs2growthstrategy