



Leeds City Centre Strategic Plan 2006 to 2010

City Centre Leeds

Foreword

Leeds city centre is visible proof of the City's continuing resurgence and confidence. More than 100,000 people work in the city centre and many thousands more tourists and visitors come to shop, eat out or enjoy the range of attractions. The City's partnership approach has helped to improve the environment of the city, attract new investment, encourage city centre living, create jobs and improve the quality of city life. Much has been achieved in recent years and the improvements must continue. This plan indicates how the Leeds City Centre Partnership (LCCP) and its wider partners will work towards developing an even more vibrant and viable city centre between 2006 and 2010.



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City Centre Leeds

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the Leeds Initiative

Local partnerships making things happen

Purpose and Context of the Strategic Plan

This plan:

- identifies the challenges and opportunities facing Leeds City Centre;
- develops a shared vision for the city centre for the next 5 years;
- articulates an agreed set of priorities for future action and describes projects which will help to realise the vision of an innovative international city;
- will be used to seek the further support of city centre businesses and key organisations to participate and help sustain the success of Leeds;
- outlines proposals and opportunities for further public and private sector funding.



The Leeds City Centre Partnership

This is the Strategic Plan of the Leeds City Centre Partnership. The Partnership is a public-private sector partnership whose purpose is to improve, promote and sustain the city centre. It is part of the wider Leeds Initiative, the City's strategic partnership. In 2004 the Leeds Initiative published the second community strategy for Leeds, the Vision for Leeds 2004-2020. This strategy recognises the need for Leeds to develop a strong European profile and for the jobs and wealth of the city centre to spread to neighbouring communities and the region. The three aims of the Vision for Leeds are:

- Going up a league as a city – making Leeds an internationally competitive city.
- Narrowing the gap between the most disadvantaged people and communities and the rest of the city.
- Developing Leeds' role as the regional capital, contributing to the national economy as a competitive European city.

This strategy outlines how the City Centre Partnership, through the work of a range of agencies, will contribute to realising the Vision for Leeds. The Strategy has been informed by local, regional and national policies and by the Council's three year Corporate Plan. The City Centre

Partnership Board is supported by the City Centre Management Unit, which is part of the City Council's Development Department.

The City Centre Partnership Board aims to create a vibrant, distinctive, sustainable and inclusive city centre. This will be achieved through its **eight key objectives**:

1. To support the sustainable economic viability of the city centre by encouraging and facilitating new investment and additional activities.
2. To encourage and facilitate improvements to the environment and the public realm.
3. To improve ease of movement to and within the city centre.
4. To make the city centre safe and secure.
5. To promote the city centre as a prime destination for shopping, leisure, tourism, cultural activities, business and investment.
6. To communicate the city centre's role in the region.
7. To extend the benefits of the city centre to neighbourhoods throughout the city and make it accessible and appealing to all.
8. To monitor the performance of the city centre over time and against other cities.

Membership of the Board

Councillor Barry J Anderson	Chair of LCCP Board
Sue Anderson	Joint Vice-Chair, LCCP Board, Centre Director, The Light
John Bade	Joint Vice-Chair, LCCP Board Centre Director, Victoria Quarter
Councillor Colin Campbell	Chair, Panel Plans, West
Councillor Amanda L Carter	Chair, Plans Panel, Central
Jean Dent	Director of Development, Development Department, LCC
Peter Donohoe	Manager, Marks and Spencer plc, Leeds
Paul Fox	Director, Fox Lloyd Jones Ltd; Chair, Leeds Property Forum
Alan Gill	Leeds Chamber of Commerce
Steve Graham	Managing Director, First Leeds
Stephen Hawkins	Chair, Leeds City Licensing Association
Professor Simon Lee	Vice Chancellor, Leeds Metropolitan University
Dr George McIntyre	Chief Executive, South Leeds PCT
Gary Moran	Leeds Hotel Association
Superintendent Peter Nicholson	Divisional Commander, West Yorkshire Police
Michael Taylor	LFSI, Walker Morris, Solicitors
Huw Jones	Vice Chair, Leeds Housing Project

Leeds City Centre Today

The Leeds Metropolitan District:

- Covers 562 sq km (217 sq miles), extending 24 km (15 miles) east/west and 21 km (13 miles) north/south.
- Has a population of over 727,000 with 2.2 million within 30 minutes drive time of the city centre.
- Is the second largest Metropolitan District in the country.
- Benefits from good road access being at the intersection of the M1 and M62 motorways
- Is 304 km (189 miles) from London (approx 3-hours by road and 2-hours by rail)
- Is served by Leeds Bradford International Airport, which is the region's major airport, handling 2.6 million passengers in 2005.

The City Centre:

- Covers 462 hectares.
- Has a residential population of approximately 7,000 and 122,000 workers which is 29% of all Leeds employees.
- Has a total office stock of over 11 million sq ft.
- Has over 1,000 retail units within its Prime Retail Quarter covering 4.3m sq ft.
- Is one of the top six retail centres in the UK.

Strengths and opportunities of the City Centre

Leeds city centre remains a focal point for shopping, leisure, business and employment and is now also firmly established as a residential location.

The role of a city centre is to provide an engine for the prosperity and growth of the whole city and its region by providing a diverse range of retail, commercial, leisure and cultural facilities for existing and future residents, businesses and the voluntary sector. Leeds City Centre fulfils this role exceptionally well, although it must continue to improve to meet changing aspirations and needs.

For shopping and night life, Leeds city centre is one of the most successful in the UK, as indicated by consumer opinion surveys, shopping floor space and demand for further floor space, rents, investment yields and numbers of shoppers. The physical environment has been upgraded, safety has been improved, many new bars, clubs, cafes and hotels have opened, shopping facilities have been improved and are about to undergo a further significant expansion.

Many public and private sector events are held in the city centre and Millennium Square has proved to be a great asset for open air events and activities. This adds up to an impressive transformation and demonstrates the need to constantly reinvent the city centre 'experience' to retain current customers and attract new ones.

The city centre also continues to be attractive to a wide range of office-based activities and despite a surge in office developments (mainly to the south and west of the traditional office quarter) there is no sign of demand abating. There is a steady stream of requirements from growing firms – both those already based in Leeds and those moving from elsewhere or consolidating operations in Leeds. Although business parks have attracted some categories of occupier, their role is complementary to that of the city centre office market and has not significantly undermined the central core.

Until the late 1990s, there were very few residents in the city centre. A development boom in the first half of this decade has meant that by early 2005, there were already around 3,500 completed apartments and almost 3,000 under construction. Another hundred schemes are proposed, potentially resulting in a population of over 25,000. The predominantly young occupiers appreciate living near their workplace and close to the leisure options of the city centre.

All these elements of the city centre add up to a picture of success. However, there are some weaknesses and threats that have to be addressed.

The city centre is not equally attractive to all kinds of people: older people, children and teenagers and disabled people are still not fully provided for in terms of facilities, accommodation and leisure options. Access, security and affordability still need attention if all demographic groups are to enjoy the city centre to the full. Better linkages between the city centre and the surrounding inner city neighbourhoods, planned as part of the Renaissance Leeds supported by Yorkshire Forward, will help to make the city centre more inclusive. Improvements in the range of activities, a greater availability and quality of open spaces – including active use of the waterways – will help to attract more visitors and widen the appeal for residents to choose a city centre location. The new Carriageworks theatre in Millennium Square, the new City Museum, the refurbished Grand Theatre and proposed improvements to the Art Gallery will add to a better 'offer'. There is still scope for more tourist-orientated destinations and events to attract a wider range and number of visitors more often and for

longer. To sustain and broaden the residential population, there is a need for a wider range and greater depth of facilities that support daily life, such as convenience food shops, health care, and eventually childcare and education. There is also a need for a greater range of housing on offer in and adjacent to the city centre.

Although Leeds benefits from a critical mass of high quality retailing, the future of retailing as it currently exists cannot be assumed to be entirely secure. Although the internet still accounts for a relatively small proportion of all retail sales, its use is growing at a rapid rate and some types of goods and services offered in the city centre are especially under threat: banking and finance, travel, books and music, electrical goods, clothes, jewellery and flowers. The rise of e-bay as a forum for exchange means that many goods that could not previously have been traded effectively can be matched with distant buyers. Spending power is being diverted from new goods in traditional shops to second hand and new goods from non-retail sources. There will undoubtedly still be many people who continue to shop in the traditional way and many who look for product and service information and prices on the internet before going in person to appraise and buy in city centres, but as the proportion of computer-literate consumers grows,

competition between suppliers will be ever stronger, putting downward pressure on prices and therefore on retail rents. The future for city centre shops must involve improving the novelty, breadth and quality of the retail environment (both within and between shops), improving the level of service from increasingly well-trained staff and expanding into new personal services – the elements of shopping that cannot be provided on-line.

Increasing traffic levels continue to present a major challenge for the city as a whole, although the proportion of journeys to the centre by private car has actually fallen in recent years. Traffic congestion adversely impacts on travel into the city centre and the residual traffic within the central area raises issues of road safety and environmental quality. The city centre is now more extensive than it was even in the late 20th century and not all residents, employees and visitors are able or wish to walk, cycle or use the extensive public transport services within the central area. Therefore even though many city centre residents work within walking distance of their apartment and walk to work, there is still a high demand for car parking in association with residential and office properties as well as for shoppers, although efforts are being made to provide good non-car alternatives.



Improvements to public transport have already been made and further schemes are planned and will help to take pressure off roads and alleviate some of the demand for additional car parking. Only if the city centre is made very easily accessible by means other than the private car can the heart of the city remain healthy economically and improve its environmental performance. In creating this extra capacity it is important that any additional road space released through a switch to public transport is not simply taken up by extra traffic. Hence the role of effective demand management as part of a balanced transport investment package is expected to be important to the long term vitality of the city centre. This is something which it is expected will be researched in depth during the life of the second Local Transport Plan 2006-11.

The city centre is much cleaner and smarter than it used to be, but there is an aspiration for it to be one of the cleanest city centres in the UK and indeed Europe. There is also scope for it to be greener in the environmental sense and smarter in the sense of 'more intelligent'. The cost of natural resources (water, energy, waste) is increasing and to remain competitive, Leeds city centre buildings and the activities within them should work towards lower resource use and lower production of waste and pollution.

There are advantages for 'knowledge economy' businesses to be located in major hubs of activity and connectivity. Their continued presence and prosperity will be more assured if the city succeeds in being at the leading edge of information and communications technology infrastructure. When many organisations are footloose, the quality of the place where they happen to be is important in attracting and retaining enterprises.



The Future

In providing a strategic plan for the next five years, a key purpose of the Partnership is to promote the debate on a longer term direction for a sustainable and liveable city centre. Central to the framework is the need to integrate the benefits of economic activity, whilst achieving environmental and social objectives simultaneously. These factors combined, in conjunction with practical solutions and agreed priorities will help to achieve a sustainable urban renaissance. Furthermore the city centre needs to respond to the changing demographics of the city and the wider region it serves.

Residential. The population of the city centre is currently estimated to be approximately 7,000 with the average of 1.6 residents per household. This population is estimated to rise to approximately 20,000; this will lead to increasing and varying demands being placed on the city centre which are explored in section 1. There is still a need for more affordable housing that is accessible for key workers located in the city centre. There is an increasing desire for larger units and family housing both in and close to the city centre.

Retailing. The retail offer will be further enhanced during 2010/11 with the development of the Eastgate and Harewood Quarter which will include 1.5m sq ft of additional retail including a flagship John Lewis department store and a Waitrose store. The quarter stretches east from Vicar Lane to St Peter's Street and from Kirkgate Market north across Eastgate to the inner ring road. The Trinity Quarter is also being extensively redeveloped providing 400,000 sq ft of mixed retailing. These two schemes are complimentary and will enable the retail offer in the city centre to expand to meet unfulfilled demand. This increased offer, together with an extension of shopping hours, will help Leeds city centre to compete with other centres and the internet.

Visitors and culture. 2007 will see a major year long celebration in the city to mark Leeds first Charter, and an extended and greatly refurbished Grand Theatre will reopen in 2007. The new state of the art museum will open in Millennium square in 2008. An enhanced cultural offer is important in confirming Leeds regional role and in attracting new and existing visitors.

Transport. A new free shuttle bus started to operate in the city centre in February 2006 helping to ease congestion, making the prime retail quarter more accessible as well as making travel to work more affordable for many workers. The final stage of Leeds Inner Ring Road (Stage 7) will commence in May 2006 with expected completion in 2008 at a cost of £50.5 million. The current Local Transport Plan investment programmes in public transport and the highway infrastructure will continue, subject to Government funding, which will be essential to prevent congestion increasing.

Community Safety. Crime in Leeds city centre continues to fall overall although violent crime primarily linked to alcohol consumption continues to rise. Various measures will be needed to address this including facilitating a more rapid exit from the city centre after people have finished drinking. Spring 2006 saw the launch of the Business against Crime in Leeds (BACIL) initiative which will help to make Leeds an even more competitive location for businesses and help people within the city centre feel safer.

Environment. A challenge remains in continuing to develop an attractive public realm, reducing air pollution and energy consumption whilst maximising the assets the city centre has, particularly our pocket parks, squares and the waterfront. Climate change presents a challenge to the city centre which is threatened by the increased risk of flooding in the future. It also presents an opportunity in facilitating more outdoor activities in the city centre.



Sustaining Economic Success

Objective 1: To support the sustainable economic viability of the city centre by encouraging and facilitating new investment and additional activities.

Context

The city centre remains highly successful but action is still required to sustain that success. The city centre is also expanding presenting new opportunities and challenges.

The city centre waterfront, broadly stretching from South Accommodation Road in the east to Wellington Bridge in the west, forms a distinct part of the city centre and has experienced significant regeneration in the last 15 years. This continues today with major development proposals including those at Clarence Dock, Brewery Wharf, Granary Wharf, Warehouse Hill and Whitehall Road. The city centre is also expanding on its eastern side with the development of the Eastgate and Harewood Quarter and the regeneration of Mabgate. As part of the regeneration plans there are a growing number of leisure and housing developments, together with business uses, bringing many more people into the city centre.

City living is becoming an integral driver of the city centre economy and it is important that the market is sustained. This growing residential population has begun to place new expectations on the services available in the city centre. The top priority for residents is improving access to food retailers conveniently located with long opening hours. Other factors are improved provision of green space more spacious properties and better access to a GP and dentist.

- **Convenience Retailing.** Although the city centre has one large supermarket, a large food hall and a variety of food retailers in the Market and elsewhere, residents perceive a shortage of convenience stores. The development of convenience shopping can partly be influenced by planning decisions but the market has the final say about which businesses can be realistically delivered and maintained. Anecdotal evidence suggests that while national convenience stores are keen to locate in the city centre, rental levels are proving to be a deterrent.
- **Housing.** There is a growing demand for affordable housing and an increased desire for larger residential units in the city centre. The supply of affordable housing is steadily increasing, both as stand alone developments and integrated into larger complexes.

The average size of new apartments is falling, although most residents aspire to live in larger accommodation, primarily to make sharing with either a partner or tenant or having children more feasible.

- **Health Facilities.** There is an established demand for a General Doctors' Practice and increased dental provision in the city centre both from residents and commuters. This is partly being met by a new NHS walk-in GP's practice on the Headrow, which may encompass a dental practice. Further sites for both GPs and dental practices are being sought, although there are challenges of finding providers and funding.

Culture and Arts Developing Leeds city centre through artistic, cultural and sporting activities and visitor attractions acts as a catalyst for physical and economic regeneration, improving the city's image and promoting identity and vitality.

Leeds' Cultural Strategy has been incorporated into the Vision for Leeds, the city's Community Strategy for 2004 to 2020. Two major aims are firstly to achieve recognition for Leeds as a leading artistic, cultural and sporting centre; and secondly create first-class cultural facilities and experiences.

Integrating cultural development into the development and management priorities for Leeds city centre will be essential to realising these aims from 2006 - 2010. Making Leeds more accessible, safe and user-friendly, whilst protecting the unique architecture, heritage assets and physical attractiveness of the city will be key. Creating and maintaining a balanced provision of activity will be important in ensuring that a wide cross section of the population can access diverse cultural and leisure experiences.

Unlike many other major UK cities Leeds does not have a major arena. In 2005 the Cultural Partnership commissioned a feasibility study into new cultural facilities for Leeds. This found that an arena development to seat about 13,000 people is commercially viable with significant demand, plus developer and promoter interest. Of all the options examined in the 10 month long study, the arena is considered the one to have the maximum positive economic impact for the city. The consultants estimate the capital cost of an arena at around £50m and estimate that it would have an economic impact of £28m a year.

In addition, the consultants' report stated that, with substantial further investment of between £10m and

£20m, the Town Hall provides the best, most appropriate and affordable classical music facility for the city.

The combination of an arena, upgraded Town Hall and conference and exhibition facilities would encourage Leeds to move up a league, maximise its regional capital status and provide significant facilities for all parts of the Leeds residents and business communities.

The Cultural Facilities Task Group set up by the Cultural Partnership of the Leeds Initiative to oversee the feasibility study recommends that the City Council, in conjunction with private sector partners, facilitates the development and funding of an arena with associated conference and exhibition facilities, and seeks substantial further investment to upgrade Leeds Town Hall to a first class symphonic music venue of international standing. This is now being actioned.

From 2006 - 2010 Leeds Cultural Partnership will continue to oversee an extended programme to restore, refurbish and invest in new cultural facilities, much of which will be in the city centre. It will give Leeds new cultural product to market. It will assist Leeds to properly fulfil its role as a major business, tourism and cultural centre as the capital of the region.

Recent Achievements

- Completion of a major feasibility study into new cultural facilities.
- Commencement of the Quarry Hill Cultural Quarter.
- A year-round programme of attractions and events in various venues.
- Completion of the Carriageworks, a new £6.4 million 350 seat theatre and arts centre in Millennium Square.
- New media screen in Millennium square.
- Eight new hotels opened and there are proposals for a further eight providing an additional 1,609 bedrooms.
- Over the last ten years almost £1.5bn of major property development schemes have taken place in the city centre; £1.2bn of schemes are under construction and a further £2.4bn are proposed.
- Two major retail schemes are planned: the £400m 1m sq ft Eastgate and Harewood Quarter and the £150m 380,000sq ft Trinity Quarter. Refurbishment of two major shopping centres is also planned.



Future Action to 2010

Actions	Who	Timescale
a) Take forward proposals for major new arena for a wide variety of events - Concert Hall/ Arena /Related Conference & Exhibition Facilities.	Cultural Partnership	During 2006 develop a plan of action to take forward agreed decisions and recommendations of the study by external consultants.
b) Further development of the cultural facilities in Millennium Square.	City Council	<ul style="list-style-type: none"> • New City Museum (£27 million) from conversion of Leeds Civic Institute is planned to open in 2007 • Refurbishment of Leeds City Art Gallery, Library and Archives and Henry Moore Gallery refurbishment is subject to a £31m Living Landmarks application. • Town Hall Concert Hall to commence in 2006.
c) Completion of Leeds Grand Theatre and Opera House.	LCC/ Grand Theatre Board	Phase I of £31m refurbishment works to be completed Autumn 2006. Phase II, the restoration of the Assembly Rooms, to commence in 2007.
d) Develop Culture Night UK (CNUK) festivities into a fully-fledged regular annual city centre event, CNUK (Culture Night Out) festivities will comprise 'out of hours opening' by city centre cultural attractions - museums, galleries, libraries and other cultural and leisure facilities of public interest - thus providing a greater choice of activities for people and families to see, visit and take part in within the city centre.	LCC & Cultural Partnership	2006-07
e) Walk in Commuter Health Centre in the Light.	Dept of Health/ PCT	Winter 2006
f) Increase the level of affordable housing in or adjacent to the city centre.	LCC/ Developers	As new housing developments are completed.
g) Carry out a City Centre Characterisation project building on and validating the work done by the City Centre Architect and the City Centre Urban Design Strategy	English Heritage & LCC	2 year project commencing 2006

Anticipated Outcomes

- Further sustainable physical and economic regeneration.
- Improved image, reputation and identity of Leeds city centre.
- A city centre that feels safer and more attractive to a wider range of investors, visitors and residents, including families.

Improving the Environment and the Public Realm

Objective 2. To encourage and facilitate improvements to the environment and the public realm.

Context

The image, attractions and environment of the city centre are important in terms of attracting investors, employers, employees, residents, shoppers, visitors and tourists to the city and getting them to return. The quality of the public realm therefore is fundamental to the city centre's ability to compete successfully with other cities. Public realm is defined as all those parts of the built and natural environment where the public has free access and which would normally be owned or maintained by the local authority.

Public space, including streets, parks and squares, provides accessibility to different parts of the city. Effective management and maintenance of the city centre is essential in order to support capital investment made by both the public and private sector. A clean and well-maintained city contributes to its attractiveness. National statistics continue to show that people are concerned about litter, dog fouling and graffiti in cities.

There are many different organisations within the city centre involved in cleansing and maintenance including:

- the local authority
- transport and utilities companies
- estate management of other public assets (e.g. hospital, universities, churches)
- British Waterways
- Privately owned facilities (e.g. shopping centres).

Achievements 2001 – 2005

During the 2001 - 2005 period, there has been a rolling programme of improvements to the public realm including:

- Remodelling and refurbishment of City Square which has helped to secure further investment in the surrounding area.
- Remodelling and refurbishment of Briggate, King Edward Street and Chancellor Court.
- Enhancement of Ship Yard and Angel Inn Yard.

- Improvement schemes implemented for Park Lane, Centenary Bridge and Crown Point Bridge. Leeds Architectural Award commendation given to Crown Point Bridge scheme.
- Renaissance Leeds Visioning Study completed which includes key proposals to further improve the city centre public realm and improve connectivity with the rest of the city.
- Waterfront Strategy produced and adopted as supplementary planning guidance. The Strategy was cited as an example of best practice by the Commission for Architecture and the Built Environment (CABE).
- Detailed Waterfront action plan produced resulting in the following projects:-
 - Bridge at Clarence Dock, and new walkway areas at Brewery Wharf;
 - Completion of Centenary Bridge environmental improvements;
 - Improved lighting to streets, bridges and buildings along the Waterfront Strategy area;
 - Rolling programme of environmental improvements including cleaning, anti-pigeon measures and public art.
 - Installation of fish passes at weirs along the River Aire allowing fish to populate the higher reaches of the river. Supplementary planning guidance will encourage developer contributions to be used for this type of environmental improvement.
- Environmental Enforcement best value review undertaken and recommendations fully implemented including development of an anti-litter campaign including new litter bins, fixed penalty notices for litter dropping, anti-smoking litter campaign.
- Footway Improvement Programme implemented.
- Britain in Bloom - various regional and national awards won.
- Streetstyle design guide revised.
- Commissioning the Tidy Britain Group to carry out a full diagnostic survey of cleansing in the city centre; implementation of a cleanliness index monitoring system.
- Established procedures for tackling obstructions to public highway.
- Establishment of regular liaison with Big Issue and implementation of Action Plan.
- Introduction of mobile pissoirs at key locations on Friday and Saturday nights.

Future Action to 2010

Action	Who	Timescale
a) Refurbishment of Assembly Street	CCM	Completion Summer 2006
b) Remodelling and refurbishment of Mid Albion Street	CCM	Design 2006 Implementation November 2007
c) Remodelling and refurbishment of Lower Albion Street	CCM	Design 2006 Implementation timescales will be dependent upon funding and adjacent developments.
d) Remodelling and refurbishment of Merrion Gardens	CCM	Completion summer 2006
e) Remodelling and refurbishment of commercial Street	Highways	Completion autumn 2006
f) Development of public realm improvement programme to upgrade other areas of the city centre including Albion Place, Dortmund Square, Central Square, Lands Lane, Kirkgate, Central Road, Bond Street, Vernon Street, Neville Street and Dark Neville Street	CCM/ Holbeck Urban Village	Between 2006-12 but precise timescales will be dependent upon funding
g) Development of a strategy and programme for the development of Public Art	Cultural Partnership	Public Art officer appointed 2006, Strategy written 2007
h) Production of a comprehensive waterfront strategy management and maintenance plan	British Waterways and Economic Services	2006/7
i) Review of Streetstyle Design Guide	CCM/ Highways/ Planning	2007/8
j) Improve waste management and minimisation through enhanced education and enforcement activities	City Services/CCM	Continuous
k) Attain the 'Clean Britain' City Award 2009	Clean City Partnership Board	Most Improved City by 2007 and Cleanest City by
l) Improve provision of public conveniences	City Services	Implement 3-4 Automated Public Conveniences in 2006/7
m) Support the Probation Service to deliver an environmental improvement programme for example graffiti removal	CCM Probation Service	Continuous

Anticipated Outcomes

- Improved regional and national profile.
- Better defined areas where people can meet and activities can take place.
- Further private sector investment within the city centre.
- Cleaner, better maintained city centre
- Increased awareness amongst the private and public sectors and the general public of their responsibilities in respect of ensuring a better environment within the city centre.
- Improved safety and feelings of safety.
- Environmental improvements along the Waterfront and on links to it.
- Improved distinctive design which can reinforce and enhance the character and identity of areas within the city centre.
- More activity along the Waterfront through development and land uses, and through more active use of the water space itself.
- Better management and maintenance of the Waterfront.

Movement and Connectivity

Objective 3: To improve ease of movement to and within the city centre.

Context

Leeds is experiencing continuing growth in travel into the city. Road traffic in Leeds has grown by 6.4% between 1995 and 2005. Commuting to work into the District has increased rapidly in recent years and is projected to increase further with traffic flows on some sections of the Inner Ring Road now exceeding 80,000 vehicles a day. The District has a well developed road network with good strategic links from the centre to the rest of the region and elsewhere. Public transport, walking and cycling play a vital role in meeting a very significant travel need in the community as around 35% of households do not have access to a car.

Approximately 26% (2004) of all peak hour journeys to Leeds are made by bus; the main form of urban and inter-urban public transport in the District. There is an extensive network of bus services throughout the District.

Leeds forms the hub of West Yorkshire's rail network, with over 900 trains and 90,000 passengers passing through Leeds City Station each day. The local network has been significantly improved with improved frequencies and modern trains. Rail journeys account for 12% (2005) of all peak hour travel into Leeds city centre.

In 1991, Leeds City Council and the West Yorkshire Passenger Transport Authority adopted a 20 year Transport Strategy which has resulted in a range of transport improvements across the city. More recently the Vision for Leeds (2004-2020) has defined the long term aims for transport in Leeds:

- to provide a safe, sustainable and modern transport system;
- to improve regional, national and international transport connections;
- to reduce the need for travel; and
- to create a sustainable travel culture.

The second West Yorkshire Local Transport Plan (LTP2) supports these objectives and has developed up-to-date policies and strategy to provide a detailed action plan for 2006 to 2011 for delivering a package of integrated transport improvements in Leeds and across West Yorkshire and replaces the previous plan adopted in 2001. LTP2 is structured around the nationally agreed 'shared

priorities' for transport which include tackling congestion, improving accessibility, better road safety and air quality. Considerable consultation has taken place to inform the development of the final plan which was submitted to the Department for Transport at the end of March 2006 (a copy can be found at www.wyltp.com).

There are a number of issues regarding the city centre's connectivity with surrounding areas. The waterfront, for example, has developed on an ad hoc basis and is not yet adequately linked into the rest of the city centre. A particular priority is to reflect the rapid development and expansion of the city centre, especially to the south of the river with a new forward looking transport plan to support the delivery of development in the longer term and fully reflect the aspirations of the Vision for Leeds.

A number of key issues have been identified which need to be addressed to ensure that the city centre waterfront becomes a safer, more attractive and integral part of the city centre. Other barriers to accessing the city centre from surrounding neighbourhoods need to be identified and addressed, ensuring the safety of road users, especially those on foot, remains an important transport theme.

Outcomes

- Improved access to the city centre
- Reduced traffic congestion and better traffic circulation across the wider city centre area.
- Better access to city centre facilities for those with mobility problems
- Improved environment for pedestrians including better road safety.
- Greater accessibility, to and along the Waterfront, including infrastructure improvements. Examples include: connecting stretches of the Riverside Walkway; providing improved pedestrian crossing facilities over roads; further bridging points; improved links to bus and railway stations and the development of a water bus service.

Achievements 2001 – 05

- Free City Centre Bus launched operating 6.30am to 7pm Monday to Saturday.
- Completion of the Bus Interchange and Leeds City Station regeneration scheme.
- Refurbishment of the Boar Lane bus point completed.
- East Leeds Quality Bus Initiative completed.
- Funding secured for Inner Ring Road Stage 7 with a start date of April 2006..
- Free city centre shuttle bus launched.
- Review of car park dynamic signage completed.
- Signing systems for primary route networks and hospitals completed.
- Whizz Go car club for short-term car hire for city centre employees and businesses established.
- Travel Plan Officer for businesses appointed.
- Decriminalisation of on-street car parking management implemented .
- Trial of evening opening of Woodhouse multi-storey Car Park to support late night shopping.
- Secured Interreg/LCC funding to enable a review of visitor information in the city centre.

Future Action to 2010

Actions	Who	Timescale
a) Commence construction of the Inner Ring Road Stage 7 scheme and maximise its wider impacts for the efficient circulation and movement of traffic		Contract due to start April 2006 with completion in April 2008
b) Review city centre traffic management strategy and develop a new city centre transport strategy	Development Dept	Review to commence during 2006
c) Improved traffic management including a new real time car park signing system and improved signage on radial routes and further measures to improve traffic circulation and provide greater priority to buses including a pilot scheme for enforcement cameras.	Development Dept	From 2007
d) Maximising the impact of new bus information systems to provide real time information at key stops.	Metro	2006-08
e) Potential extension of free city centre bus to south of river and to include evenings and Sundays	Metro	Review following 6 month pilot in autumn 2006
f) Provide improved cycle route permeability into and through the city centre, connecting to the Trans-Pennine Trail on the waterfront and key radial routes.	Development Dept	LTP 2006-11
g) Progress schemes to improve connectivity between city centre and adjacent communities, such as at Sheepscar, Carlton Hill and the M621 fringe in conjunction with regeneration initiatives for Beeston and Holbeck.	Development Dept	By 2010
h) Road safety measures directed at the main road injury issues in the city centre.	Development Dept	Rolling programme focused on key "sites for concern"
i) Secure funding and progress the A65 Quality Bus Initiative.	Development Dept	Target completion in 2010/11
j) Develop proposals for a high quality Bus Rapid Transit network	Development Dept and Metro	
k) Secure the consolidation and expansion of the Leeds City Car Club and ensure that new developments both commercial and residential take full advantage of this scheme.	Development Dept	Ten year expansion plan commenced in July 2004

l) Maximise the future role of park and ride to give a better choice for journeys to the city centre and increase short-stay parking.	Transport Policy (Development)	LTP 2006-11
m) Agree and implement a long-term strategy for coach parking and drop-off. Explore the potential for a coach lay-over.	Development Dept	2007
n) Development of new targeted taxi rank provision and the review and removal of redundant or under-utilised rank space.	Traffic Management (City Services)	2006-08
o) Review and update signage and other visitor information in the city centre including pedestrian signage, web based information and via mobile phones.	CCM	Pilot 2006 -07
p) Secure a safe and accessible primary pedestrian route along or adjacent to the Waterfront	CCM	2009
q) Improve linkages to surrounding residential communities.	CCM/ Development	2008
r) Secure new bridges across the river and canal eg at Globe Road.	Development Dept	2008



Community Safety

Objective 4. To make city centre safe and secure.

Context

Community safety is about people having the right to live their lives without fear for their own or other peoples' safety and about organisations working in partnership to achieve sustainable reductions in crime and the fear of crime. In Leeds the City Centre Divisional Community Safety Partnership is responsible for implementing the Leeds Community Safety Strategy at a local level and is accountable to the Safer Leeds Executive. The Partnership works to an action plan which identifies priority themes and sets objectives and actions to address them. Many of the themes compliment the recommendations of the Leeds evening and night time economy study. The priority themes concern:

- Anti Social Behaviour: begging, rough sleeping, and prostitution,
- Violent crime: alcohol related violence
- Vehicle crime: theft of and theft from vehicles
- Licensing
- Transport
- Enforcement
- Retail and Business crime
- Domestic violence
- Road safety.

Sub groups of the City Centre Partnership have been established and work to address particular issues.

Achievements

- Reduced begging in the city centre from 62 in 2003 to 7 in 2005.
- Reduced the number of people sleeping rough in the city centre to below 10.
- Started to address kerb crawling and prostitution activity in the city centre.
- Significantly reduced theft both of and from vehicles in the city centre.
- Police early intervention tactic introduced – dedicated officers deployed to prevent disorder escalating.
- Check 21 Proof of Age scheme implemented including test purchasing operations with Police and Trading Standards to address under age drinking.
- City Centre Divisional Community Safety Partnership signed up to Leeds Citywide Domestic Violence Strategy.

- New Licensing Policy prepared and implemented in line with the new Licensing Act.
- Pedestrian-friendly street lights have been and will continue to be introduced in all appropriate new schemes.
- Introduction of a Nightclubs' Code of Practice; guidance on safe clubbing particularly in relation to drug use.
- Establishment of a new Leeds City Licensing Association of bar and club operators to promote good practice.
- Nightclubs "Clubwatch" radio system established
- Secured car park status achieved for Woodhouse Multi-Storey, The Light and Criterion Place.
- Appointment of an Architectural Liaison Officer to enable LCC and West Yorkshire Police to encourage "Secured by Design" principles in new developments.
- Development of the City Centre Divisional Community Safety Partnership.
- Production of a study to investigate measures to improve the management of the Evening and Night-time Economy.
- 30 new Police Community Safety Officers (PCSOs) appointed.
- Implementation of the Drug Intervention Programme for those involved in the criminal justice system. It enables problematic drug users rapid access to treatment and support which has resulted in a reduction in drug-related crime since its introduction in 2003.
- Development of a "Retail Crime Reparation Initiative" by the Youth Offending Service.
- Establishment of Business Crime in Leeds (BACIL) partnership to address volume crime in Leeds.
- Continued development of local road safety schemes targeted at road casualty reduction particularly for pedestrians.



4.3 Future Action to 2010

Action	Who	Timescale
a) Input into the strategic planning process of the Leeds Community Safety Partnership (LCSP) to identify activities which will reduce crime and the fear of crime in Leeds city centre.	CCM/ WYP	Ongoing
b) Review and revise the Evening and Night-time Economy Study and ensure new recommendations are implemented.	CCM	2006-7
c) Development of an Alcohol Reduction Strategy which will include measures for young people	Community Safety partnership	2006-9
d) Expansion of "proof of age" campaigns	WYP/ Trading standards	Continuous
e) Reduce crimes against businesses by implementing Business against Crime initiative (BACIL) and promote "Safer Shopping Awards".	WYP, CCM, LCCP Partners	Launch spring 2006
f) Improved late night transport provision out of the city centre to enable ordered dispersal.	Metro and bus operators Development Dept	Autumn 2006
g) Explore options to have a wider range of attractions open in the evening	CCM	2006 -07
h) Implement the Leeds 'Best Bar None' scheme in Leeds. Targets for number or % of bars participating by 2007 and 2009 need to be developed	WYP	Launched in March 2006 the first awards will be held in June 2006.

Outcomes

- A reduction in violent crime, retail thefts, drug/alcohol related crimes and vehicle crime.
- A reduction in fear of crime and a more positive perception of the city centre.
- Increased use of the city in the evening by people who currently feel excluded (e.g. families and older people).
- Improved safety and security along the Waterfront.
- Fewer casualties.



Promotion and Communication

Objective 5. To promote the city centre as a prime destination for shopping, leisure, tourism, cultural activities, business and investment.

Objective 6. To communicate the city centre's role in the region.

Context

In autumn 2005 Marketing Leeds launched the Leeds, Live it, Love it campaign to promote the city to business, visitors, students and indeed the city's own residents. The campaign is successfully building momentum and having an impact. Within that campaign the city centre needs to continuously promote itself to different audiences and ensure that policy makers are aware of the importance of the city centre as an engine for growth for the city and the wider region too.

Developing city centres through a diverse range of cultural activities acts as a catalyst for urban regeneration, improves the city's image and promotes economical, social and environmental well-being. Promotion of these activities is central to much of our work in raising awareness of the city centre's 'offer'.

Over the past 15 years, Leeds has established a large, varied and dynamic blend of cultural and leisure activities encompassing: the performing and visual arts, festivals, visitor attractions, community/civic celebrations and special events.

In response to the city's Arts & Heritage strategy (published in 2002), the arts@leeds initiative, residing within the Department of Learning and Leisure, is Leeds City Council's approach to working in partnership with arts organisations to maximise creative resources for local people and encouraging all kinds of arts activities throughout the city. In 2004/5 around 100 organisations benefited from arts@leeds grant aid.

The Carriageworks Theatre provides a fully equipped city centre venue to house and showcase participatory work, promoting the breadth of local artistic activity. The widest possible community participation will be encouraged by an affordable pricing strategy, which promotes access. With modern, state of the art facilities, which include two performance spaces, eight rehearsal rooms, a bar and catering facilities, the Carriageworks will also double up as an exciting conference venue for Leeds and nationally based businesses.

In recent years, outdoor organised special events have also become an increasingly important factor in drawing visitors to the region and in particular the city centre. The success of the award winning Millennium Square (2000 - 2005) as an outdoor public space and multi-purpose entertainment venue, has enabled greater community involvement and cultural awareness throughout the city.

Leeds city centre is increasingly not only the engine for economic growth in the city but also for the wider city region. Investment in the city centre can potentially benefit the rest of the city region as it brings employment and facilities that people from across the city region can access. This needs to be more widely understood and communicated.

Achievements

- Launch of Leeds, Live it Love it Campaign.
- Annual 'Leeds at Christmas' shopping campaign including promotion of Christmas Park and Ride scheme.
- Sustaining the annual public demand for the 'Leeds Lights' switch-on which attracts a family audience of around 25,000 people onto Victoria Gardens every year.
- Leeds Retail Association (LRA) established to promote Leeds city centre as a shopping destination.
- The evolution and establishment of Millennium Square as an outdoor entertainment and performance space with the capability for hosting an innovative and diverse mix of commercial, artistic, community and religious events and activities including:-
 - Official Opening of Millennium Square by Nelson Mandela
 - The continued growth and sustainability of the Ice Cube, the UK's largest outdoor temporary ice skating rink, which attracts over 45,000 skaters and over 200,000 visitors to Leeds city centre each year.
 - The development of 'Christkindelmarkt' a traditional German Christmas market and New Year's Eve celebrations as annual hallmark events on Millennium Square.
 - Media Screen in Millennium Square.
 - Live commercial concerts on Millennium Square including Russell Watson, Meat Loaf, Bryan Adams and Kaiser Chiefs.
 - HRH the Queen Golden Jubilee celebrations.
 - 'Rhythms of the City' International street festival and outdoor theatre performances (2001 - 2004).

- Euro 2002 and World Cup 2004 and 2006 live football screenings
- Vaisakhi Sikh festival.
- Pentecost 'Spirit in the City' festival (2003 / 2004).
- Annual St Patrick's Day Parade.
- West Indian Carnival Queen Show.
- Leeds Rhino's Homecoming (2004) Super League celebrations.
- Tour of Britain Bike Ride.

Future Action to 2010

Actions	Who	Timescale
a) The continuous delivery and promotion of a programme of city centre events that will further develop Leeds as a major European and International city.	CCM/ Learning and Leisure	2006-2010
b) Manage and develop unique event concepts for 'Celebrate Leeds 2007' and work closely with major regional agencies to mark the 800th anniversary of the city of Leeds by celebrating its past, present and future.	CCM/ Learning and Leisure	2006-07
c) Maintain events to enhance and support the Leeds at Christmas campaign and attract an increased number of visitors to the city centre during the festive period.	CCM/ Learning and Leisure	Continuous
d) Develop a pro-active approach and work in partnership with organisers and promoters to attract more commercial events into the city and help establish Millennium Square as a summer-time live music arena.	CCM/ Learning and Leisure	Continuous
e) Encourage relationships with a wide-range of community and religious groups and ensure equality of access to events for all the people of Leeds.	CCM/ Learning and Leisure	Continuous
f) Forge close working relationships with the BBC and associated partners to maximise the potential of the BBC public space broadcasting project (LED screen) on Millennium Square.	CCM	Continuous
g) Promotion through events of refurbished public realm in the city centre including Briggate and Merrion gardens.	CCM	Continuous
h) Launch and promotion of 'Art at the Heart' of the city.	CCM/ Learning and Leisure/ Arts community	Continuous
i) Create and develop Leeds Shopping Week to be held annually and Leeds Retail Awards	CCM Leeds Guide and LRA	May 06 and subsequent years
j) Revised and rejuvenated late night shopping campaign	CCM/LRA	May 2006 and ongoing
k) Promoting the city centre's role in the city region	Council/ Leeds Initiative	Continuous
l) Further website development activity	CCM	Continuous

Anticipated Outcomes

- Enhanced city's profile and enhances Leeds city centre as a visitor destination regionally, nationally and internationally.
- European style ambience.
- Improved overall perception of the city, community involvement and a sense of local pride and identity.
- Better relationships, wider participation and cultural awareness between visitors and communities.
- Further urban renewal and additional private sector investment.
- Increased footfall in and around the city centre.
- Increased expenditure in shops and leisure facilities, encouraging a positive attitude amongst retailers and businesses.
- A raised identity and profile of the Waterfront and promoting and marketing it more effectively.

Narrowing the Gap

Objective 7 Extend the benefits of the city centre to neighbourhoods throughout the city and make it accessible and appealing to all.

Context

The Vision process and the Renaissance Leeds Visioning work both highlighted the need to make better physical, social and economic links between the city centre and neighbourhoods through Leeds; particularly those on the immediate periphery of the city centre. The city's aspiration to 'Narrow the Gap' cannot be realised unless there is continued economic growth – Going up a League. The city centre provides employment, training and education opportunities for those living in disadvantaged communities particularly on the periphery of the city

centre. Many businesses require employees who live relatively locally. Initiatives such as the free city bus make journeys to the city centre more affordable and this is partly why an extension of the bus to south of the river is so critical. We need to develop a better understanding of what barriers exist which currently prevent certain groups from accessing the opportunities the city centre offers and develop strategies to overcome them.

Achievements 2001 – 05

- Production of a City Centre Employment Policy
- Completion of the Renaissance Leeds Vision which identifies how physical linkages between the city centre and surrounding neighbourhoods can be made.

Future Action to 2010

Actions	Who	Timescales
a) Complete at least four regeneration projects* that connect the city centre to the inner areas of Leeds; as part of the next stage of the Renaissance Leeds Programme which promotes easy access on foot/ cycling.- <i>*Holbeck Urban Village/Mabgate/Harewood Quarter, Intl Pool, Inner Ring Road</i>	Renaissance Leeds Board / Development Dept	2006-10
b) Further development of job linkage schemes with city centre employers and training opportunities for residents in the immediate periphery of the centre.	CCM/ Learning and Leisure	Continuous
c) The year long Celebrate Leeds 2007 Festival will put local schools and communities at the heart of activities during that year with a focus for showcase events in Leeds city centre	CCM/ Learning and Leisure	2006-07
d) Identify the composition of city centre users and identify barriers preventing some groups from accessing the city centre.	CCM	2006-7
e) Identify the means of reducing or removing barriers to accessing the opportunities available in the city centre.	Development/ Neighbour-hoods & Housing	Continuous

Anticipated Outcomes

- Better physical links between the city centre and adjoining neighbourhoods.
- High quality and attractive public spaces.
- Job opportunities and skills and training development for disadvantaged groups who are in the vicinity of the city centre
- Greater access for disadvantaged communities to city centre facilities, events and venues.
- A more inclusive city centre.

Monitoring the City Centre's Performance

Objective 8 To monitor the performance of the city centre over time and against other cities.

Context

Monitoring the performance of the city centre and specific campaigns and projects within it is an important aspect of the work of City Centre Management. To date there has been minimal benchmarking with other cities. The Association of Town Centre Managers' Key Cities group will explore how greater benchmarking could be facilitated. In addition there have not been rigorous assessments of the impact of investment in the public realm or expenditure on events and publicity on footfall in Leeds city centre. This needs to be addressed.

Achievements

- Production of the City Centre Audit (annually).
- Public Perception Survey undertaken every three years, to monitor satisfaction levels of residents, visitors and workers.
- Establishment of the LCCP Waterfront Sub-Group to facilitate implementation of the Leeds Waterfront Strategy.
- Worked with other towns and cities in the UK and beyond to share good practice via talks, presentation and tours.
- Participation in Shopmobility Steering Group meeting.
- Development of LCCP page for the Leeds Initiative website.

7.3 Future Actions to 2010

Action	Who	Timescales
a) Production of city centre audit annually to monitor the health of the city centre and inform city centre policies.	Development Dept	Every April
b) Undertake a public perception survey every 3 years to monitor the health of the city centre and inform city centre policies	Development Dept	2009
c) Produce and regularly update fact cards and information sheets about the city centre and City Centre Management activities.	CCM	Continuous
d) Monitor the specific impact of investment, events and publicity on footfall in the city centre.	CCM Learning and Leisure	Before & after major investment/ event etc
e) Establish greater benchmarking of key performance indicators with other key cities in the UK.	CCM	2006-07

Anticipated Outcomes

- Quality information on our performance benchmarked against our own past performance and that of other cities to better inform policy and decision making.
- Improved value for money appraisals on city centre projects and events.

Monitoring the Implementation of the Strategic Plan

The City Centre Partnership Board will regularly monitor the implementation of this Strategy and present progress reports to the Leeds Initiative Board. Each objective has at least one Board member as a Champion who will take a lead in driving that objective forward. An annual report outlining progress will be published each year.

How you can get involved

Leeds is producing this plan in the interests of developing the partnership approach that will build on the success already seen in the city centre. Leeds City Centre Partnership welcomes further involvement from the public, the voluntary sector, businesses and others.

Contact us if you want to:

- promote your organisation in the city centre
- sponsor an event
- organise an event of your own
- help to fund one of the initiatives/projects outlined in this plan
- make suggestions

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Appendices

Appendix 1

The National, Regional and Local Policy Context

The City Centre is affected by many different policies from national, regional and local sources. The key policy sources are the National Planning Guidance PPS6; the Regional Economic Strategy; the Regional Spatial Strategy; Renaissance Leeds; Unitary Development Plan and the City Centre Area Action Plan. This chapter gives a brief overview of these policies and how they affect the city centre.

National Policy

1.0 National Planning Guidance: PPS6 – Planning for Town Centres

1.1 The Office of the Deputy Prime Minister (ODPM) published Planning Policy Statement 6 (PPS6) - Planning for Town Centres during 2005. This has replaced the previous Planning Policy Guidance 6 (PPG6) - Town Centres and Retail Development (June 1996). Planning Policy Guidance (PPGs) and their replacement Planning Policy Statements (PPS's) set out the Government's national land use planning policies and have to be taken into account by local planning authorities when preparing strategies, development plans, allocating sites for development, town centre management and in determining planning applications.

1.2 PPG6 was of particular importance to this strategy because it was the first time that specific emphasis was placed on the Town Centre, for development to ensure the vitality and viability of Town Centres continued. This came at a time when centres were under a considerable threat from out of town shopping centres. In response to the publication of PPG6, the idea of an annual Leeds City Centre Audit was devised to assess the vitality of the city centre.

2.0 Purpose of PPS

2.1 The Government has stated that the new guidance is not a straight replication of current PPG6 but is more focussed. It will promote centres' vitality and viability by:

- planning for the growth and development of existing centres
- promoting and enhancing existing centres, by focusing development in such centres and encouraging a wide range of services in a good environment, accessible to all.

2.2 Other Government objectives which need to be taken account of in the context of the two key objectives above are:

- enhancing consumer choice by making provision for a range of shopping, leisure and local services, which allow genuine choice to meet the needs of the entire community, and particularly socially-excluded groups;
- supporting efficient, competitive and innovative retail, leisure, tourism and other sectors, with improving productivity;
- improving accessibility, ensuring that existing or new development is, or will be, accessible and well-served by a choice of means of transport.



Regional Policies

3.0 Regional Spatial Strategies (RSS)

- 3.1 The Regional Spatial Strategy (RSS) is a new type of plan. It springs from Government legislation that says each region of England should have its own RSS-setting out a framework for its future development. The RSS sets out the scale, priorities and broad locations for change and development in the region over the period to 2021. It provides a framework for 'where things go' and 'how much' development should take place; it includes a regional transport strategy; and links all this with broader issues such as the environment, sustainable development and quality of life.
- 3.2 The Plan will work in a supportive way with other regional strategies (the Regional Economic, Housing and Cultural Strategies) to help shape and build a better region. The Yorkshire and Humber Plan provides the statutory planning framework for the region. This will guide the planning process at the local level, where a new system of local development frameworks is in preparation by local planning authorities.
- 3.3 Government guidance states that local planning authorities should implement the Government's objectives for town centres through the RSS. The RSS should therefore:
- develop a hierarchy and network of centres;
 - assess the need for further main town centre uses and ensure there is the capacity to accommodate them;
 - focus development in, and plan for the expansion of, existing centres as appropriate, and at the local level identify appropriate sites in development plan documents;
 - promote town centre management, creating partnerships to develop, improve and maintain the town centre, and manage the evening and night-time economy;
 - regularly monitor and review the impact and effectiveness of their policies for promoting vital and viable town centres.
- 3.4 The RSS for Yorkshire and the Humber places a significant emphasis on Town Centre usage, and is very positive about promoting Town Centres throughout the region.

4.0 Regional Economic Strategy (RES)

- 4.1 The Regional Economic Strategy (RES) has recently been updated and is currently in draft format awaiting approval from central government. This is a new 10-year plan, which will run from 2006-2015. Within the RES, there is a strong emphasis on Renaissance and 'Stronger Cities'. Within Leeds itself, the RES states that 'action is needed to ensure the continued success of the city centre and to make sure this benefits the often deprived neighbourhoods surrounding it... As such, continued investment in quality public realm and major development in the city centre will sit alongside action to secure revival in areas like Holbeck Urban Village; the Leeds Waterfront; and the huge development potential in the Aire Valley.'

Local Policies

5.0 Renaissance Leeds

- 5.1 The Renaissance Leeds Partnership was established to promote the implementation of the Urban Renaissance Programme for Leeds. The partnership is collaboration between English Partnerships, Leeds City Council, Leeds Initiative and Yorkshire Forward. It is a means of strategically aligning the public sector partner investment streams to deliver the elements of the Vision for Leeds 2004 to 2020 focussed upon physical and spatial redevelopment.
- 5.2 Within the Renaissance Leeds Business Plan, the City Centre has been identified as a strategic project. The expansion of the City Centre is a Vision priority and the Renaissance of the City Centre is a key priority. The Business Plan recognises that 'as a major driver of economic activity and as a draw for investment, the city centre must continue to provide an environment which can compete with both UK comparative cities and those of mainland Europe. This programme seeks to ensure the physical investment in development of the city centre public realm to meet the aspirations of Leeds to move up a league and become a competitive European city'.
- 5.3 The 10 to 15 year vision for the implementation of this priority project is that the city centre will be renewed through the refurbishment of the city centre pedestrian area; the next phase of the Millennium Square development will be delivered; the Harewood & Eastgate Quarter development will be completed and the Trinity Quarter will be redeveloped. Renaissance Leeds is the driving force behind public sector interventions within the city centre, and is increasingly able to influence private sector developments as well.

6.0 The Unitary Development Plan (UDP)

6.1 The Unitary Development Plan (UDP) is the statutory development plan for the whole of the Leeds District. It provides a framework for all new development, development control and conservation over the next decade. It is used as a basis for making decisions on land use applications. The current plan was drawn up in the 1990's and formally adopted in August 2001. The Leeds UDP covers various subjects and geographical areas. Chapter 13 refers entirely to the city centre. The UDP's strategic aim for the city centre is:

SA9: To promote the development of a city centre which supports the aspiration of Leeds to become one of the principal cities of Europe, maintaining and enhancing the distinctive character which the centre already possesses.

This strategic aim is elaborated in the following objectives.

- 1. To secure a high quality city centre environment.**
- 2. To reinforce the existing distinctive character and personality of the city centre.**
- 3. To secure a more vibrant city centre.**
- 4. To strengthen and support the growth of employment uses.**
- 5. To identify and promote the main development opportunities.**
- 6. To provide a focus accessible to all the community.**
- 7. To improve safe and secure access for all to and within the city centre.**

To achieve the strategic aim and relevant objectives, the Leeds UDP provides:

- a planned approach to the expansion of city centre uses;
- an environmental strategy;
- transport improvements;
- provision for primary land use activities;
- a broad land use approach involving mixed uses within the "Quarters" philosophy.

7.0 City Centre Area Action Plan (CCAAP)

7.1 The City Centre Area Action Plan (CCAAP) will replace Chapter 13 of the Unitary Development Plan. It will provide a co-ordinated approach to the spatial planning and, if appropriate, expansion of the city centre. It will seek to ensure that the city centre continues to deliver economic, environmental and social objectives. It is envisaged that the CCAAP will be completed and approved in 2008.

8.0 Leeds Economic Development Strategy

8.1 The Leeds Economic Development Strategy was published in June 2000 and a Strategy Review was undertaken in 2002. The Strategy identifies a key policy for the city centre to: 'Develop and promote Leeds as a leading cultural, shopping and tourist centre'.

8.2 The Strategy also identifies the following programme areas:

- Sustain and develop the city centre, especially in respect of financial and business services, retailing and its growing cosmopolitan atmosphere
- Increase leisure and business tourism to Leeds including the exploration of opportunities for sustainable tourism
- Develop Leeds' cultural attractions, industries and infrastructure (e.g. the arts, sport, libraries, museums and galleries, tourism, parks, countryside and recreation)
- Raise Leeds' profile regionally, nationally and internationally
- Sustain and develop the Metropolitan District's town and district centres.

9.0 Local Transport Plan

9.1 The provisional Local Transport Plan submitted in July 2005 puts forward a transport vision which states that by 2021 West Yorkshire aims to have a transport system where:

- access for all to jobs and services will be improved, and barriers to mobility will have been removed;
- access to and use of public transport will be convenient for all;
- traffic congestion is reduced;
- a more integrated land-use planning and transport system will be developed;
- travel safety and security will be improved and road casualties will be reduced;
- greater use of healthier, sustainable and more efficient modes of travel will be the norm;
- the road network will be effectively restored and maintained;
- the adverse impact of transport on communities, air quality and natural resources will be reduced.

9.2 This vision was developed through consideration of national, regional and local policy influences, and the changes taking place in West Yorkshire. All the objectives have implications for a safer, cleaner more efficient city centre in Leeds.

Appendix 2

SWOT Analysis of the City Centre

(Information from Swift Research, City Centre Audit and city centre businesses, the Leeds Initiative and other consultees).

Strengths

- £1.4 bn major property schemes in last 10 years • 1,000 retail outlets in PSQ
- High levels of satisfaction with City Centre
- Good choice of pubs/clubs and restaurants/café's
- Shopping environment/atmosphere
- Perception that shopping facilities have improved over last 2-3 years
- Good retail yields
- UK's 5th largest shopping location (4.3 ft2 million net)
- Five indoor malls
- Largest covered market in England
- Good diversity and range of shopping facilities
- 46% of the shopping offer are multiples compared to GB average of 34%
- Increase in footfall between 2000 and 2004 of 7.8% (66.2% Sunday)
- Increase in numbers travelling in by public transport 1998 – 2004. 9% city centre workers walk to work, 64% by train/bus
- City Centre events programme
- New 13 screen cinema
- Many awards in recent years
- International Film Festival
- Leeds Pianoforte Competition, West Yorkshire Playhouse, Opera North, Royal Armouries
- Growth in hotel bed spaces, 8 new hotels since 2001
- LeedsWatch CCTV/Awareness of PCSO's/Wardens
- Improvement in water quality – River Aire 1990's – 2005
- Two universities - 124,000 students

Weaknesses

- 80% visitors are day visitors only 9% stay overnight
- Parking – cost and availability
- Levels of cleanliness
- Child-unfriendly? – limited activities for children & teenagers
- Public convenience provision
- Signposting
- Provision of disabled access
- Confusion about role of PCSO's/Wardens etc
- Lack of major venue for concerts
- Lack of awareness of a Park & Ride Scheme
- Shortfall of affordable housing
- 2% increase in recorded crime
- Lack of awareness of outdoor events
- Rents and yields are declining in the residential market. There is concern that this is due to over supply
- Lack of open and green spaces within the city centre
- Lack of a major family attraction

Opportunities

- Vision II
- Extended retail opening hours (LAAF)
- Growing residential population
- New construction including Grade A office space
- PPS6 – Planning guidance still strongly supports city centres
- Refurbishment of Briggate
- Strong demand for retail floor space
- Trinity Quarter development
- Harewood Quarter development
- 1.9 m live within 30 minutes drive
- Further increase in footfall
- Over 130,000 employed in centre
- Increased uniformed presence (PCSO's – Wardens)
- New tree planting
- Waterfront Strategy
- Evening and Night-time Economy Study
- Increase in Sunday trading
- Continued increase in the use of public transport
- New city museum, civic Theatre
- Refurbished Grand Theatre, City Varieties

Threats

- Public convenience provision
- Perceptions that city is unsafe and need for greater police presence
- Congestion
- Traffic system
- Shortage Grade A office space
- Retail spend predicted to fall from 43% (2004) to 3.6% (2006)
- Ability of out-of-town centres to adapt to needs of market more quickly than PSQ's
- Drop in Experian retail rankings from 3rd to 4th
- Provision for disabled access/prams/pushchairs not rated positively
- Scarcity of coach drop-off points or coach parking provision
- Shortage of staff to support rapidly increasing number of hotels
- Conflict between increased residential use and promotion of the night-time economy



Appendix 3

Research and Consultation Findings,

The aims, objectives, programmes and projects contained in this plan have been based on market research and consultations with city centre businesses and other stakeholders.

Three main sources have been used from which conclusions have been drawn:

i. Leeds City Centre Health check

Public Perceptions Market Research Survey carried out by Swift Research Ltd in 1997, 2000, 2004. With a random sample of over 3,000 "consumers" this provides quantitative and qualitative data. The survey samples were gathered from:

- residents of Leeds Metropolitan District, the majority of whom (97%) were 'users' of Leeds city centre;
- people working in the city centre;
- visitors to the city centre (non residents);
- 'non-users' (resident outside the Leeds MD, but within a defined catchment area).

ii. The Leeds City Centre Audit

The former Department of Environment, Transport and the Regions (DETR) advised local authorities that they should use certain indicators to provide regular information on the vitality of town centres.

The Leeds audit encompasses 12 measures of performance

1. Pedestrian flow
2. Retail yields
3. Retail trends
4. Office development and take-up
5. Development value
6. Housing
7. Leisure
8. Hotels and tourism
9. Community safety
10. Air quality
11. Shopmobility
12. Public transport usage and traffic

In addition to these 12 objective indicators a consultation exercise is undertaken with members of the city centre business community to assess whether the indicators present an accurate picture of the vitality and viability of the city centre.

iii. Vision for Leeds

The consultation process for the Vision involved over 6,000 people from businesses, young and old people, black and ethnic minority communities and voluntary and community groups. The Vision identified three aims listed earlier:

Foot notes

1. Unsworth, R. and Henderson, R. (2004) Accommodating financial and business services, in Unsworth, R. and Stilwell, J. (eds.) Twenty-first century Leeds: geographies of a regional city, Leeds University Press, Leeds; also further research for West Yorkshire Economic Partnership, 2005 (unpublished).

2. Unsworth, R. (2005) City living in Leeds 2005, KW Linfoot and University of Leeds, Leeds

3. *ibid.*

4. Consumers are expected to spend 35% more buying items online during 2005, taking total spending for the year to an estimated £19.6bn. Four million more Britons are expected to shop online this year, taking the total shoppers to 24m (Interactive Media Retail Group, reported in FT 6.4.05).

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