

# Northern Powerhouse Rail Bradford Growth Strategy

## A Vision Statement



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1. Introduction and summary

**The city of Bradford is on the cusp of transformational change. As one of the UK’s largest, youngest and most diverse cities, and with some of the most productive businesses in the North of England, the economic potential of Bradford is huge. Investment in better connections to and from the city is not just about faster more efficient travel, it is about unlocking economic and social opportunities for the whole of the Northern Powerhouse.**

Northern Powerhouse Rail (NPR) would connect Bradford’s large, diverse, young, fast-growing, and digitally-capable population to the jobs of the future, widening the labour markets of Leeds, Manchester, and York, and opening-up new talent pools for Bradford businesses. It would transform Bradford as a place to invest, and for more businesses to start-up and scale-up. It would enhance the attractiveness of Bradford as a place to live, acting as a catalyst for City Centre regeneration as well as residential and commercial development. Ultimately, NPR in the City Centre will boost Bradford’s brand, attracting new visitors and creating new economic and social opportunities for people across the North.

This report outlines the case for NPR to serve Bradford by a City Centre station. It brings together the findings of the extensive evidence base and policy work which has already been developed to support the case for investment. It also sets out the future work Bradford plans to undertake to ensure the city is NPR-ready.

The main components of Bradford’s case for a City Centre NPR station are:

- 1. Supporting the economic growth of the Northern Powerhouse through a better-connected Bradford –** connecting England’s seventh largest city<sup>1</sup> with a more integrated and productive economic system in the North;
- 2. Transforming Bradford’s economic future –** NPR will act as a catalyst for new residential and commercial development and improved local infrastructure, guided by proactive planning policies and a pioneering Local Authority that is working in partnership with the private sector;
- 3. Raising skills levels, connecting people to opportunities and building Bradford’s business base –** enabling Bradford’s people and firms to create and access the wider range of quality jobs that will be created and brought within reach by NPR, raising awareness of the opportunities (including the Bradford Opportunity Area programme), connecting the most productive firms in the North with new national and global markets, and creating the right conditions for business investment and growth;
- 4. Increasing the overall benefits of NPR by integrating it with improved local transport links –** developing high quality local public transport links with seamless interchange at the NPR station to enable people and firms across Bradford to access the NPR network, increasing Bradford’s passenger market and improving the quality of the user journey;
- 5. Transforming Bradford’s brand –** increasing its attractiveness as a place to visit, live, study and invest, leveraging Bradford’s nationally significant museums and art collections, world heritage site, its vibrancy and diversity, its retail and leisure offer, and its stunning countryside; and
- 6. Aligning policies and maximising the investment –** by putting in place the right delivery mechanisms, fostering a collaborative approach between the public and private sector and by exploring innovative approaches to funding.

<sup>1</sup>Population as measured by local authority district area

## 2. Supporting the growth of the Northern Powerhouse through a better-connected Bradford

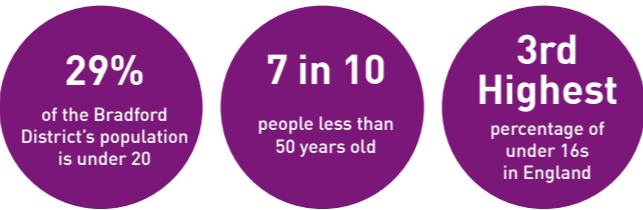
### Main points:

- As England’s seventh largest city with a rapidly growing population of over 530,000, a £10bn annual economy, and huge growth potential and an emerging spatial vision around the Southern Gateway; a better- connected Bradford will provide a huge boost to the growth of the Northern Powerhouse;
- NPR will transform Bradford’s connectivity, more than halving journey times to Leeds, Manchester, Manchester Airport, Liverpool and York, putting Bradford at the heart of an integrated economic area across the North;
- NPR would link Bradford’s economic assets and its firms, which are amongst the most productive in the North and named by Barclays as one of the best places to start a business in 2018, to the wider prime capabilities for the Northern Powerhouse in advanced manufacturing, digital and healthcare; and
- As one of the UK’s most diverse cities with high export businesses, NPR would also significantly reduce journey times to the main global gateways such as Manchester Airport and (via HS2) the Midlands and London including Heathrow.

### 2.1 England’s seventh largest city: Bradford’s scale and growth potential

A City Centre NPR station for Bradford reflects the size and scale of its economy and population. The city has an annual economic output of £10 billion, and a population of more than 530,000, larger than the population of the local authority areas of Liverpool, Edinburgh, Nottingham or Newcastle.

Bradford also has huge growth potential. The Bradford Economic Strategy sets out a realistic ambition to increase the value of the Bradford economy by £4 billion, get 20,000 people into work, and improve the skills of around 50,000 Bradford people.



In order to meet this ambition, Bradford has an emerging spatial vision featuring the regeneration of the Southern Gateway, an area of more than 100 hectares that could form the basis for re-purposing the entire City Centre offer to better meet the needs of Bradford in the future.

Alongside strong and ambitious spatial planning, the desired scale of growth will be achieved by equipping Bradford’s young and enterprising population with the skills and confidence to succeed, enhancing and promoting the city’s distinctive heritage, architectural and cultural offer, building on business and sector strengths, and improving transport and digital connectivity to become a globally connected city.

The city also has ambitious proposals for housing growth. Through the Bradford Core Strategy, the city is planning for 42,100 new homes by 2030.

Bradford’s size and growth potential will provide a big boost to the Northern Powerhouse as a whole.

### 2.2 Transforming connectivity

Poor connectivity is one of the factors that has held the city back in recent decades, affecting the ability of Bradford’s people and firms to contribute to and benefit from the wider growth of the North of England. It is by far the largest city in England that does not benefit from regular, fast, inter-urban rail services. The current rail journey time to Leeds, only ten miles away, is 24 minutes. The rail journey time to Manchester, less than 40 miles away, is over an hour (the average speed is less than 30 mph for both rail connections). Because of poor connectivity, the large, successful economies of Leeds and Manchester, whilst close geographically to Bradford, remain separate functionally to a large extent in terms of travel to work areas, commercial markets and business to business networks.

The table adjacent shows the transformational improvements in connectivity for Bradford which NPR and HS2 will achieve.

It should be noted there may be opportunities to further reduce these journey times as the NPR development work progresses. For example, a direct connection between Bradford and Sheffield, which is dependent on certain infrastructure upgrades, could remove the interchange penalty and further reduce this journey time.

Table 2.2: Current rail journey times from Central Bradford to other cities, and estimated future journey times with NPR and HS2

City / Airport	Distance from Bradford	Approximate current rail journey times from Bradford	Estimated future rail journey times from Bradford with NPR
Leeds	10 miles	24 minutes	7 minutes
Manchester	40 miles	1 hour	22 minutes
Manchester Airport	50 miles	1 hour and 20 minutes (requires change)	30 minutes (direct)
York	42 miles	1 hour	30 minutes
Liverpool	68 miles	1 hour and 45 minutes (requires change)	50 minutes (direct)
Sheffield	49 miles	1 hour and 35 minutes	55 minutes (requires change – assumes NPR Leeds-Sheffield is built)
London	204 miles	3 hours (usually requires a change)	1 hour and 40 minutes (requires change – assumes HS2 is built)
Heathrow Airport	201 miles	4 hours and 16 minutes (requires 3 changes)	2 hours (2 changes – assumes HS2 is built)
Birmingham	120 miles	2 hours and 35 minutes (requires change)	1 hour and 19 minutes (requires change – assumes HS2 built)

Notes: assumes 15 minute interchange penalty where an interchange is regained.

2.3 Linking Bradford's economic assets to the Northern Powerhouse

NPR will substantially increase the economic geography of Bradford. It will bring new markets within reach of Bradford's businesses, new jobs to Bradford's people, new knowledge and finance within reach of Bradford's innovators and entrepreneurs, and major international gateways within reach of Bradford's exporters and globally connected firms. NPR can make Bradford the location of choice, both to live for people who want to access job opportunities across the North, and to invest for firms who want access to a wide talent pool.

Bradford has significant economic assets and strengths of strategic importance to the Northern Powerhouse. Table 2.3 compares Bradford's economic strengths to the "Prime" and "Supporting" sectoral capabilities identified in the Northern Powerhouse Independent Economic Review as having the greatest economic potential for the North of England.

Bradford businesses are amongst the most productive in the Northern Powerhouse; they have the highest levels of economic output per hour worked. They have significant potential for growth to create more high quality jobs. The challenge for Bradford is to increase the size of the business base, and to create good quality jobs in higher numbers. NPR will help create the conditions for doing so.

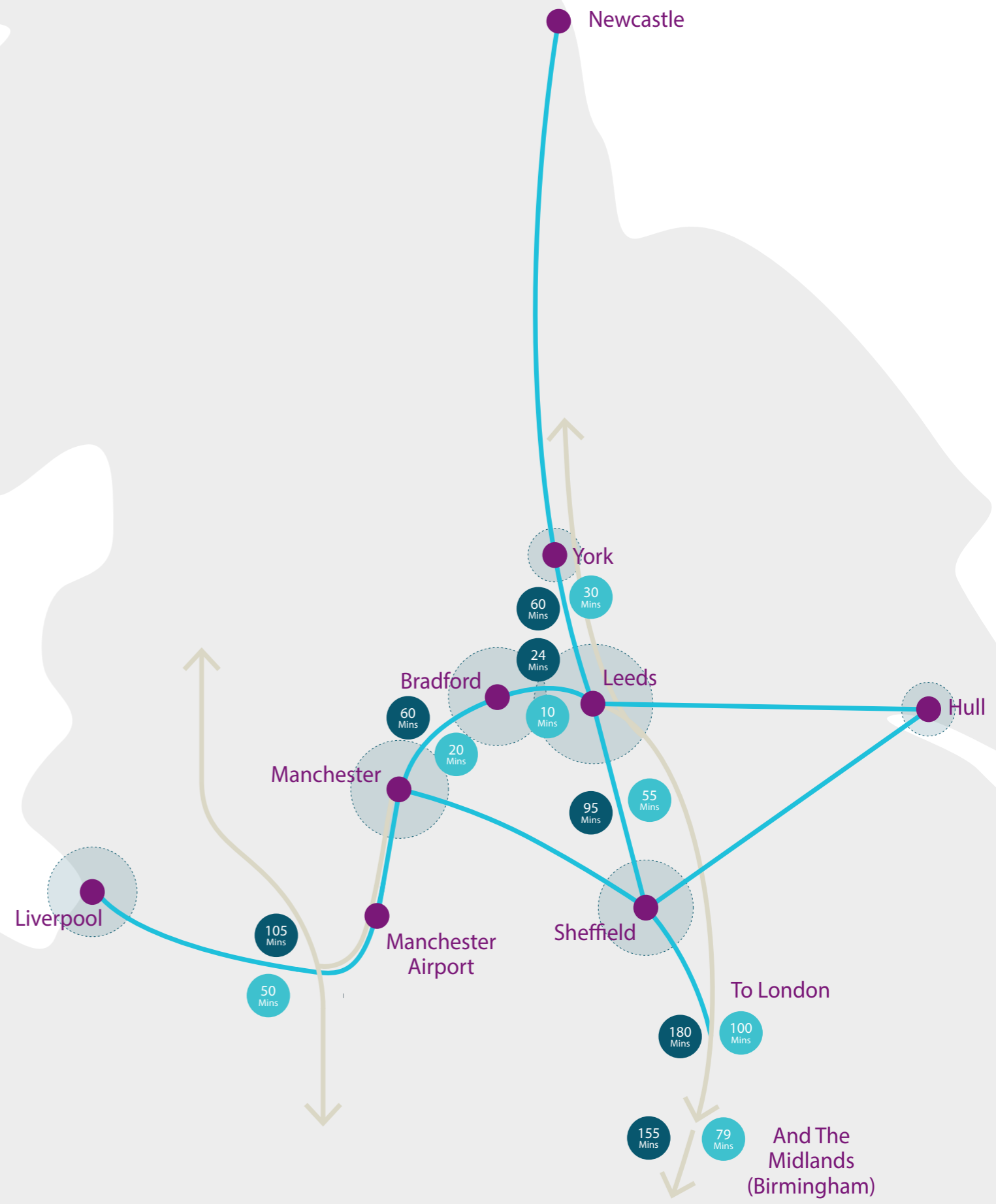
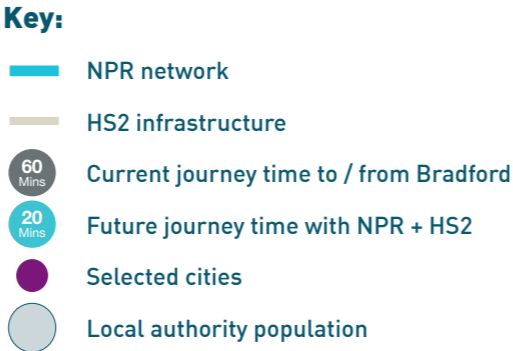


Figure 2.1: Relative populations and journey time improvements

Table 2.3: Comparison of Bradford’s economic strengths to the “Prime” and “Supporting” sectoral capabilities identified in Northern Powerhouse Independent Economic Review

Northern Powerhouse Prime and supporting capabilities identified in the Northern Powerhouse Independent Economic Review	Bradford’s strengths
Advanced manufacturing (prime capability)	Significant concentration of highly productive manufacturing businesses, particularly in Airedale, with a broad range of capabilities including textiles, aerospace, turbo chargers, electronics and radio systems.
Digital (prime capability)	A growing hub of digital businesses including in games design, e-commerce, ed-tech and health-tech.
Health innovation (prime capability)	Strong innovation capabilities through Bradford’s Digital Health Enterprise Zone, and a growing business base of tele-health firms.
Financial and professional services (supporting capability)	Significant financial services hub with Yorkshire Building Society, and Santander. Headquarters location for FTSE 100 firm WM Morrison, and to Yorkshire Water.
Education (supporting capability)	Important higher education centre, with c10,000 students at the University of Bradford, and a further c. 22,000 students at Bradford College, Shipley College, and Keighley College.

2.4 Global Bradford

As one of the UK’s most diverse cities with exports worth £2 billion per year and clear potential for growth, global connections are also important to Bradford. While Leeds Bradford Airport is an important asset for Bradford which can be strengthened through improved connectivity, Manchester Airport will remain the principal gateway for the Northern Powerhouse and is particularly important for Bradford given the city’s strong links with Pakistan International Airlines (PIA) who use the airport as a hub. NPR will transform journey times to Manchester Airport, from around 1 hour 20 minutes to around 30 minutes, significantly improving Bradford’s global connectivity. Journey times between Bradford and Heathrow will be more than halved by NPR and HS2.

This improved access to international markets via HS2 and NPR will also strengthen Bradford’s competitiveness as a location for inward investment.

3.0 Transforming Bradford’s economic future

Main points:

- Bradford will ensure NPR acts as a catalyst for the regeneration and growth of its City Centre, attracting investment and stimulating development in residential and commercial property;
- Bradford is already integrating its planning for NPR with the development of a planning policy framework for the Southern Gateway area of the City Centre;
- Bradford has already set out the vision of how the NPR hub can act as a high-quality gateway, providing seamless interchange with local rail, bus and mass transit services; and
- Bradford will invest in local highways, public realm, and green infrastructure to create a new urban district around the NPR station, as well as ensuring the NPR hub links with other parts of the City Centre.

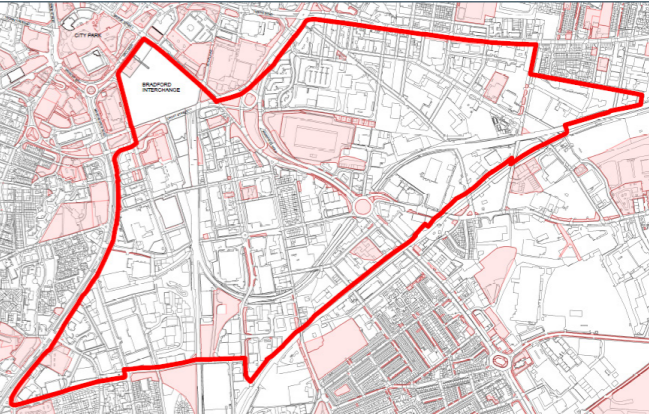


Figure 3.1: Southern Gateway red-line boundary

The Southern Gateway provides a clear opportunity to develop a land use masterplan that maximises value for Bradford and prioritises the right kind of development and growth.

The masterplan is a unique opportunity to re-think where Bradford City Centre is going in the future, being cognisant of how cities will function in 15 – 20 years time, and the services and assets that will need to be provided. It provides an opportunity to meet housing allocations in a future-proofed manner, and around a sustainable public transport hub.

Within the Southern Gateway area there are clear opportunities to redevelop large and underutilised buildings, transfer major medical and educational assets to a better-connected location, and provide mixed-use developments that cater for the needs of a young, expanding and mobile Bradford economy.

3.1 Future growth and regeneration of Bradford City Centre

The long term and transformational nature of the NPR scheme provides a unique opportunity for Bradford to develop an ambitious and expansive spatial vision for the City Centre, creating an environment where people not only want to do business, but have the tools and skilled and productive workforce to make it happen.

Bradford has both the capacity and the appetite to grow as a city and to become more outward facing. At a time when house building is high on the political agenda, Bradford is ready to play its part in delivering the required quantum of new homes in an inclusive manner and with enhanced connectivity at the heart of new developments.

Bradford City Centre, an area already enjoying high levels of economic activity, is the number one priority regeneration area in the Bradford District. Significant steps have been taken in upgrading the public realm to enhance the attractiveness for businesses and visitors alike, and a large number of development sites are currently being promoted through local planning processes.

Some of these regeneration schemes are well progressed including One City Park, Jacobs Well and Bradford Live, and the ambitious plans for the 126ha Southern Gateway Growth Zone show a clear desire for the city to supplement its existing central offer by expanding in this direction.



Figure 3.2: Artists impression of the area around an NPR station

A main part of the rationale for focusing on the Southern Gateway area is the future location of an NPR station. All of the options being considered for the station location, both within and on the edge of the City Centre, clearly fall within the scope of influence for the Southern Gateway area.

This is a critical point, as research suggests that the majority of land value uplift associated with transport investment, and in particular stations, is realised within walking distance of the site of the hub. In reality this is approximately 1km, beyond which the benefits begin to fall off.

Driving growth and regeneration through transit-oriented development has been particularly successful elsewhere in the UK and across Europe. An excellent example of this are locations on the High Speed 1 (HS1) route between London and the Channel Tunnel, where there are clear parallels with the NPR;

- Around Kings Cross and St Pancras 2,000 new homes have been built (50% affordable) along with a large number of amenities, public realm and business developments;
- Stratford International, which was built as part of HS1, has been integral in facilitating the regeneration occurring in the East End of London and by 2025 it is estimated that £22 billion will have been invested in the area creating more than 35,000 homes and 100,000 new jobs; and
- Due to the fast mainline connections to London and Paris significant development is projected to occur around Ebbsfleet, shared between residential, business, retail, leisure and community uses.

Certain unique circumstances in the London market, and investment linked to the 2012 Olympics, contributed to this success but it has been acknowledged that an integrated approach to land-use and transport played a significant role. Outside London, recent HS2 Growth Strategies for City Centre HS2 stations in Birmingham, Crewe, Manchester and Leeds have highlighted how integrated masterplanning and economic strategies can maximise the benefits of major transport investment. By unlocking sites in and around the proposed NPR hub, Bradford will be in a much stronger position to meet current and future housing demand, and will also benefit from accelerated regeneration across all sectors in the immediate, and to a lesser degree wider, geographic area. Growth and regeneration is built on confidence, and the NPR station will act as a major catalyst, giving both private and public investors the confidence to capitalise on the significant and well publicised opportunities that an 'open for business' Bradford offers. There is potential for private sector developer and investor involvement in funding for the NPR station, provided that Bradford can quickly and efficiently achieve certainty over the long term solution. This will allow for the inclusion of schemes in the short to medium term that are part of the overall delivery solution and ensure the opportunity is not missed.

On this basis, regeneration will not just a benefit of NPR but associated with the funding mechanism. This aligns well with Network Rail's recent focus on market-led proposals for investment in rail infrastructure.

3.2 The NPR Hub as a gateway to the city

Alongside the clear benefits for regeneration and housing growth, the NPR also provides a unique opportunity to deliver a new and improved gateway for the city. With significant current and future investment planned in the City Centre, particularly in public realm, it is crucial that a city with Bradford's ambition has a series of world class gateways to match, that serve as an attractive first impression for both business travellers and visitors.

Improvements to the two existing City Centre stations are already in the pipeline. Masterplanning for Bradford Interchange is currently underway to modernise the site and optimise multi-modal interchange opportunities, and a scheme for the upgrade of Bradford Forster Square Railway Station is in the business case development stage.

While these gateways are important from a local connectivity perspective, a future NPR hub will be catering for the majority of regional and long distance visitors to the City Centre. This is the subset of transport users in Bradford who are likely to be least familiar with the city, forming first impressions that will have knock-on consequences for the business and visitor economy.

For this reason, it is crucially important that the NPR hub, and surrounding gateway area, provides a world-class welcome to the city. Taking account of affordability, the user experience including the interface with local regeneration and integration with the city and other modes is fundamental and should be prioritised in the design of the NPR station and wider gateway proposals.

Enhanced gateways are also a key means of generating revenue. The commercialisation of transport infrastructure is not uncommon, with retail outlets particularly keen to take advantage of the significant footfall generated by transport hubs. There is significant potential funding and development opportunity linked to the immediate environment of the NPR station development, be it through retail, food and drink, healthcare, hotels or other businesses well suited to high footfall areas.

The recent redevelopment of Birmingham New Street is an excellent example of where retail has been used to provide a high-quality gateway to the city. With a constrained below-ground station site, investment was focused on the above-ground retail offer which has become the first impression for the city when travellers emerge from the platforms and a retail destination in its own right.

Retail investment in Bradford has gathered pace in the last few years, as shown by the continued development of the Broadway retail and leisure centre and plans for Darley Street Markets. Linking future retail developments to the proposed NPR hub is a means by which a world class gateway for the city can be provided whilst also improving the user experience for people already living and working in the Bradford District.

3.3 Complementing the Strategic Vision

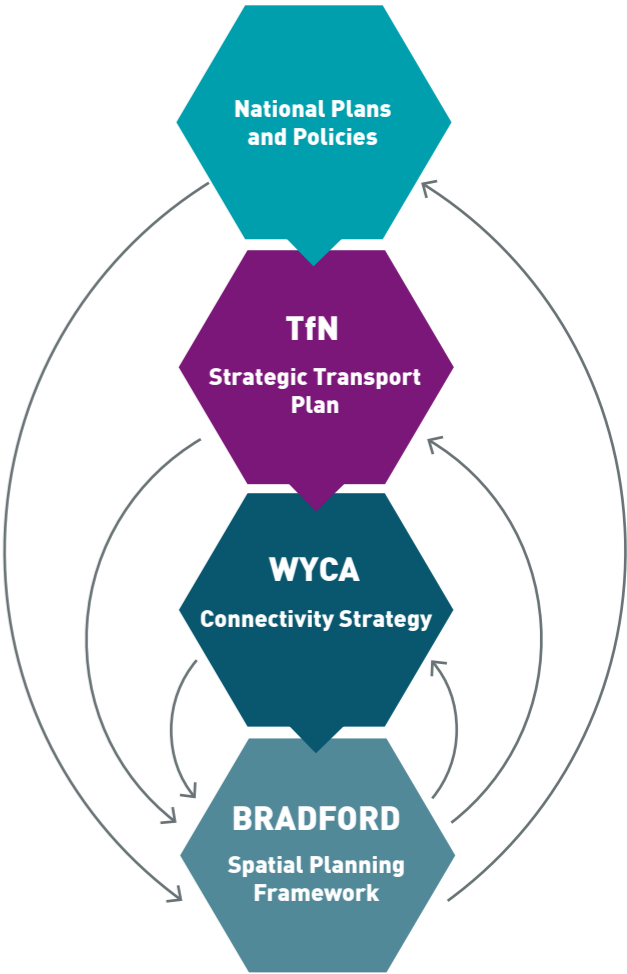
To ensure it is NPR-ready, Bradford is aligning its local spatial planning with the wider strategic vision of the West Yorkshire Combined Authority (WYCA) and Transport for the North (TfN).

Bradford has worked successfully with both TfN and WYCA to ensure its place on the NPR network through a new line between Leeds and Manchester with a stop in Bradford. Now the challenge moves to securing the most transformational station location within the city, and the implications of this for local spatial planning.

From a TfN perspective, Bradford will continue to make the case for an NPR stop in the city, highlighting the benefits this could bring to the scheme as a whole. As a front-runner for the station location becomes apparent, Bradford's spatial planning will need to be reviewed and developed in such a way as to maximise the future benefits.

From a City Region perspective, Bradford will continue to take a keen interest as mass transit proposals are developed in and around the city (as outlined in the next section). These will influence where and when development sites are brought forward, and the emerging plans for NPR will play a key role in determining the location of a future mass transit hub.

Figure 3.3: Strategy and Policy Framework



# 4.0 Raising skills levels, connecting people to opportunities and building Bradford's business base

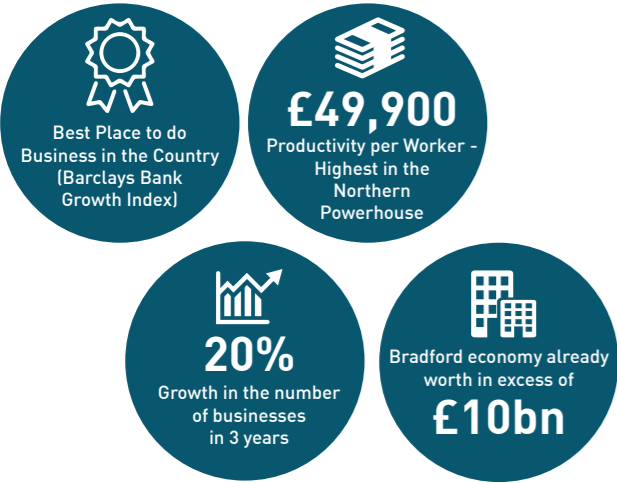
## Main points:

- A City Centre NPR station would provide a £14.6bn boost to Bradford's economy, and create up to 14,250 additional jobs in Bradford by 2060;
- Better connectivity is needed to support delivery of Bradford's economic strategy which sets out a realistic ambition to increase the value of the Bradford economy by £4 billion a year;
- Bradford is improving education and skills to support its people to access the new jobs that will be created and brought within reach of NPR;
- Progress towards the economic strategy targets of getting 20,000 people into work, and improving the skills of 48,000 people is being made through the Bradford Opportunity Area, and the Industrial Centres of Excellence;
- Bradford will use NPR as an opportunity to raise awareness of career opportunities that will be created through the planning, design, construction and operation of the project and the rail sector more generally; and
- Bradford will support businesses to access the commercial opportunities associated with NPR and other infrastructure projects happening across the city region.

## 4.1 Introduction

NPR is a unique opportunity to transform the economy of Bradford, building on existing strengths (Figure 4.1) and enabling the city to truly punch its weight in the Northern Powerhouse economy.

Figure 4.1: Key facts and figures



The step-change NPR will provide to the improvement of connections between the city and the rest of the North, as well as between employment centres inside the district, will drive economic growth in Bradford through attracting new investors, and creating better conditions for existing businesses to grow. It will help to accelerate growth across the District and bolster the labour market, enabling the development of new sectors and creating new job opportunities. As businesses grow more and better jobs will be created, increasing the job density of the city (currently below national and Northern averages.) And as skill levels in the city increase, and more residents move into better work, workplace-based earnings should rise.

Bradford leaders recognise that this transformation will not just be achieved through NPR alone. NPR will have the greatest impact on helping the city realise its economic ambitions when aligned to existing actions to improve the local economy, building on existing strengths, assets and capital (economic, cultural, heritage and tourism, social and educational), and critically, wider devolution of meaningful powers to the city and the North more generally.

“...the greatest prospect for economic transformation in the District...a major contribution towards delivering the major City Centre growth opportunity and ensure that the benefits of high speed connectivity and the jobs that this attracts are inclusive to all residents.”

Quote from GENECON Report

To maximise the benefits of NPR, Bradford Council is aligning policies, plans and investment across a range of areas that drive economic growth, particularly skills and business growth. The city is committed to delivering that change, building on existing assets and policy, such as the Bradford Economic Strategy, working in partnership with employers and education providers at all levels, to maximise the benefits of NPR for all.

Figure 4.2 highlights the transformational nature of the economic benefits of this integrated investment to the city, resulting from an NPR stop in Central Bradford.

## By 2060 NPR is forecast to deliver...

## Wider Economic Benefits

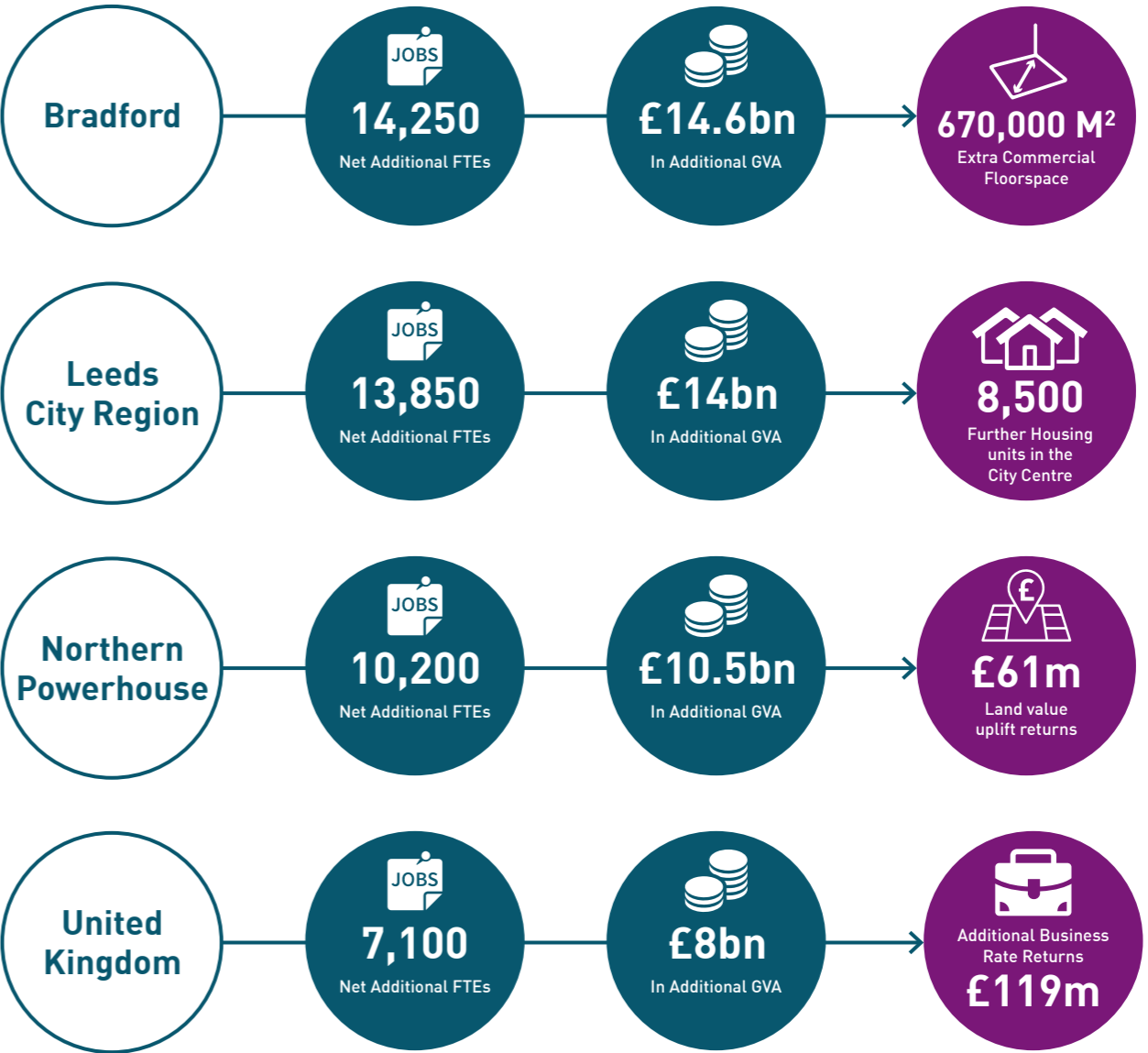


Figure 4.2: Forecast growth in Full Time Equivalent Jobs (FTEs) and GVA

4.2 Bradford ‘growth ready’

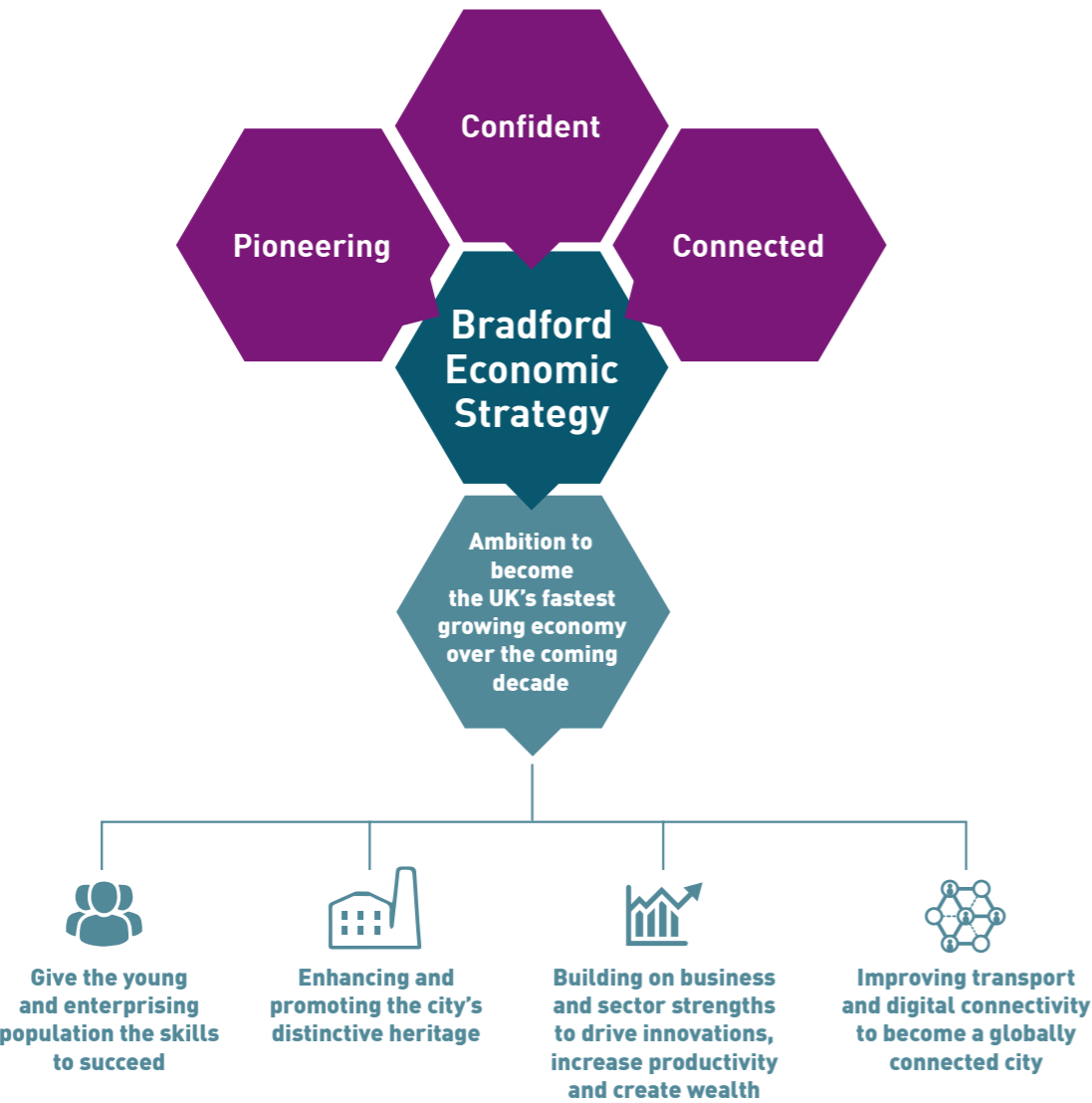
Overview

Maximising the impact of NPR will create huge opportunities for the city’s businesses and residents – but they have to be equipped to compete for opportunities in the new economy. Bradford’s businesses and residents have to be growth ready and the foundations for this need to be laid now.

Bradford is already taking significant strides towards this ambition, driven forward by the city’s Economic Strategy, as shown in Figure 4.3.

The arrival of NPR in Bradford City Centre is critical to accelerating the pace of change and the scale of impact of the Strategy, across all of the key opportunities set out above. The Council recognises that NPR is not just a transport project, but an economic and social catalyst for change. It is a fundamental aspect of delivering the strategy’s ambitions for growth and that is why city leaders are committed to developing an approach to NPR in full alignment with the Economic Strategy to ensure the maximum impact for the economy.

Figure 4.3: Bradford Economic Strategy



Investing in the skills of the future

Investing in the skills that will drive future economic growth is key to ensuring the city is growth ready. Bradford is especially well-placed to do it thanks to existing approaches that are best in class.

The Bradford Pathways programme is an innovative, whole-systems approach to the delivery of skills at all ages and all levels, based on strong relationships between employers and providers of education and training. Pathways is already proving successful in equipping residents for the rapidly changing labour market.

Figure 4.4: Bradford Pathways



Pathways is intended to prepare individuals for changing business and economic needs, supporting all-ages into a wide range of high-wage, high-skills and high demand careers in sectors that are important in Bradford and the surrounding economies. Ultimately, it helps to fill positions that are available today, whilst closing skills gaps and preparing a flexible and skilled workforce for the changing needs of the 21st Century, including jobs that do not yet exist.

Pathways works by facilitating collaboration between education, businesses and industry partners to provide support and activities aimed at meeting the needs of students, and both employers and job-seekers.

NPR will accelerate those changes, creating additional and new opportunities for employment in the city. Pathways is the perfect mechanism for developing and integrating learning that will make the city’s residents job ready in the range of careers and roles that NPR will unlock, whether they are in the transport infrastructure sector itself, or in sectors such as digital and technology, which have the potential to grow rapidly in the city as connectivity improves the flow of knowledge and ideas. Understanding how NPR will help to stimulate new growth in the local economy will be critical to developing new pathways into employment and training.

Pathways is just one example of how the city can use its existing assets to capitalise on the growth NPR will stimulate. The city’s network of Industrial Centres of Excellence are another example, offering a real opportunity to enthuse and excite the next generation about new careers and sectors of growth.

NPR as a project will require the kind of skills that the built environment Industrial Centres of Excellence (ICE) can serve, but in fact the whole ICE network offers an opportunity for the city to embrace the changing skills that will emerge from the transformation of the local economy driven by NPR.

Bradford’s Opportunity Area programme is also an important element of investing in the skills of the future. The programme supports young people in the city’s most disadvantaged areas to develop the skills needed to thrive in the future labour market – a labour market which the growth stimulated by NPR will transform. The city will work to integrate this transformation into the work of the Opportunity Area, ensuring that the priorities of social mobility and inclusive economic growth are properly met.

Figure 4.5: The Industrial Centres of Excellence (ICE)



ICES are an innovative way in which young people can gain qualifications, skills and experience that are planned around the requirements of local businesses, with curriculum developed jointly by local businesses, schools and colleges.

Each ICE offers high quality learning experiences for students aged 14-19, with clear pathways into work, training and further and higher education, and a strong emphasis on work culture: offering enhanced work placements, business mentoring, visits to local employers and career development. There are currently three ICEs in the city, engaging with c.3,000 students, focused on business, built environment, and advanced manufacturing and engineering, with plans to develop further centres focusing on health and social care, science and environmental technology, creative and digital, and logistics and transport.

The city recognises that it is not just young people who can capitalise on the economic benefits driven by NPR. Mature residents, including those in work but perhaps in low paid jobs and those lacking progression opportunities, also have much to gain.

While Pathways extends beyond young people, the Council recognises that there is more to do around upskilling the existing workforce, developing progression routes out of low pay, and facilitating movements across sectors as the local labour market evolves. The city’s adult and family learning programme works to address these issues, and the city benefits from European Social Investment Fund programmes such as the ‘Earn It’ campaign and ‘More Skills, Better Jobs’, but this is an area where austerity (in the shape of significant cuts to adult education funding) and lack of devolution continue to hinder progress. This makes it all the more vital that making the case for NPR needs to be aligned with the city and the city region’s devolution agenda on skills and education.

**Punching our weight in the Northern Powerhouse labour market**

A key ambition for NPR is that improved connectivity will drive transformation of the labour market across the North of England.

The city recognises and welcomes this aspiration, not only as a means of economic growth in the city, but in enabling Bradford to play a more substantial and positive part in the economic transformation of the North. NPR will enable Bradford to make a greater contribution to a more fluid and more productive labour market that is integrated across the North of England, with workers better connected to employers, and able to migrate to opportunities that are most appropriate to their skills.

Improved connectivity will enable Bradford residents to access jobs outside of the city much more effectively and economically while still living in the District, and better connections make it more likely that people will migrate to work in Bradford, making jobs in the city's businesses more attractive to a wider pool of talent.

And with the strong housing offer in Bradford, both on quality and on price, it is likely that more people will choose to work and live in the city, boosting housing growth and revenues from council tax. Moving to Bradford to take advantage of the housing offer, knowing that they can much more effectively and quickly commute to places like Manchester, Liverpool, and Leeds, is also a pull factor.

**A springboard for business performance**

We know that poor connectivity has long been established as a brake on the Bradford economy, as well as across the North of England. Connecting the city to NPR will help deepen economic integration across the North (as well as to the South) and improved connectivity and agglomeration effects will have a significant impact on productivity and levels of innovation in the city's business base.

Bradford firms are already well-known for their levels of productivity, but the impact on the economy is constrained by what is a low business density for a city of its size.

NPR will create the conditions for increasing business density, capitalising on the city's already strong entrepreneurial culture through the creation of new businesses, and through creating better conditions for growth for existing firms. This growth in the business base, allied to existing high levels of productivity, will enable Bradford to truly punch its weight economically.

A more buoyant economy leads to competition, driving innovation in the development of products and the design and delivery of services.

**Yorkshire Building Society**



Yorkshire Building Society is one of the largest building societies in the country, serving around 3m members. Based in Bradford, it is certain that Northern Powerhouse Rail would be transformational for the city region, where it employs around 3,000 people. With quicker journey times from Bradford to Manchester and Leeds, and then beyond to London and Birmingham, NPR would help Yorkshire Building Society recruit from a wider pool of talent, and provide a real economic boost to Bradford.

**Gordons LLP**



Yorkshire law firm Gordons has been an intrinsic part of Bradford's business community since it was founded in the city 175 years ago. Today, the firm employs around 100 people in its Bradford office and counts some of the city's highest profile businesses amongst its clients including supermarket giant Morrisons, fashion retailer Grattan and motor retailer JCT600. Gordons expects that a Bradford city centre station on the Northern Powerhouse Rail Network will enhance links with other major cities, create efficiencies for the firm and its clients and benefit the area through wealth generation and job creation.

**Yeme Architects**



Bradford City Centre based Yeme Architects was formed in 2011 and has quickly grown its client base and turnover to £1 million with 20 staff currently employed. Over the coming years Yeme intend to increase this turnover to £5 million and 50 staff but they acknowledge there are barriers to this growth. With an ambition to recruit the best people from across the North of England, Yeme accept that they often miss out on the people who could help grow their business due to transport problems, particularly towards Manchester. Such transport challenges, especially in terms of east-west connectivity, also cause issues for client servicing with site visits to the North West taking a full day.

**Exa Networks**



Exa Networks is a Bradford City Centre based Internet Service Provider and Software Development House - primarily serving the education and business sectors. The company has a turnover of £7 million and currently employs 50 staff but has ambitions to double staff numbers to 100 by 2021 and increase turnover to £20 million. In order to do this Exa want to expand into new areas and bring the best people in the world to Bradford. However, their ability to do this is limited by transport links across the Pennines not being good enough. Transport connectivity is a real concern for Exa, particularly to Manchester, a market they are currently unable to effectively serve.

The role of higher education in driving innovation is critical, and the city is well-placed to help firms take the next steps in increasing productivity even more. The School of Management at the University of Bradford offers best in class learning and innovation support in leadership and management, and is part of an elite group of business schools to achieve 'Triple Crown' accreditation. The University, and other innovation centres such as the Digital Catapult, will continue to build innovation capacity in the city and work with partners including the Council, the Chamber of Commerce, and national bodies such as Innovate UK, to improve connections between businesses and these facilities.

Exporting is another Bradford strength. For existing exporters and those considering the potential to do so, improved connectivity through NPR can be a game-changer. Connecting local businesses to new markets close across the North, but then more widely through improved links to air services at Manchester, Newcastle, and Liverpool, offers real opportunities for indigenous business growth and innovation. There is a strong body of evidence that exporting firms tend to be more productive and innovative than non-exporters, as well as paying higher wages, so the value NPR offers in boosting exports will be felt in more ways than one.

Bradford's entrepreneurial culture is a strength in export and innovation appetite, demonstrating the willingness of businesses in the city to develop new ideas and explore new markets. Exposure to new markets and new ideas driven by the growth conditions NPR will drive will stimulate a further wave of entrepreneurial growth in an already enterprise-orientated city.

**Growth opportunities from the NPR scheme**

As a major investment in infrastructure the arrival of NPR in the development and operation of a state of the art City Centre station will be a source of significant jobs and commercial opportunities.

The city recognises that to get the maximum benefit from the scheme, a sound understanding of the occupations involved, their volume, and timing of demand will be needed, helping education providers scope out new provision and adapt existing provisions, particularly through Pathways and the ICE network, and also offering an opportunity to develop exciting links with the National College for High Speed Rail.

The city also plans to develop a better understanding of which businesses can be part of the construction and operation of NPR, and engage with them to understand their skills requirements – building these into Pathways and other provision to meet their needs in the workforce of the future.

Beyond this, city leaders are also exploring other activities to bring employment opportunities from NPR within the reach of more residents, including:

- a promotional campaign to raise awareness of the employment opportunities, focussed on the ways in which residents in other sectors might access training and development to switch careers;
- a locally-focused employment brokerage service for businesses in the NPR supply chain, such as taking advantage of the intended Employment Brokerage Plus service being developed by the West Yorkshire Combined Authority and proposed as part of the LCR HS2 Skills and Supply Chain Programme; and
- a shared apprenticeship scheme for employers engaged in the supply chain.

Residents will not be the only people that can and should benefit from the NPR as a construction project. Bradford has world leading engineering and manufacturing firms, and a growing presence in sectors such as digital and technology. These sectors are strongly aligned to NPR as an infrastructure project, and offer a commercial opportunity for local firms.

The challenge is to make those businesses aware of the opportunities available to win NPR work, and support them to exploit those opportunities. While some businesses have NPR on their radar, many do not. It is therefore a priority to identify which businesses in the city could potentially supply the NPR project and to raise awareness of the opportunity to become part of the supply chain – at whatever level. Additionally, potential suppliers may need support to gear up for the opportunities offered by NPR, through access research and innovation funding, and skills development programmes, for instance. The Council and partners in the innovation sphere, especially higher education, will explore what actions might be required to help local firms position themselves better to take advantage of the commercial opportunities that the scheme presents.

**4.3 The importance of devolution**

Devolution is a theme throughout this report, but perhaps nowhere is it more critical than in the fields of skills and business growth. The skills system is heavily centralised, restricting the capacity of cities to match provision to the changing economy. Further devolution would provide a fantastic opportunity for Bradford to better support its business base and drive economic growth, and to ensure the benefits of NPR are realised at a local level. While there are programmes at the local level which Bradford's businesses are using to great effect, the city could achieve so much more for its residents and businesses with greater powers in these areas. Many of the ambitions the city has to be truly growth ready, and to maximise the impact of NPR, are subject to the decisions of people and organisations who do not understand Bradford and have no understanding of the incredible talent within the city's businesses and communities. Enabling them to benefit from NPR will need more power to be devolved to the local level. The city is committed, working with partners in West Yorkshire, the Leeds City Region and the wider Yorkshire area, to making this case.

# 5. Spreading the benefits of NPR by integrating it with improved local transport links

## Main points:

- The Leeds City Region is the largest UK City Region economy outside London, and between Leeds and Bradford is the highest commuter flow between two cities in the UK;
- Bradford and WYCA are developing plans for a high quality public transport network, including potential mass transit routes, which would enable people and firms across Bradford District and beyond to access the NPR hub;
- This will include improving North-south cross-city-centre connectivity to link Bradford's significant business base and population in Airedale and Wharfedale, and south Bradford and North Kirklees to the NPR network; and
- Bradford and WYCA will position NPR as part of coherent strategy for the rail network as a whole, including improving local rail services to take advantage of released capacity on existing lines.

## 5.1 Introduction

Despite a number of connectivity challenges the Leeds City Region is the largest UK City Region economy outside London and the Leeds-Bradford conurbation is central to this. Commuting between the two is the highest between any two cities in the UK with 44,000 workers making the return journey each day. However, it is considered that this could be several times greater with enhanced connectivity.

In its industrial prime, Bradford was served by an expansive public transport network, with widespread connectivity, fulfilling the needs of the local population. In more recent times, decades of underinvestment, particularly on the rail network, has left Bradford lagging behind neighbouring Northern cities such as Leeds and Manchester.

A key condition for the success of NPR in Bradford is ensuring that passengers from across wider district can access the new high-speed network. This means fast and frequent local connections, ensuring the local transport offer is fit for purpose in advance of the transformation that NPR will bring, and resulting in a multi-modal city for the 21st century. This enhanced integration will be easier to achieve with a centrally located NPR station.

## 5.2 Current connectivity

Bradford is served by two rail stations, Forster Square catering for affluent commuters from the North of the district, and Interchange serving regional destinations between Leeds and Manchester, and providing the most direct route between Bradford and Leeds via the Calder Valley Line.

Recently opened new rail stations at Low Moor and Apperley Bridge are exceeding expectations, indeed Apperley Bridge attained its five-year passenger target within 12 weeks of opening, and future frequency enhancements will further strengthen this position. Proposals for station upgrades at both Forster Square and Interchange are in the development stages and will enhance these key hubs as first-class gateways to the city.

At present, the Interchange is a key hub for the city, offering ease of transfer between bus and rail. However, the infrastructure and operation of the Interchange is in need of modernisation to ensure it mirrors the future vision of Bradford's City Centre.

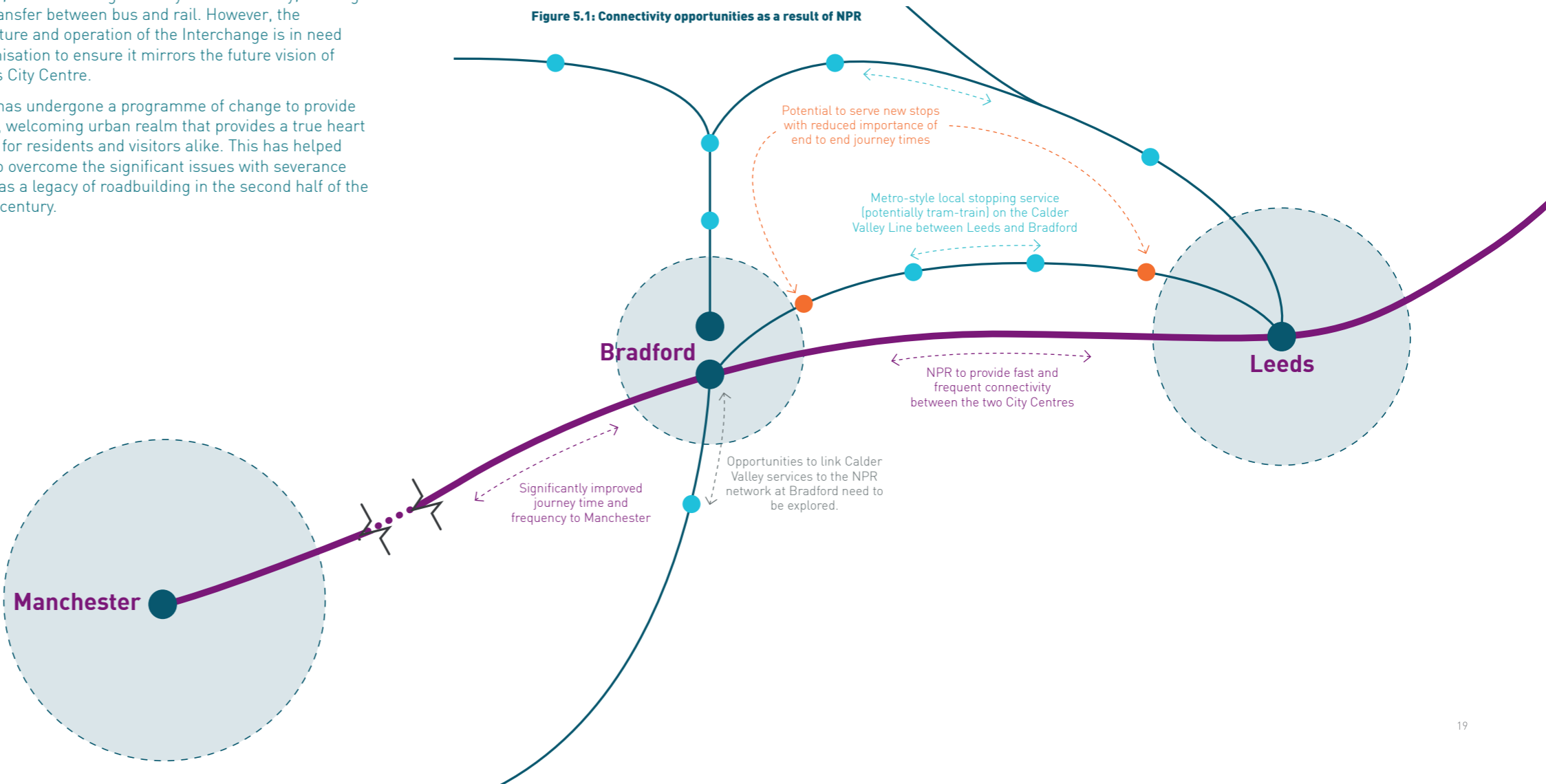
Bradford has undergone a programme of change to provide a modern, welcoming urban realm that provides a true heart of the city for residents and visitors alike. This has helped to begin to overcome the significant issues with severance that exist as a legacy of roadbuilding in the second half of the twentieth century.

## 5.3 Moving towards an NPR-Ready Bradford

Despite the overwhelming challenges posed by many years of underinvestment in the railway in the North, and a car-dominated environment, Bradford is already taking great strides to develop its network and lay the foundations for a state of NPR readiness.

Recently opened new rail stations at Low Moor and Apperley Bridge are exceeding expectations, and future frequency enhancements will further strengthen this position. Proposals for station upgrades at both Forster Square and Interchange are in the development stages and will enhance these key hubs as first-class gateways to the city.

With the introduction of NPR, there will be an opportunity to review and optimise the role of the Calder Valley Line. With NPR picking up the majority of strategic traffic between Manchester, Bradford and Leeds, there may be an opportunity to operate the Leeds to Bradford section as a metro-style local service with high frequencies to all stations. However, this should not be to the detriment of the longer distance strategic journeys that will remain from stations to the west of Bradford towards Leeds (e.g. Halifax and Hebden Bridge).



5.4 Long term vision

Given the long-term timescales of the NPR project, Bradford is keen to build on their existing plans, further ensuring that the city is NPR-ready. With their objectives and priorities aligned to Transport for the North's Strategic Transport Plan and West Yorkshire Combined Authority's (WYCA) 2040 Transport Strategy, Bradford has a series of ambitions for the network to support local regeneration and growth.

Developing the future transport network for Bradford cannot be undertaken in isolation. Indeed, Bradford is currently working closely with WYCA and other delivery partners to progress proposals for a holistic mass transit network across the Leeds City Region.

Central to these proposals are a number of inclusive growth corridors including Leeds to Bradford, South Bradford to Central Bradford and North Bradford to Central Bradford.

The rationale for the Leeds to Bradford corridor is addressing a capacity challenge between the cities, providing local connectivity benefits for communities to the east of Bradford. This will supplement the strategic offer of NPR which will provide a fast and frequent link between the two cities.

To complement the east to west offer of NPR and the Leeds to Bradford mass transit corridor, it is necessary to consider strengthening cross-city connectivity on the North-south axis.

This will have the benefit of connecting Forster Square and Interchange, the future NPR hub and emerging South Bradford development area, and potentially improving access to key demand centres in the city.

Linking the two existing stations, will provide a catalyst for creating a real sense of place, allowing them to operate effectively together as a first-class gateway to the city. These proposals should be supplemented by improved wayfinding between the stations, reducing the perceived distance between them, which in other cities would be considered an acceptable interchange walk time.

The continuing focus of Leeds as a key hub in the Northern Powerhouse will result in growing capacity pressures at Leeds Station. Providing commuters from the North of the Bradford district access to the NPR network, improves access to Manchester (including the airport), whilst simultaneously relieving the capacity pressure at Leeds station.

Enhancing access from the South of Bradford into the centre provides improved connectivity for both existing communities, many of which suffer from high levels of deprivation, and also the future housing and employment plans around the South Bradford Gateway.

Work by WYCA to improve local connectivity and access to NPR and Central Bradford will ensure that the benefits of this investment are maximised, increasing the value that Bradford can generate and ensuring the greatest number of people are able to take advantage of the transformed network.

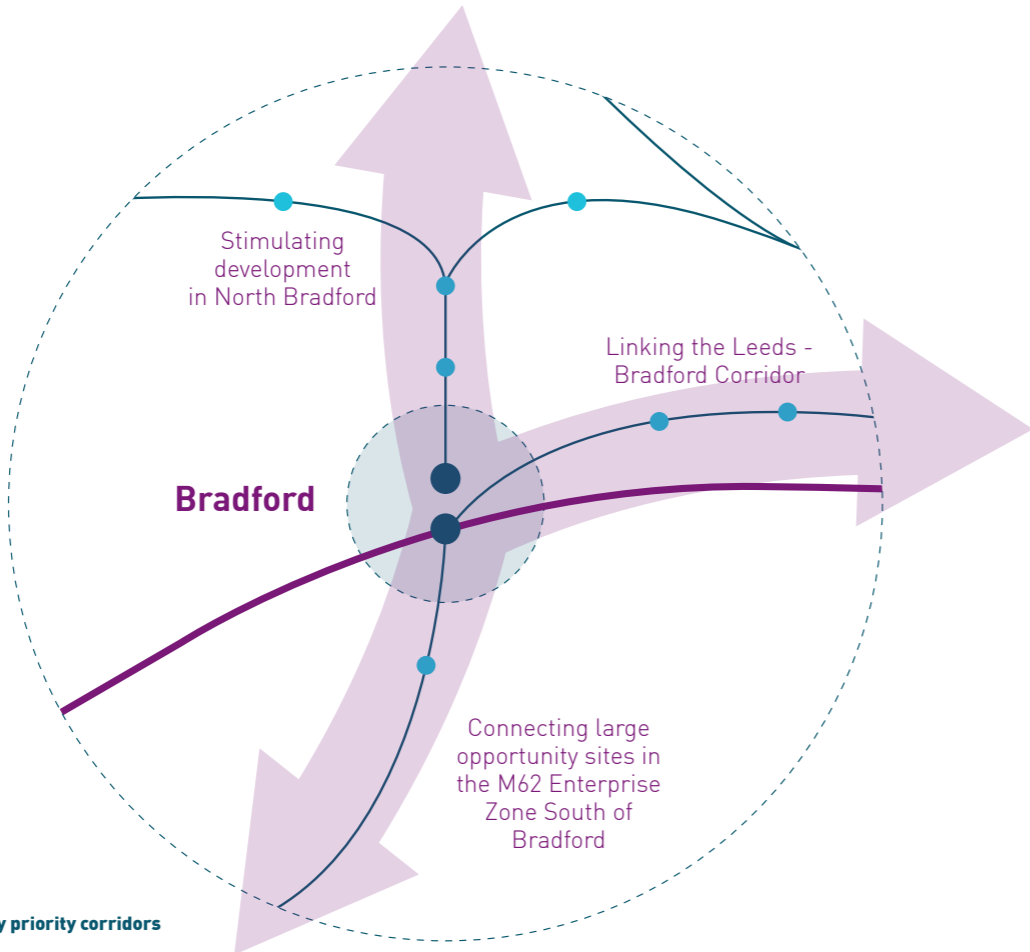


Figure 5.2: WYCA Connectivity Strategy priority corridors

6. Transforming Brand Bradford

Main points:

- NPR will put Bradford on the UK's high-speed rail map, transforming its brand and attractiveness as a place to live, work, visit and invest;
- Bradford will leverage its improved connectivity and the development opportunities around the NPR hub to drive greater inward investment; and
- Bradford will continue to enhance and promote its already excellent cultural assets. These include nationally significant museums (including one of only four in the Science Museum Group), art collections, its status as a UNESCO City of Film, entertainment venues (including the proposed NEC investment in a 4,000 seater live music venue - their first investment outside Birmingham), World Heritage Site at Saltaire, its literary heritage at Haworth, and its stunning countryside.

6.1 A new destination for foreign direct investment

The step-change in connectivity that NPR creates will immediately broaden the city's visibility to international investors, whether those looking for suitable conditions in which to invest funds, or developing new markets through opening facilities or acquisitions.

The City Centre and the core Station Impact Zone (SIZ) in particular are a huge commercial opportunity which NPR will help to unlock, both practically through better accessibility, but also in investor perceptions as Bradford will be a city which is easy to reach. Land use forecasts suggest the creation of a long-term development opportunity in the Station Impact Zone of around 100ha. This quantum of land, allied to the city's growing economic strengths, a housing market with real choice and quality, and an incredible cultural/quality of life offer, will make Bradford a first choice for many investors and new companies across a range of different sectors.

And that will help to stimulate further growth – success breeds success. It is also the case that FDI is believed to increase the productive capacity of an economy through not only increasing capital investment, but also through transfers of technology, skills and better management. Firms in receipt of FDI are believed to be more productive and to offer higher wages, another valuable impact of the increased connectivity NPR can unlock.

The impact of NPR will be a centrepiece of future FDI focused promotion of the city, and the Council will work with the Leeds City Region LEP's trade and investment team to ensure the scale of the SIZ / Bradford City Centre development area is given a high profile in the city region's pitch to potential investors.

6.2 At the heart of a world class destination for visitors, with world renowned destinations in the city

Bradford and the surrounding area boasts some of the leading visitor destinations in the UK, combining world famous heritage sites with cutting edge museums and cultural highlights shaped by the city's unique history.

Amongst the most visited attractions are the Alhambra Theatre, Industrial Museum and National Science and Media Museum, which are all located in or close to the City Centre and easily accessible from the city's transport hubs. The World Heritage site at Saltaire is a short train journey away, and Bronte Country is accessible via the historic Keighley and Worth Valley Railway. Looking slightly further afield, highlights include Ilkley and the surrounding moors as well as the Yorkshire Dales and all that they offer.

Bringing NPR to Bradford offers more than the established well understood business and job opportunities. The city and wider district compete nationally in terms of visitor attractions, culture, heritage and sports facilities, and improving connectivity to these attractions will allow them to continue to thrive.

Crucially, these benefits will not just be felt at peak travel times, where the case for investment in rail is traditionally made. The visitor economy fuels off-peak leisure trips which ensure trains do not run close to empty during these times. With enhanced connectivity Bradford's visitor economy can go from strength to strength, bringing wider benefits across the Northern Powerhouse.

# 7. Aligning policies and maximising the investment

## Main points:

- Bradford is putting in place the right mechanisms to support the delivery of a new NPR station, the supporting infrastructure and the wider regeneration of the surrounding area;
- Bradford has already created a NPR Programme Board and the broad-based cross-sector “Next Stop Bradford” campaign;
- Bradford will develop these delivery mechanisms to continue to bring together Bradford Council, WYCA, TfN, Network Rail and the private sector to form a coherent partnership, a shared vision, and aligned interventions around NPR;
- Through developing a proactive planning policy framework and approach to site assembly (Bradford Council has already acquired property in the vicinity of a potential NPR station) Bradford will support regeneration and intervene to capture property value uplift;
- Bradford will work with TfN and Government to make the case for devolved fiscal powers, which could potentially support investment in interventions to maximise the benefits of NPR; and
- Bradford will consider how it can support innovative approaches to delivery of the NPR station, including potentially playing a role in public-private sector joint ventures and market-led proposals.

## 7.1 Summary

Bradford will be “NPR-Ready” with the right policies, partnerships and delivery mechanisms in place to maximise the benefits of NPR.

There is clear evidence globally that the potential benefits of fast inter-urban rail schemes are only realised fully if there is a coherent plan for doing so. In the UK, the HS2 Growth Taskforce identified the broad areas where cities and city regions need to take action to maximise the benefits of HS2. It identified the areas for intervention under the headings: getting our people ready; getting our businesses ready; getting our cities ready; and getting our transport network ready. Relevant city regions, including Leeds City Region, have produced HS2 Growth Strategies.

The Leeds City Region HS2 Growth Strategy sets out a clear vision for HS2 as part of a coherent strategy for the rail network as a whole to serve the city region, including NPR to Bradford. It states: “The position of Leeds City Region is that Northern Powerhouse Rail should include a station in Bradford, which would maximise its economic benefits.”

Bradford will build on the work undertaken to date to develop the evidence base further to inform the production of a detailed NPR Growth Strategy. An outline programme of work is set out in the Table below.

Key action area	Key actions	Action justification	Critical dependencies and opportunities	Order of magnitude costs	Estimated timeframe
Regeneration and spatial planning	<ul style="list-style-type: none"><li>- Complete current work on Southern Gateway</li><li>- Develop a Masterplan to respond to the selected station location</li><li>- Carry out detailed design of the proposed hub / gateway</li></ul>	To show ambition and pragmatism in responding to the preferred station location choice and to build on the Southern Gateway work	<ul style="list-style-type: none"><li>- TfN NPR SOBC / OBC development and option selection process</li><li>- Proposed scenario testing</li></ul>	→ £50,000	<ul style="list-style-type: none"><li>- Immediate for completing Southern Gateway [0 - 6 months]</li><li>- Masterplan and hub design following TfN decision / scenario testing [1-2 years]</li></ul>
Developing the economic case	<ul style="list-style-type: none"><li>- Carry out some scenario testing based on the Bradford Economic Strategy and Northern Powerhouse Independent Economic Review</li></ul>	To further build on the position of strength that has been achieved through the Genecon work	<ul style="list-style-type: none"><li>- TfN planned scenario development / IER</li><li>- TfN NPR modelling work</li><li>- Complete current Southern Gateway work first</li></ul>	← £20,000	<ul style="list-style-type: none"><li>- Following completion of Southern Gateway work [6 months - 1 year]</li></ul>
Skills and supply chain	<ul style="list-style-type: none"><li>- Conduct a skills and supply chain study looking at mapping key opportunities</li><li>- Identify gaps and look at how they can be addressed</li><li>- Start an initiative [e.g. a school outreach scheme using the existing Opportunity Area Funding]</li></ul>	Identified as a significant gap and seen as a priority for a successful NPR Growth Strategy	<ul style="list-style-type: none"><li>- Opportunity Area Funding conditions</li></ul>	£20,000 - £50,000 (plus operating costs of initiative)	<ul style="list-style-type: none"><li>- Short term for skills and supply chain study [6 months - 1 year]</li><li>- Initiative to follow this [1 - 2 years]</li></ul>
Local connectivity	<ul style="list-style-type: none"><li>- Continue to work with WYCA as they develop the Bradford corridors as part of their Connectivity Strategy</li><li>- Carry out a more granular study focussing on Bradford City Centre</li></ul>	A key element of an NPR Growth Strategy, showing how the city, and wider district, will be hooked into the NPR proposals	<ul style="list-style-type: none"><li>- WYCA Connectivity Strategy timescales</li><li>- Development of a functioning Bradford City Centre modelling tool</li></ul>	£20,000 - £50,000	<ul style="list-style-type: none"><li>- Ongoing for WYCA study [0 - 2 years]</li><li>- Short term for City Centre study [6 months - 1 year]</li></ul>
Delivery and funding mechanisms	<ul style="list-style-type: none"><li>- Conduct a study modelling different funding scenarios and delivery options</li><li>- Develop a Property Strategy aligned with the above and the Spatial Vision</li></ul>	Ensuring this is not an ambitious strategy without a means of funding and delivery - another key part of a successful NPR Growth Strategy	<ul style="list-style-type: none"><li>- TfN business case development</li></ul>	£20,000 - £50,000	<ul style="list-style-type: none"><li>- Short term for study and Property Strategy [6 months - 1 year]</li></ul>
Governance	<ul style="list-style-type: none"><li>- Strengthen the NPR Programme Board by broadening the scope and having more senior representation on a regular basis</li></ul>	Building on the success of the #NextStopBradford campaign, maintaining the momentum and ensuring all the workstreams are being properly knitted together with consistent messaging	N/A	Unknown	<ul style="list-style-type: none"><li>- Ongoing throughout all workstreams</li></ul>

## 7.2 Regeneration and spatial planning

Bradford is not approaching this from a standing start and is already putting in place a clear planning policy framework for NPR through the Core Strategy and the City Centre Area Action Plan which has an allocation for 3,500 new homes. Once the location of the NPR station becomes clear Bradford Council will work with partners to produce a masterplan or development framework for the Southern Gateway and the area surrounding the station. This will set out the principles for how the station will be integrated with development opportunities, the wider City Centre, the road network and station parking, and with local rail, potential mass transit, bus, cycle and walking routes. This will also provide a framework for working with TfN and other partners (including potential developer partners) to produce a detailed design for the NPR hub. Bradford will work with TfN, Network Rail and WYCA to support innovative property approaches to realising development opportunities in the way the NPR station is developed and integrated with an improved classic Bradford interchange station, and the bus station. This could include exploring market-led proposals to station development.

## 7.3 Developing the economic case

It is proposed that Bradford build on the Genecon work on the economic impact of NPR to develop some scenarios on how economic growth in Bradford and across the Northern Powerhouse can be boosted by a City Centre NPR station in Bradford. These scenarios could be in line with those set out in the Northern Powerhouse Independent Economic Review and could include identifying the supporting interventions (in areas such as education and skills) that are needed to maximise the benefits of NPR. They could also include details of the additional development and investment that would be secured as a result of NPR.

## 7.4 Skills and supply chain

It is proposed that Bradford undertake work to understand the specific employment opportunities that will be created by investment in large rail projects in the North, including NPR. This will inform the identification of interventions around careers advice and guidance, and around curriculum and course design and provision to support Bradford’s people to gain the skills needed to access the job opportunities that will be created. This work could also encompass the supply chain opportunities for Bradford businesses. The skills and supply chain work undertaken already for the Leeds City region HS2 Growth Strategy, and by TfN will provide a starting point.

## 7.5 Delivery and funding mechanisms

Bradford will consider the scope to use existing powers to capture the benefits of development to create funding schemes for improved local infrastructure to help maximise the benefits of NPR. This includes mechanisms such as Community Infrastructure Levy, New Homes Bonus, Business Rates retention, and Council Tax Growth. Bradford Council will undertake a study of the potential options and scenarios.

Bradford will also work with partners across Leeds City region and Yorkshire to make the case for fiscal devolution to support transport and regeneration investment, including to maximise the benefits of NPR. Possible mechanisms could include a Mayoral infrastructure levy, Business Rates supplements, Council Tax precepts, and an earn-back mechanism linked to economic growth.

This could be linked to a package of investments around major station-orientated development and growth opportunities in Leeds City region, including the Leeds South Bank, York Central and delivering the masterplans around Wakefield, Halifax and Huddersfield Stations, as well as in Bradford.

Bradford is also developing a proactive approach to site assembly. Bradford Council has already acquired property close to the potential NPR station. Bradford Council will consider how best to work with others to be proactive in supporting regeneration and to capture property value uplift. This may include partnering with bodies such as Homes England, London and Continental Railways, and developers.

## 7.6 Governance - developing the partnership and shared vision

Bradford has already created a NPR Programme Board and the broad-based cross-sector “Next Stop Bradford” campaign. This is helping create a clear, shared, cross-sector vision and alignment of strategy and interventions around NPR. Bradford will develop these delivery mechanisms to continue to bring together Bradford Council, WYCA, TfN, Network Rail, and the private sector as the NPR project develops. Bradford will continue to put in place the right governance structures to strengthen the partnership and the development and implementation of a shared vision for NPR as a transformational growth project for the city.

