



Delivering new development



Overcoming barriers

# 7. Delivery & Implementation

## 7.1 Introduction

There are many factors that will influence implementation and delivery of the proposals set out in this document. The AAP needs to fully consider the implications of allocating land and ensuring that such allocated uses can be implemented in a manner that provides for a high quality environment, and benefits the people of the surrounding communities and the wider sub-region as a whole.

Delivering the comprehensive regeneration of the area will require a co-ordinated approach aligned to a realistic funding programme; to ensure the enabling infrastructure is in place to allow development to proceed. Proposals must be viable and capable of funding necessary infrastructure and site preparation costs.

The implementation of a quality and efficient public transport system, in conjunction with other green travel initiatives to support walking and cycling will reduce the reliance on the car and significantly affect the transport people use to travel to, around and through the area. Delivery of the transport strategy is fundamental to the implementation of the land use framework.

## 7.2 Physical Infrastructure

Key elements of physical infrastructure, such as the new Skelton Grange Bridge, are important at an early stage in the development programme to enable vehicular access to development sites and to open up the public transport routes.

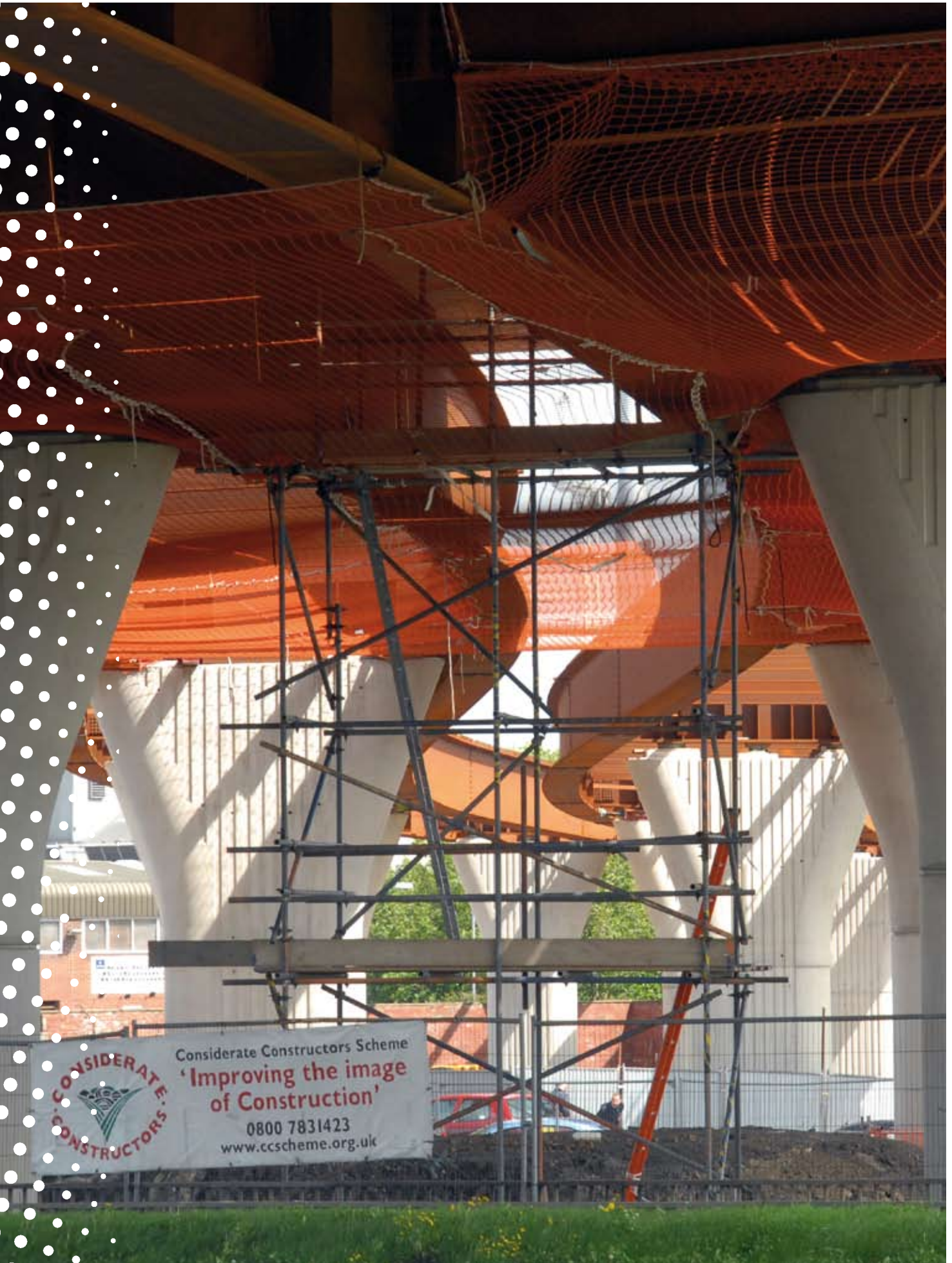
## 7.3 Social Infrastructure

Social infrastructure such as schools, health facilities and other community facilities are vital elements of the housing proposals which need to be programmed to come on stream as people start moving to live in the area.

## 7.4 Environmental Improvements

Much of the area has been the subject of mineral extraction and other ground workings, some of which have been filled with waste material. This and other operations have resulted in some land being contaminated and ground conditions which will need to be remediated to facilitate development. The potential costs of such remediation need to be assessed.

The housing proposals in Area 6 are predicated on any odour problem associated with Knostrop being eliminated. This and other environmental issues, such as; noise and air quality need to be fully assessed and implications reflected in the AAP. Again, these costs, which could be considerable, need to be included in the delivery plan.





## 7.5 Training & Employment

### Background

Not all residents of Leeds have been able to share in the City's recent economic success story and the unemployment levels in the communities adjacent to AVL are more than double that of the City average creating a 'two speed economy'.

AVL is already home to around 400 businesses employing 15,000 people. It is estimated that comprehensive regeneration of the area could deliver up to 27,000 new jobs over the next 15 years offering a long term opportunity to address this 'two speed economy'. Whilst the AAP will ensure that there is sufficient land available to meet employment needs and the proposed investment in public transport will improve physical access, investment in training and skills and measures to address other barriers to employment such as child care provision, will be required if local communities are to benefit from these new opportunities.

Over the last 6 years, AVL has been the focus of a comprehensive programme of regeneration and development supported with £12m of Government Single Regeneration Budget (SRB) funding. Employment and training related initiatives include:

- Business Support Scheme - grant-aid of £650,000 generating £8.2m private sector leverage and creating 320 jobs;
- Access to Employment network linking local employers and jobseekers – 950 residents placed into employment to date - this includes free bespoke pre employment training to employer requirements;
- Metro Connect dedicated bus service linking target communities and local employment areas – together with a ticketing initiative which offers free travel to work for the first month of employment for previously unemployed residents;
- Support funding for 3 Integrated Children's Centres in target communities to improve childcare provision and address a key barrier to work;
- Aire Valley Transport solutions - which provided a bespoke travel advice service for businesses in the Aire Valley, including the development of green travel plans and grant aid towards facilities which promote the use of public transport by employees.

Partnerships have been developed with local employers, the Leeds Chamber of Commerce and West Yorkshire Business Link Job Centre Plus, key employment and training providers and community organisations which offers developers, new and existing employers and job seekers access to wide ranging support and advice.

A key objective of the AAP will be to build on existing partnerships and good practice by developing an employment and training strategy which reflects both employer and job seeker needs and which is supported by both the public and private sector including developer contributions, secured through planning agreements.

### Developer Requirements

Developers will be required to set out the expected number of jobs that proposed developments are likely to deliver. This should include details of the expected sectors of employment and timescale for development, together with opportunities for the development of local supply chains initially in construction and related trades. These proposals will form the basis for discussions in relation to training and employment agreements.

### Developer Contributions

Developer contributions may be sought to:

- maintain and develop the Metro Connect Service or similar which will provide a direct link between the regeneration area/ development sites and adjacent communities;
- maintain a dedicated employment access team working with employers and inward investors to meet employer needs whilst maximising employment opportunities for local people;
- support the development of an Aire Valley Travel Plan network including a dedicated transport project officer to support the development of sustainable travel & promote the use of public transport;
- develop an Aire Valley skills development fund which will be used to provide bespoke training packages reflecting the needs of both employers and job seekers.

## Public sector assistance

In exchange Leeds City Council and partners will offer to developers and inward investors a package of support which will include:

- Aire Valley Leeds Location Profile
  - providing key economic data for the area
  - including demographic and workforce profile, skills base and travel to work times
  - together with sites and premises available.
- Access to Construction Leeds – one stop shop for the provision of construction and construction related work force.
- An employment and training network which offers access to a pool of local residents with good basic skills complemented by bespoke employer led training and development.
- Access to teams experienced in developing bespoke recruitment and training packages in construction, call centre, warehouse & distribution, business and administration and hospitality - all sectors which are expected to experience growth in AVL.
- Access to a travel plan network which will include the development of green travel plans and journey planning from recruitment catchment areas.
- Public transport provision.
- Access to a business support network.
- Developer contributions will be matched as appropriate with public sector funding.

## 7.6 Urban Design & Landscape

All development will be expected to follow the principles of the AVL Design Guide and early meetings in the design process are recommended. The overall aim being to lift the quality of development, both in terms of design and materials; to improve the environment for people to work and live and to elevate the overall perception of and promote AVL as a key development for Leeds and its City Region.

Landscape is a key element of the overall design strategy. A structured approach to landscape design is required making the most of the existing natural landscape and important assets such as the river corridor and the Temple Newsam estate. Providing a connected landscape in the form of structure planting, green routes and wildlife corridors is vital.



Providing business premises



Promoting good design

## 7.7 Planning & Highway Obligations

The AAP will include policies relating directly to the needs and requirements of development, linked to the comprehensive regeneration of AVL. The following outline proposals set out the general approach that will be adopted.

### A. Public Transport

A fundamental goal of the AAP is to deliver the sustainable transport system needed to support the proposed development. This requires that timely provision of public transport services and infrastructure is made ahead of developments coming into use. The programme of investment indicates the scale necessary to achieve public transport and sustainable mode share rising from under 10% in 2008 towards 40-50% by 2020.

A public transport service along ELLR must be delivered during the earliest stages of development and linked to the park and ride proposals at Junction 45. This will be supplemented by further connections which improve access and link to the surrounding communities. A park and ride at Junction 7 (M621) is also proposed to aid access to the city centre and connectivity to Belle Isle/Middleton.

### B. Green Travel

#### Provision for Walking and cycling

A full network of cycle paths and pedestrian routes throughout the area will be established and combined with existing paths to produce a well planned and comprehensive network. It is expected that maximum use will be made of new river crossings, sited to ensure convenient movement between communities and employment sites situated on either side of the water corridor. The above network of path and cycle routes will also provide more attractive and “circular” routes and connectivity for recreational and potential leisure activities.

#### Travel Plans

Travel plans will be required for each development in line with the Council’s planning requirements set out in the (Draft) Supplementary Planning Document for Travel Plans.



Improving public transport links

### C. Greenspace

All housing developments will be expected to provide or contribute to the provision of usable public space. This space may take two forms; amenity space (10%), which should be on-site and neighbourhood space (a further 10%).

### D. Affordable Housing

Housing developments will be expected to provide a proportion of affordable housing units. The level of provision should be consistent with the latest SPG/SPD on Affordable Housing.

### E. Social Infrastructure

Two new primary schools are required to support the major housing proposals on the Bellwood / Skelton Grange / Stourton Riverside and Skelton Business Park sites. There will also be a need to provide local health and other community facilities. The construction of the facilities will need to be funded by the housing developments.

### F. Training and Employment

The developer contributions identified in Section 7.5 may be sought from employment generating developments, where appropriate.

## 7.8 Delivery & Phasing

Table 7.1 provides an indicative programme for the delivery of key infrastructure schemes and other major improvement works. Sites dependant upon, or likely to benefit from, the delivery of key infrastructure components or improvement works are identified. The phasing is indicative at this stage and will need to be refined as evidence of costs and other information becomes available. Over the duration of the plan, circumstances are expected to change and the plan, and this programme, need to be monitored and capable of responding to such changes.

Table 7.2 provides an indicative programme for the development of individual sites. The phasing of sites is based on the predicted programme of implementation of key infrastructure over the following three phases:

- Phase 1 2008 to 2012** – the opening of ELLR in late 2008 will allow early delivery of many development sites.
- Phase 2 2012 to 2016** – 2012 is estimated to be the date by which the next key element of infrastructure should be in place; Skelton Grange Bridge. This will provide the north-south link across the area allowing further development and is a key element of the public transport network.
- Phase 3 2016 to 2023** – 2016 is predicted as the earliest date for bringing about the improvements to Knostrop WWTW, that will remove the odour issue and allow housing development to take place in this area. It is also the timeframe for completion of the comprehensive remediation strategy of Area 6.

The table provides details of the capacity of each site in terms of employment uses and housing. Some sites will also provide other types of development as indicated in the character areas proposals (Section 6). The timescale shown for the development of each site gives a broad indication of when it is likely to be developed, based on known constraints to the delivery of the uses proposed. Clearly other issues such as market demand will also influence the timing of development over the plan period. Some of the larger sites are expected to take over 10 years to develop out.

## 7.9 Monitoring

Regular monitoring is an important part of the new planning system. It will allow the City Council to update parts of the Local Development Framework and to respond quickly to changing priorities in the city. Monitoring will be key to reviewing the effectiveness of policies within the AVL Area Action Plan. Leeds City Council will develop a system of monitoring the Area Action Plan using indicators and targets (for example sustainability appraisal criteria). The monitoring system will assess which plan policies are being achieved and which, if any, are failing. In the case that the plan is not delivering what is expected it will explain why and set out the steps to be taken to correct this.

The Planning and Compulsory Purchase Act (2004) requires local planning authorities to produce an Annual Monitoring Report. This will be the main means of reporting on the Area Action Plan's performance and effects.



New community facilities

**Table 7.1: Indicative Infrastructure & Major Projects Programme**

Ref.	Infrastructure Schemes / Projects	Cost	Additional Comments	
<b>A. Public Transport</b>				
1.	Bus priority & interchange provision	i. Bus gateways & priority measures	£1m	To allow good bus access to & within area without attendant issues of unwanted "rat-running" (includes bus links to Osmondthorpe & Halton Moor)
		ii. Bus interchange & local facility improvement	£2m	
2.	Bus services	i. Diversion & extension of bus routes into area (2008 onwards)	£5m	To meet requirements for new public transport capacity
		ii. Development of new routes into area & City Centre connections (2008 onwards)		
		iii. Revenue costs for 3 year pump priming funding for service changes (2008-2018)		
3.	Park & Ride sites	i. Stourton North	£9m	Strategic park & ride site at M621 Junction 7
		ii. J45	£4.6m	Bus priorities and a strategic park & ride site at M1 J45. Capital costs - £4m. Revenue costs £600,000 reducing over 3 years
4.	Rapid Transit		£40m	Dedicated rapid transit route from the City Centre to J45 to provide a high frequency, high quality link based on advanced bus technology
5.	Railway station		£3m	New station at Stourton on the Leeds-Castleford railway line. Contingent on the Leeds City Region Transport Vision and proposals for tram-train services on selected routes
<b>B. Highway Improvements</b>				
6.	East Leeds Link Road		£32m	Core access route into major development sites connecting J45 & the City Centre. Funded & under construction
7.	Improvements to J45		£3.5m	Triggered by future development & traffic generated by neighbouring sites
8.	Skelton Grange link		£10m	Single carriageway link from Pontefract Road to sites north of the river including a new river crossing. Detailed design will take 3 years



Related Development Areas / sites	Timescales															
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
ALL	█	█	█	█	█	█	█	█	█							
ALL	█	█	█	█	█	█	█	█	█	█	█					
9, 10		█	█	█												
11		█	█	█												
1, 2, 3, 4, 5, 6, 7, 8, 11					█	█	█	█	█							
6, 8					█	█	█	█	█	█	█					
3A, 5A, 5B, 6A, 11B	█															
3A, 5A, 5B, 6A, 11B			█	█	█											
6, 8, 11	█	█	█	█	█											

**Table 7.1: Indicative Infrastructure & Major Projects Programme (continued)**

Ref.	Infrastructure Schemes / Projects	Cost	Additional Comments	
<b>B. Highway Improvements (continued)</b>				
9.	Other highway links & network improvements	i. East-West link; Cross Green to east of Knostrop	£5m	Core roads required to establish the necessary connectivity within the area & provide the spine road network to support development
		ii. Hunslet Rd / Low Rd / Pontefract Rd corridor improvements	£1m	
		iii. Skelton Grange Bridge to ELLR connector	£3m	
		iv. Knowsthorpe Lane improvements	£1m	
<b>C. Green Travel</b>				
10.	Provision for walking & cycling	i. Network of segregated cycle paths	£4m	To link development sites together and into surrounding communities in the most direct and convenient manner
		ii. Network of pedestrian routes		
		iii. New cycle / pedestrian river crossings		
<b>D. Utilities Infrastructure</b>				
11.	Utilities Infrastructure /Capacity		To address the lack of basic infrastructure and capacity to serve major development in the eastern part of the area	
<b>E. Major Environmental Improvement works</b>				
12.	Comprehensive contaminated land remediation programme (Area 6)	£100m-£200m	Relates to a comprehensive scheme to remediate land in Area 6 to allow for development of higher value uses such as residential. Other brownfield sites which will require remediation are not included	
13.	Knostrop WWTW improvement works	£120m	To reduce odour emissions from Knostrop WWTW to such a level that will allow for the development of a wider range of uses on adjacent sites  Technical feasibility and costs are uncertain at present. Has previously been estimated at over £120m	



Related Development Areas / sites	Timescales															
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
3B, 6																
1, 2, 8, 9, 10																
6, 11																
6, 11																
ALL																
5, 6, 9, 11																
6																
6																

**Table 7.2: Indicative Site Development Programme**

Ref.	Potential Development Site	Area (ha)	Estimated Site Capacity		
			Offices	Other Employment	Housing
			Floorspace (Sqm)		No./Units
<b>Area 1: Clarence Road</b>					
1.1	Hydro / Clarence Road (Ph 1)	1.6	-	-	555
1.2	Hydro / Clarence Road (Ph 2)	1.4	25,000	-	170
1.3	Clarence Road / Sayner Lane	1.4	-	5,520	-
1.4	Carlisle Road / Sayner Lane	0.4	-	1,720	-
1.5	Braimes	2.5	4,250	-	700
1.6	Airebank Works	0.1	4,510	-	-
	<b>Sub-total</b>	<b>7.4</b>	<b>33,760</b>	<b>7,240</b>	<b>1,425</b>
<b>Area 2: Hunslet Riverside</b>					
2A.1	Copperfields	11.4	-	13,720	400
2A.2	Snake Lane	0.8	-	3,160	-
2B.1	Knowsthorpe	19.0	-	37,900	380
2C.1	Hunslet Mills (Phase 1)	2.3	-	-	699
2C.2	Hunslet Mills (Phase 2)	1.3	12,500	-	300
2C.3	Yarn Street	4.7	-	-	300
2C.4	Old Mill Lane	2.9	-	-	-
2C.5	Gibraltar Island Road	1.2	-	4,760	-
	<b>Sub-total</b>	<b>43.5</b>	<b>12,500</b>	<b>59,540</b>	<b>2,079</b>
<b>Area 3: Cross Green Industrial Park</b>					
3A.1	Former Wholesale Market	6.4	-	25,400	-
3A.2	Newmarket Lane	2.8	-	11,320	-
3A.3	Neville Hill Sidings	6.3	-	25,200	-
3B.1	Belfry Road	2.3	-	9,160	-
3B.2	South of ELLR	0.8	-	3,280	-
3B.3	Knowsthorpe Gate	1.7	-	6,640	-
	<b>Sub-total</b>	<b>20.3</b>	<b>0</b>	<b>81,000</b>	<b>0</b>



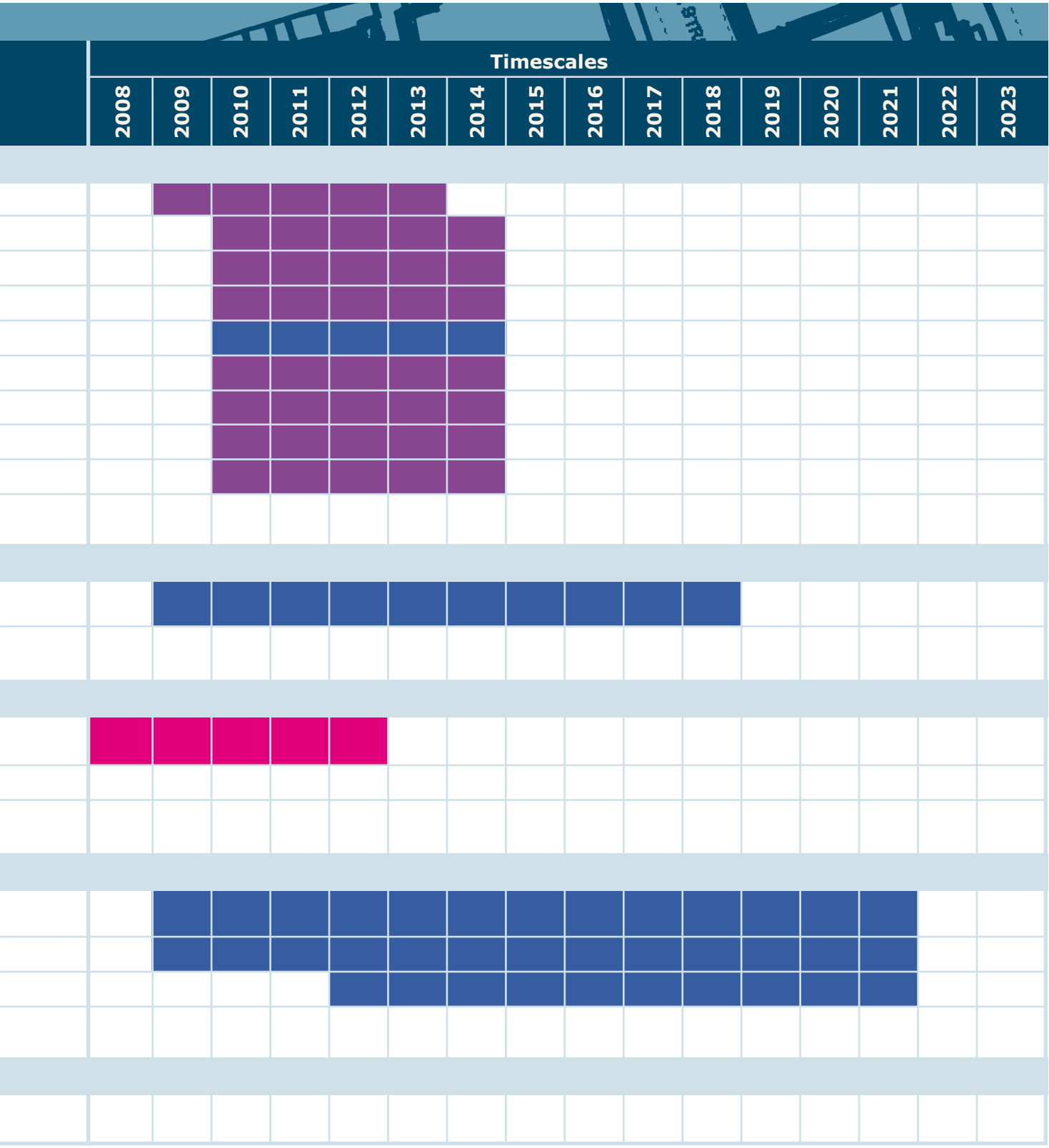
**Table 7.2: Indicative Site Development Programme (continued)**

Ref.	Potential Development Site	Area (ha)	Estimated Site Capacity			
			Offices	Other Employment	Housing	
			Floorspace (Sqm)		No./Units	
<b>Area 4: Knostrop</b>						
4.1	Knostrop West	3.1	-	12,360	-	
4.2	Knostrop East	4.6	-	18,480	-	
	<b>Sub-total</b>	<b>7.7</b>	<b>0</b>	<b>30,840</b>	<b>0</b>	
<b>Area 5: Thornes Farm &amp; Skelton Moor Farm</b>						
5A.1-5	Thornes Farm	10.1	-	40,240	-	
5B.1	Skelton Moor Farm	49.1	43,050	100,950	-	
	<b>Sub-total</b>	<b>59.2</b>	<b>43,050</b>	<b>141,190</b>	<b>0</b>	
<b>Area 6. Bellwood / Skelton Grange / Stourton Riverside</b>						
6A.1-4	Bellwood	71.3	-	221,700	-	
6A.4(p)	Bellwood	21.2	-	17,800	300	
6B.1	The Lagoons	24.8	-	-	780	
6C.1(p)	Skelton Grange	11.5	-	39,700	-	
6C.1(p)	Skelton Grange	11.5	-	-	320	
6D.1-2	Skelton Riverside	22.8	-	-	790	
6E.1-3	Stourton Riverside	23.2	-	-	810	
6E.4	Stourton Riverside	1.0	-	4,000	-	
6E.5	Stourton Riverside, BWB site	1.5	-	5,960	-	
6E.6	Stourton Riverside, Playing Field	1.0	-	4,040	-	
6E.7	Stourton Riverside	1.5	-	5,880	-	
	<b>Sub-total</b>	<b>180.8</b>	<b>0</b>	<b>299,080</b>	<b>3,000</b>	
<b>Area 7: Thwaite Mills</b>						
7.1	Thwaite Lane West	0.6	-	-	-	
7.2	Thwaite Lane East	0.5	-	-	-	
	<b>Sub-total</b>	<b>1.1</b>	<b>0</b>	<b>0</b>	<b>0</b>	



**Table 7.2: Indicative Site Development Programme (continued)**

Ref.	Potential Development Site	Area (ha)	Estimated Site Capacity			
			Offices	Other Employment	Housing	
			Floorspace (Sqm)		No./Units	
Area 8: Stourton Corridor						
8.1	Pontefract Road East	9.1	-	18,280	-	
8.2	Pontefract Road West	3.1	-	6,260	-	
8.3	Haigh Park Road	2.9	-	11,400	-	
8.4	Pontefract Road/Haigh Park Rd	0.9	-	3,560	-	
8.5	The Ponds, Haigh Park Road	1.2	-	4,720	-	
8.6	Pontefract Road / Thwaite Lane	1.2	-	4,960	-	
8.7	Pontefract Road / Wakefield Rd	1.1	-	4,400	-	
8.8	Queen Street	1.7	-	6,840	-	
8.9	Junction 7, Stourton	1.1	-	4,360	-	
	<b>Sub-total</b>	<b>22.3</b>	<b>0</b>	<b>89,320</b>	<b>0</b>	
Area 9: Stourton North						
9.1	Stourton North	19.0	25,050	12,650	-	
	<b>Sub-total</b>	<b>19.0</b>	<b>25,050</b>	<b>12,650</b>	<b>0</b>	
Area 10: Leeds Valley Park						
10A.1	Leeds Valley Park	10.6	46,000	-	-	
10B.1	Wakefield Road	3.6	-	-	-	
	<b>Sub-total</b>	<b>14.2</b>	<b>46,000</b>	<b>0</b>	<b>0</b>	
Area 11: Skelton Business Park						
11A.1	Swayfields	12.0	15,840	-	-	
11B.1	Skelton Business Park	40.0	63,870	-	514	
11C.1	Newsam Green	20.0	-	-	686	
	<b>Sub-total</b>	<b>72.0</b>	<b>79,710</b>	<b>0</b>	<b>1,200</b>	
Aire Valley Leeds						
	<b>Total</b>	<b>446.3</b>	<b>239,000</b>	<b>666,000</b>	<b>7,704</b>	



- Key**
- Residential
  - Mixed Use
  - Office
  - Industrial /Distribution
  - Mixed Employment