

Bradford City Plan

TECHNICAL REPORT

FEBRUARY 2015

City of Bradford MDC  
[www.bradford.gov.uk](http://www.bradford.gov.uk)

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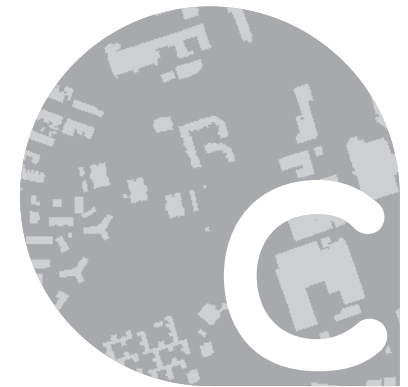
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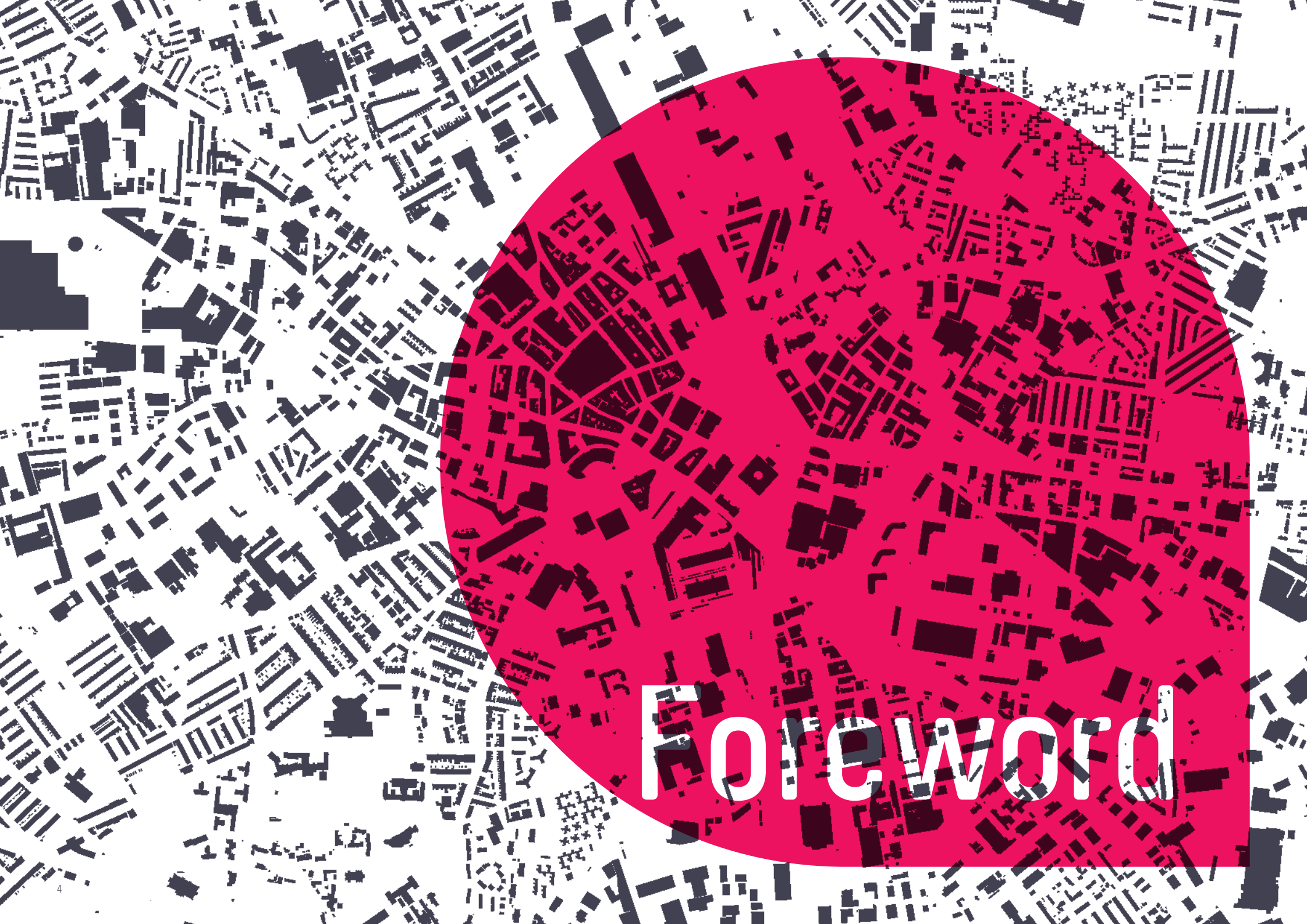
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# Foreword

## Foreword

Bradford is one of the biggest and fastest growing Districts in the UK and a key part of the Leeds City Region economy. Business success and jobs growth are essential to the District's future and a strong and vibrant city centre is needed to help secure the economic prosperity and wellbeing of the wider city and District.

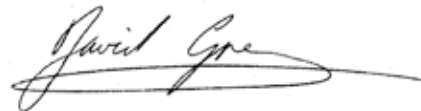
There is real change happening in the City Centre and this is driving increasing interest from investors and developers in what Bradford District has to offer. We need to capitalise on this growing momentum to drive success faster and further to realise our vision of 'a city centre to be proud of'. The time for action is now!

I am delighted to present the City Plan to you – Bradford's delivery plan for the regeneration of the city centre over the next ten years. City Plan provides the strategy and the route map for the actions the Council, private sector and other partners need to take to create the conditions for business to thrive and drive innovation and skills to create a prosperous, dynamic and well connected city centre.

City Plan also identifies the facilities and support services we need to put in place to make the city centre more attractive to our diverse communities, businesses, investors and potential residents.

City Plan has been prepared in consultation with a range of partners who have a direct interest in the future of the city centre and continued partnership working will be critical to successful delivery of the Plan - the Council cannot do it alone.

We hope that City Plan can inspire you to take advantage of the growing opportunities offered by our City Centre.



*Cllr David Green -  
Leader,  
City of Bradford  
Metropolitan District Council*

PART





# What is City Plan?

## 1.1 INTRODUCTION

City Plan is the **delivery plan and framework for partnership working** to achieve a decade of regeneration and growth in Bradford city centre.

City Plan comprises two documents:-

- » **Technical Report** - (this document)
- » **Prospectus and Action Plan** – to be reviewed and rolled forward annually

The **Technical Report** establishes **strategy, plans, and actions** for economic growth, physical development and change within the city centre. It also identifies the roles and responsibilities of the key partners who will drive forward these plans.

The **Prospectus** summarises the Technical Report and highlights priority actions.

The focus of City Plan is to make Bradford city centre a place to be proud of. A city where **people** are proud to live, locate their business, study or visit.

City Plan sets out the city's aspirations for the future and should be read in tandem with the statutory planning document for the city centre – the City Centre Area Action Plan (CCAAP) which sets out the regulatory land use allocation and policy framework for development.

You can view this Technical Report and the City Plan Prospectus at [www.investinbradford.com/citycentre](http://www.investinbradford.com/citycentre)



Bradford city centre at night

## 1.2 WHY IS IT NEEDED?

The next decade is a crucial period for the Bradford economy. We are on the upswing of a new economic cycle, and there is tangible change in the city. We need to capitalise on this to help secure the future economic and social wellbeing of the city and district generating the wealth and jobs needed to enable people in Bradford District to live well.

Bradford does not sit in isolation and the world around us has shifted significantly. Changes in the global economy, national government policy, austerity planning in the public sector and the changing role of city centres all require us to review and revise our approach.

There is a new found sense of optimism within the city, amongst its partners, those who live and work here, and also critically, amongst those who might seek to invest. This has been brought about by a number of factors including the success of recent completed developments and investments, the commencement of the Westfield Broadway shopping centre, and the continued expansion of the University and Bradford College.

In response to these drivers, City Plan advocates a shared vision for the city centre; acknowledging the importance of the private sector and partnership working to deliver regeneration and growth; recognising the need for flexibility of use and mixed development; and capitalising on the impetus created by recent investments.



*Finding out what people think*





### 1.3 WHO HAS BEEN INVOLVED?

City Plan has been developed in conjunction with a range of partners who have an interest in shaping a successful future for our city centre. The list includes academic institutions, leading businesses and organisations across all sectors.

By consulting with key bodies such as the University and College, Metro, Bradford Property Forum and Bradford Chamber of Commerce in the evolution of City Plan, we have been able to ensure that a diverse range of investments, plans and ambitions have been brought together into one place.

At the same time, the involvement and support of key city centre partners has ensured that City Plan can be positive about the important roles that different bodies and organisations in the city will play in its implementation.

A full list of those involved in the preparation of City Plan is appended to this Technical Report.

### 1.4 THE IMPORTANCE OF A SUCCESSFUL CITY CENTRE

Fundamental to our past, a vibrant city centre is equally vital to Bradford's future. The city centre should be the beating heart of a proud District and the place where investment and activity have the potential to combine collectively to maximum benefit.

Bradford needs to be competitive with neighbouring towns and, importantly, other core cities. We need the city centre to create, jobs, homes, education facilities, and new commercial development for the benefit of the whole of the district, and to maintain and enhance the city's position at a time of enormous opportunity and challenge.

Cities are becoming increasingly complex ecosystems. We have to stop just thinking about shops and start thinking about how best to support the different businesses and uses that we need to nurture and attract, to create a prosperous city centre.



*Past and future*

It is vital we work proactively to increase footfall to support the growing number of retailers and restaurants. We need to ensure the city centre offers good access to a suitably skilled workforce and a healthy supply chain to maximise business to business transactions with opportunities to exchange information as a result of being close to clients, competitors and collaborators. The city centre's public transport connections need to be improved and connectivity prioritised to ensure that we are able to benefit both socially and commercially from efficient road and rail links.

The city centre also needs to provide the leisure facilities and support services that businesses, customers, residents, the district's diverse communities, and visitors demand. These facilities will create additional jobs, attract investment, generate income and be a further contributor towards economic growth.

Having an attractive place to shop and spend leisure time on their doorstep will be an advantage to the quality of life of everyone living in the district.



*Attractive places to spend leisure time*



## 1.5 STRUCTURE OF CITY PLAN TECHNICAL REPORT

### Section 1 (This Section): Introduction and Background

The next five sections of this report look in detail at each of the outcomes of the Five Point Plan.

These are:

- Section 2: Bradford City Centre as a Place of Dynamic Business & Entrepreneurship
- Section 3: Bradford City Centre as a Centre of Excellence for Learning
- Section 4: Bradford City Centre as an exemplar of 21st Century Urban Living
- Section 5: Bradford City Centre as a Major Transport Hub
- Section 6: Bradford City Centre as a Destination & Experience

The final section outlines the approach to implementation and brings together all the key actions from Sections 2 – 5 in one prioritised action plan.

### Section 7: Implementation



# 1.6 BACKGROUND

## HISTORY

Historically Bradford’s industrial wealth was built around the woollen trade which reached its peak in the late 19th Century. By the 20th Century the city began to see a downturn in the woollen industry ultimately leading to a long period of decline with the city centre struggling to establish a new economic purpose.

During the 20th Century, whilst large parts of the city were redeveloped in the 1960’s, the city centre (in common with many other UK cities) continued to struggle to reinvent itself. The modern office buildings dated quickly and fell out of favour whilst the historic buildings failed to meet the need of modern business.

In 2003, the visionary ‘City Centre Masterplan’ was published which sought to achieve a step change in the economy, bring high quality development to the city centre and change perceptions. Whilst many of its principles and projects are still relevant and incorporated into City Plan the means of implementation and the opportunities have changed. The 2003 Masterplan focussed on physical change in key locations within the city centre. City Plan takes a broader, more comprehensive view.

## BRADFORD IN 2014

Bradford District lies at the heart of the North of England and is connected to Leeds and Hull in the east and Manchester and Liverpool in the west. The city centre has good sub-regional connections and a considerable network of transport infrastructure including Leeds Bradford International Airport which has over 3 million passengers a year (2012); two railway stations; and good connections to the motorway network via the M62 motorway.



Connected Bradford



The District comprises the 8th largest economy in England, and the 11th largest in the UK. We have over 15,200 businesses which generate £8.7 billion of added value to the UK economy. We are a centre for manufacturing with advanced engineering, chemicals, printing and digital industries prominent within the district. The city centre has particular strengths and potential in the finance, professional services, and retail sectors, as well as a strongly emerging digital/ creative sector.

Recent investments have seen the city's profile and performance develop and the importance of the city centre as a location for employment is set to grow. Bradford is forecast to be one of the fastest growing economies in the North of England.

Bradford also has the 10th fastest population growth in the UK and unlike many other UK cities, our young population, as well as our elderly population, is increasing as a percentage of the total. Our young people are also particularly entrepreneurial and in 2011 more than 300 new businesses were started in our city centre. Bradford is also an ethnically diverse population with approximately 37% of our communities coming from Pakistani, Black British and other ethnic groups.



11th largest economy in the UK



Bradford is a multi cultural city

We have a heritage that links new ideas and technologies with the industrious nature of local people, and the entrepreneurial energy of migrant communities. These have shaped a distinctive city centre and continue to define what it is today and what it can become.

The city centre also enjoys a substantial, high quality Victorian architectural heritage. There are over 100 Listed Building entries comprising over 300 individual addresses in the city centre. At the same time, major investment has been made in the city centre public realm over the past ten years. A programme of Heritage Street enhancements has been carried out which has transformed much of the city centre pedestrian area. Perhaps the most significant investment in the city centre has been the delivery of City Park. This multi award winning space now hosts an annual events programme which in 2012, over the course of the year, generated an estimated £2.5 million for the local economy.



*High quality architectural heritage*



There is a strong and vibrant presence of cultural and visitor attractions in the city centre. In 2013 an estimated 4m people visited City Park, whilst the National Media Museum (circa 500,000 visitors), Alhambra Theatre (250,000 theatregoers), St Georges Hall and the Leisure Exchange are jointly seeing nearly a million visitors per annum go through their doors. Bradford is also the world's first UNESCO City of Film and plays host to the annual Bradford International Film Festival at the National Media Museum and its associated cinemas.

Bradford city centre is also home to both the University of Bradford and Bradford College. In addition, we are leading the UK agenda in terms of integrated learning through our programme of Industrial Centres of Excellence bringing key educational institutions, businesses and the population together.



*National Media Museum*

## LOOKING FORWARD

At the start of the 21st Century the city was still experiencing serious challenges in a number of areas including a failing property market, a weak commercial sector, a poor retail offer and a poor image, resulting in low visitor numbers and an underperforming economy for a city of its size.

However, now in **2014**, we are seeing significant signs that the city is beginning to successfully address these challenges and **turn around its fortunes**, reflecting the growing confidence that Bradford has in itself, and which others have in the city.

The city centre has been the focus of **significant recent investment**, reinforcing its role as a driving force of economic growth and prosperity. In recent years we have seen investment in major developments of over **£370m**. This includes sizeable investment in the University and College estate (over **£240m**) and over **£130m**, since 2010, in public realm, new hotels, grade A office development, and the perception-changing City Park. The value of investment on site in 2014 was estimated at over **£500 million**.

Following the completion of City Park in 2012 which has significantly **raised the profile** of the city centre, the construction of the Westfield Broadway shopping centre (development value circa **£265m**) will **elevate our retail** and leisure offer to new levels. At the same time further investment by the University and College in their estates (an additional **£33m** is already committed) continues to raise **the educational profile**, whilst with the arrival of new headquarter office developments and business relocations we are beginning to experience an increase in city centre values and footfall.

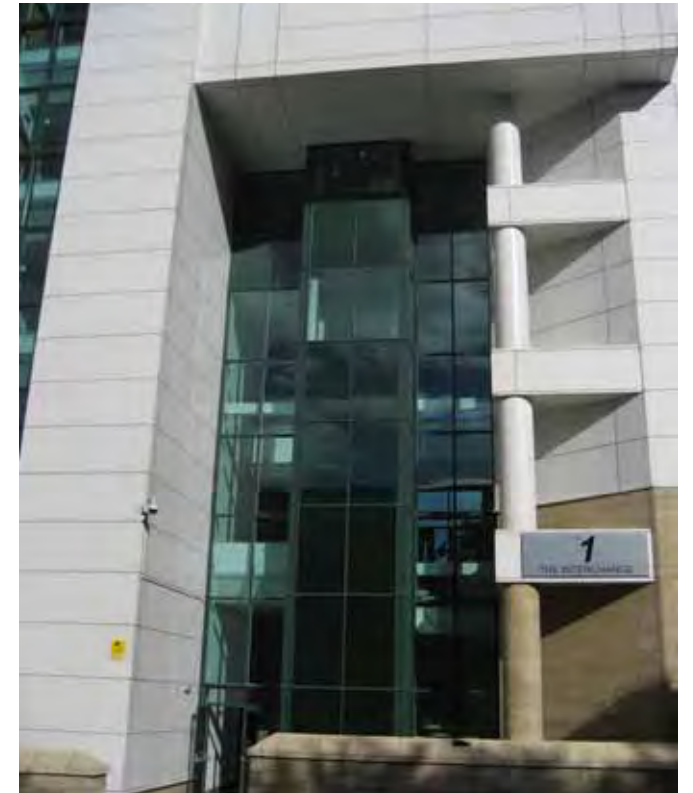


*One of three new hotels*





*High quality public realm*



*Grade A office accommodation – No1 The Interchange* 17

## 1.7 CITY PLAN

To maintain the momentum of recovery and increasing optimism and help secure sustained growth of the city centre over the next ten years, the Council has spearheaded the publication of City Plan. Although the Council has led in its production, City Plan has been developed in response to the views, needs, and aspirations of customers, users and stakeholders. The objectives and actions offer opportunities for everyone - investors, developers, residents and visitors alike - to get involved and have a stake in making the city centre a great location to work in, live in, and visit. The opportunities for growth are considerable, and the benefits of this growth will be felt by all those who play a role in its achievement.

Our challenge is to build upon this increasing energy and impetus whilst also addressing acknowledged weaknesses and challenges.

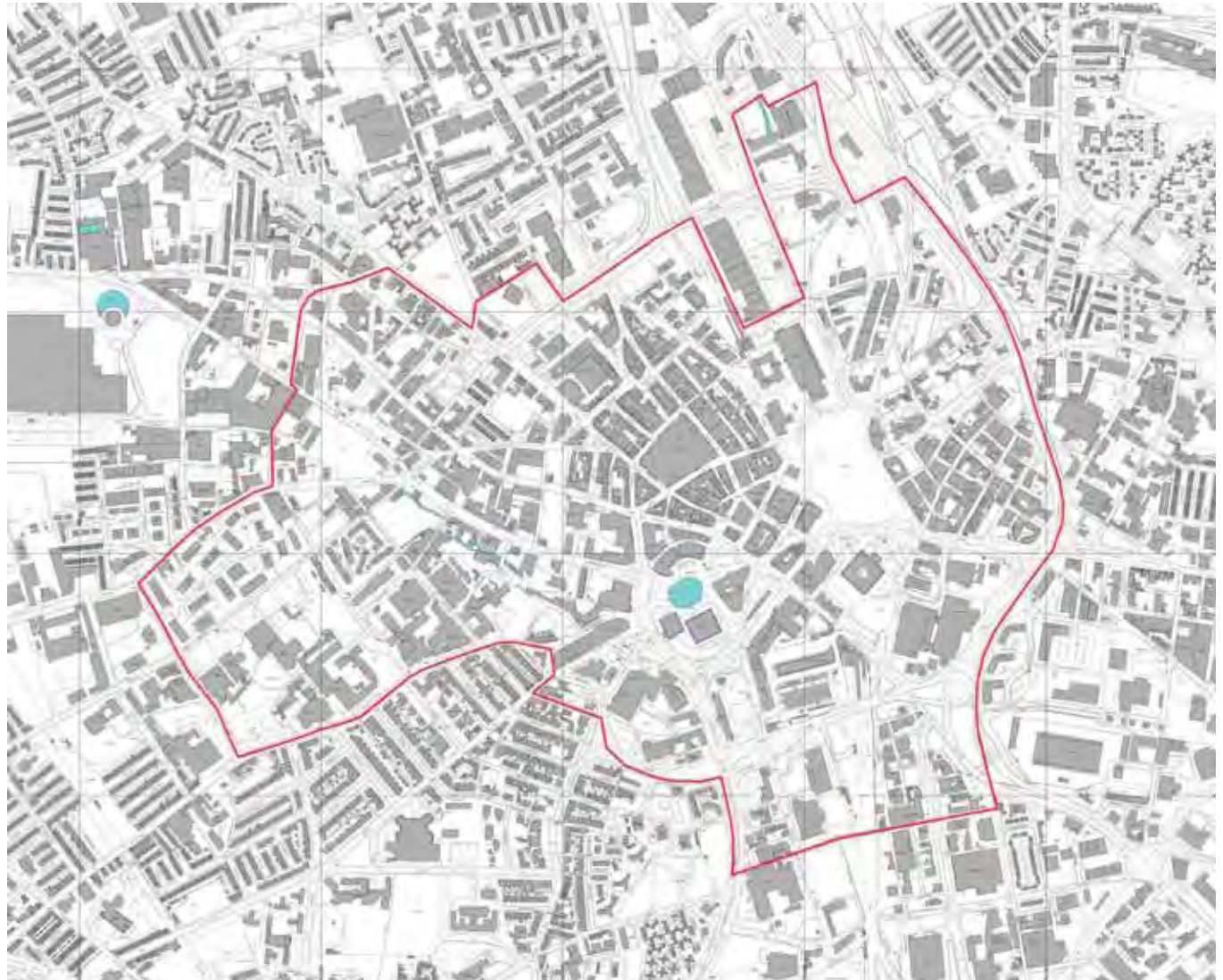




## 1.8 THE CITY CENTRE AREA

The City Plan boundary defines an area of some 170 hectares. The boundary includes the operational 'core' of the city (the City Centre Growth Zone) as well as a number of key city centre assets that will be vital to the development for its future. In summary, City Plan encompasses: -

- » The primary shopping area – including a retail markets offer/ the Kirkgate Centre and pedestrianised shopping streets/ with the Westfield Broadway shopping centre due to open by Christmas 2015
- » City Park
- » Bradford Interchange and Forster Square Train Stations
- » The principal leisure destinations - National Media Museum/ The Leisure Exchange/ Alhambra and St Georges Hall
- » The district's principal further education facilities - The University of Bradford and Bradford College
- » A varied commercial portfolio
- » A varied housing offer including significant student accommodation
- » Mixed use areas such as Little Germany, Cathedral Quarter and the Top of Town.



# 1.9 HOW DOES CITY PLAN FIT IN?

City Plan has sought to align itself to key regional and district policies and strategies.

## LEEDS CITY REGION

Bradford city centre has been identified as a Strategic Growth Centre in the Leeds City Region SEP (Strategic Economic Plan) Growth Plan which identifies business support, skills development, infrastructure for growth, and building a resource smart City Region as its priorities. City Plan has an important role to play as part of Bradford’s ongoing positioning with the Leeds City Region and seeks to deliver on these priorities.

## PRODUCER CITY (PROSPERITY)

Producer City is Bradford district’s strategy for business and economic growth. The strategy sets out an economic ambition for Bradford to promote business growth and build a stronger, sustainable local economy. Producer City is one of two strategic drivers for City Plan along with the Community Strategy.

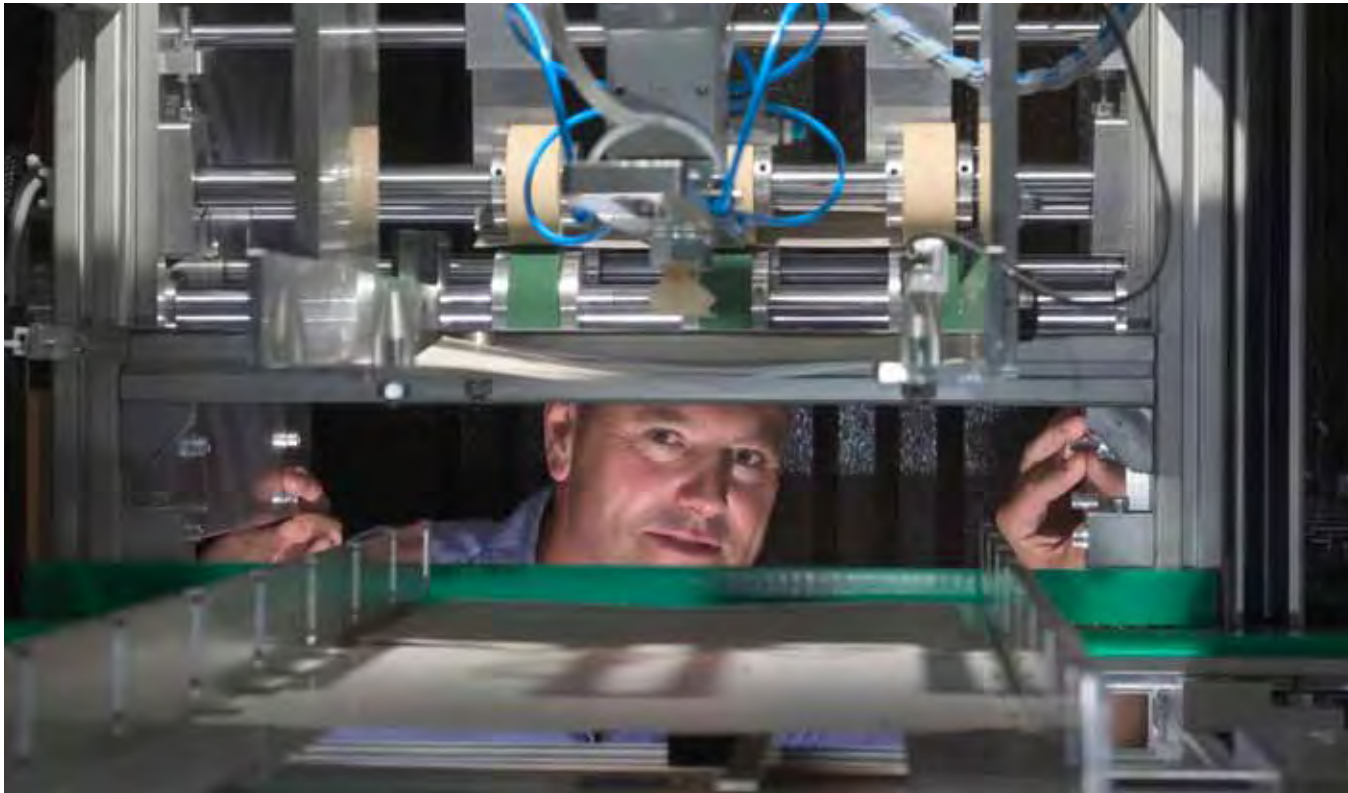
Producer City describes an economy in which businesses create innovative goods and services, make them competitively and trade them globally. It is predicated on analysis that has revealed real strengths in key industries, businesses and sectors across the district and in the city centre.

The objectives and actions in City Plan build on these strengths and address the following three main themes of Producer City, the district’s economic strategy:

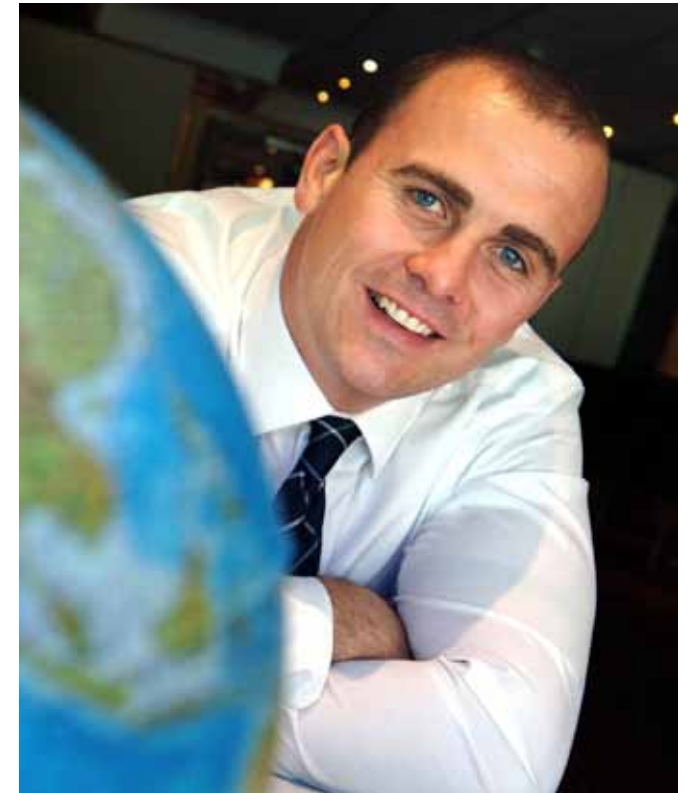
- » **Creating** the conditions for business – to make Bradford city centre a great place to set up, grow and run a business
- » **Making** innovation and skills work – putting innovation, knowledge creation and higher skills at the heart of the city centre economy
- » **Trading** on our culture of enterprise – building on our strengths and assets to compete in the global economy



*Create the right graduates and develop the right skills*



*Make innovative products*



*Trade locally and globally*

### DISTRICT COMMUNITY STRATEGY (PEOPLE)

Bradford’s Community Strategy is the second key strategic driver for City Plan. It addresses **district wide priorities** and has identified a regenerated city centre as one of its three key themes. City Plan addresses these priorities and in particular the specific objectives identified for the city centre.

- 1 Enhanced educational attainment and skills base to become a high skills sustainable economy.
- 2 Self-reliant, more creative and enterprising district and communities.
- 3 A regenerated city centre which drives business and economic growth across the district through:-
  - » Enhanced approaches to industrial collaboration to drive innovation, business growth and higher skill employment.
  - » Making the city centre a more attractive place for business, living, shopping and for all communities to visit.

- » Delivering business and jobs growth to raise the economic wellbeing of people across the district.
- » Creating the conditions for a growing and environmentally sustainable city centre.

This strategy was drafted some years ago so it is likely that following consultation it will be updated in the near future to reflect the changing situation relating to resources and new approaches to delivery.

### CITY CENTRE AREA ACTION PLAN (AAP) (PLACE)

In parallel with the development of City Plan, the Council has been working to prepare the Area Action Plan for the city centre. This statutory planning document will set out planning policies to guide land use, development proposals and associated infrastructure in the city centre along with how those proposals will be delivered. It will also be used to inform planning application decision making in the city centre over the next 15 years.

### CITY CENTRE DESIGN GUIDE AND ADDENDUM

The City Centre Design Guide was adopted as a Supplementary Planning Document in March 2006. As part of City Plan an addendum to the Design Guide has been prepared to set new guidance to reflect the changing position and current priorities for the city centre advocated in City Plan.

### OTHER STRATEGIES

City Plan has also been prepared in the context of a number of other Council strategies which impact on the city centre including those for Culture, Transport, Education & Skills, Housing and others. City Plan has drawn from these strategies and where required seeks to challenge and improve them.



City Centre Retail - The Kirkgate Centre

### 1.10 VISION

Our vision for the future of Bradford city centre is simple yet challenging.

*'Bradford city centre will be a place that promotes pride, well-being and aspiration'*

- » It will provide a range of jobs and create the right conditions for entrepreneurship to flourish
- » It will provide high quality further education facilities and teaching alongside an ambitious skills development programme
- » It will capitalise on the new impetus of the housing market and provide the homes with facilities and services required to build a resilient city centre community
- » It will better connect the facilities of the city together and better connect the city to the region and beyond
- » It will provide a vibrant and attractive city centre leisure experience building on and reflecting the cultural strengths of the district

### 1.11 CROSS CUTTING THEMES

Bradford City Centre is embarking on a decade of delivery with a renewed sense of optimism about levels of vibrancy and growth. But City Plan does not underestimate that for each action a number of underlying challenges and cross cutting themes will need to be successfully negotiated and considered to deliver success for the district.

Some key themes and challenges that cut across all aspects of City Plan include:-

- » Capturing the potential of Bradford's rich diversity in terms of its racial mix, age, cultural background and gender. The city centre must be welcoming, relevant and attractive to all, regardless of background. It should also be a place where anyone should feel confident about investing.
- » Improving perceptions of safety, especially after dark and amongst women of all ages and backgrounds. Increased investment and the increased presence of people will do much to improve perceptions of safety. This will be supported by dedicated formal and informal policing of the city centre.
- » Reducing the carbon footprint of the city centre, and delivering development and lifestyles that are more sustainable. Working towards a cleaner, greener, lower carbon future.

- » Raising the city centre's game and improving its profile through an expression of greater confidence. Energy will be channelled into demonstrating success and looking for opportunities to reinforce the city centre's distinctiveness and uniqueness.
- » Seeking consistently high quality outcomes to ensure a good return on all investments, be they built development or non-physical projects. The importance of quality in everything cannot be over stated.
- » Ensuring a healthier community within the city centre and a wider sense of well-being through access to education, work and increased prosperity, as well as convenient access to fresh food, an attractive outdoor environment, cleaner air, and good healthcare.
- » Improving accessibility for everyone to make sure that all Bradfordians can take advantage of all that the city centre has to offer in particular children and the elderly, and to make Bradford a Child and Dementia Friendly City. Those with reduced mobility should regard the city centre as being just as accessible as those with high levels of mobility. Appropriate public realm and addressing the needs of the pedestrian and those with impaired mobility in any development proposal is critical in achieving this.
- » The need to invest in improved infrastructure to ensure the city can compete with other centres and support its own needs.





*Bradford city centre - becoming a place that promotes pride, well-being and aspiration*

- » Managing and maintaining the city centre is the responsibility of everyone, be they the Council, an appointed agent, a landlord, an occupier or a visitor. When everyone takes pride in their city centre, this will manifest itself in a clean and attractive place. Achieving this 'buy in' is a key milestone on the route to success.
- » Reducing worklessness and poverty is a major challenge. Intervention and investment in the city to increase job opportunities at all skill levels is critical to ensure access to jobs for all, and will help to reduce social problems and improve equality throughout.
- » Establishing fit for purpose delivery vehicles and governance structures that embed City Plan and enable successful coordination and investment of regeneration activity.
- » As austerity planning continues to reduce the availability of public sector funding, developing meaningful delivery partnerships and relationships with owners, developers, investors and communities will become increasingly critical to ensure success is delivered. Linked to this is the need to explore innovative funding mechanisms and delivery vehicles, and to continue to bid into central government regeneration funds.

## 1.12 FIVE POINT PLAN

In order to address these themes, objectives and challenges City Plan has framed delivery around 5 strategic outcomes to form what we have called the **Five Point Plan**. The five outcomes are:-

- » Bradford City Centre as a Place of Dynamic Business & Entrepreneurship
- » Bradford City Centre as a Centre of Excellence for Learning
- » Bradford City Centre as an exemplar of 21st Century Urban Living
- » Bradford City Centre as a Major Transport Hub
- » Bradford City Centre as a Destination & Experience

City Plan focuses specifically on the role of the city centre in addressing these with particular emphasis on issues that can only or best be dealt with effectively within the city centre itself - albeit that the benefits will often be felt district wide. Under each of these five outcomes a series of objectives and actions have been developed that generate the delivery activity across the city for the next ten years.

## 1.13 SECTIONS 2 TO 6

The following **Sections 2 - 6** look in some detail at each of the five outcomes. Each section is broadly structured as follows:-

- » Context - Where we are now
- » The Opportunity – Where we are going
- » Meeting the challenge – How we will get there
- » What will the benefits be?
- » Spatial Plan
- » Summary and Action Plan – (Objectives/ actions/ delivery)



*Bradford College Advanced Technology Centre – excellent new learning facilities*

## 1.14 SECTION 7

Section 7 sets out the proposed approach to the implementation of City Plan. In so doing it covers:

- » The strategic matters of governance, status, management and partnerships.
- » A comprehensive and prioritised Action Plan drawing together the objectives and actions from each of the five themes.
- » Priority locations for intervention where activity should be focussed based on a series of city centre 'Pulse Plans'.

PART



# Bradford city centre as a place for dynamic business and entrepreneurship

## 2.1 CONTEXT: WHERE WE ARE NOW

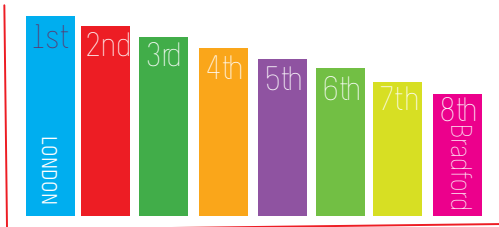
Bradford District is a significant economy, with 15,200 businesses employing almost 195,000 people and generating £8.7bn of added value to the UK. The district has recognised strengths across a range of industry sectors, with manufacturing employing over 24,000, the fifth highest concentration of manufacturing jobs in the UK, and a service sector dominated by retail and hospitality.

Unfortunately unemployment remains high and Bradford's employment rate is the lowest in the City Region, with a continued dominance of public sector employment. However, there is good evidence that business performance in Bradford is improving, creating opportunities for City Plan to capture a new growth momentum in the city centre.

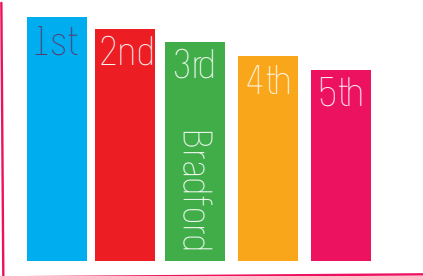
The number of businesses in the district increased between 2011 and 2012 following a decline that began in 2008 with the onset of recession. Employment increased over the 12 months to June 2013 with 8,100 more residents in employment, a 3.9% increase, higher than the average UK rise of 1.2%. In 2010, the Southgate development delivered 113,000 sq ft of Grade A office accommodation (as well as a 200 bed space Jury's Inn hotel) proving that the city can deliver Grade A office space in the city centre when there is a demand. This development raised the city's Grade A rents to over £17psf. This is the same as Huddersfield, and is beginning to compare more favourably with Sheffield (£20 psf) and Liverpool (£21 psf).

The city centre is the economic focal point for the district and is today home to over 2,000 businesses that support 22% of jobs and generate 31% of the district's GVA. There are approximately 37,000 people employed in the city centre. Looking forward, Bradford district is forecast to be among the fastest growth economies in the north of England over the coming years. (The Yorkshire & Humber Regional Econometric Model predicts a growth in the Bradford economy of 28% over the next ten years (2014-24) which is faster than Regional (LCR 25%) and UK growth average predictions). As a key location for retail, business services and creative and digital industries, the city centre has a vital role to play in delivering this growth and attracting improved services and facilities.

District

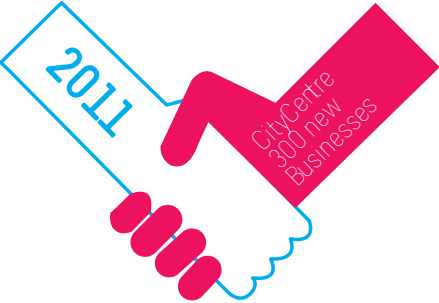


Biggest Economies in England

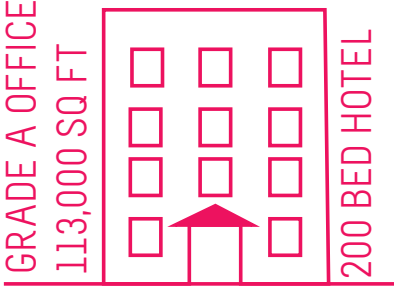


Manufacturing

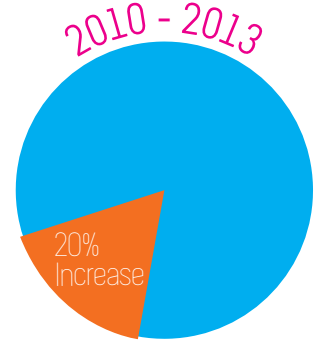
City Centre



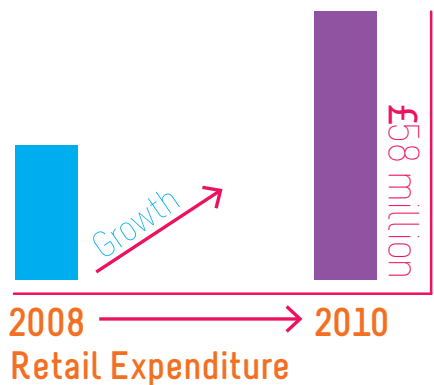
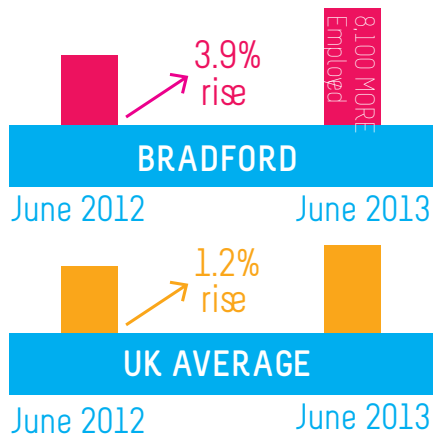
City Centre Employment



Southgate



Grade A office rents



The city centre is characterised by:

- » High levels of office space, but of relatively poor quality and suitability. Consequently there are also relatively high office vacancy rates. This situation has been compounded by decisions taken over the last 20 years which led to significant office developments locating just outside the city centre.
- » Property values providing relatively low returns for developers particularly in the refurbishment of listed buildings - but this is now changing.
- » A major retail core of high street brands; a strong markets offer; and local independents that is now set to grow through the major investment of the Westfield Broadway development, and other complementary retail and leisure offerings.
- » A growing, young entrepreneurial population, helping to maintain high business start-up rates.
- » Key innovation assets, including a leading University and the second largest FE College in the UK.
- » Significant investment in high quality public realm.
- » Increasing business confidence following completion of City Park and the construction start of the Westfield Broadway shopping centre.

Such features form the basis for positive change but challenges still remain. There is a pressing need to improve the supply of Grade A and other suitable office space which will help to attract businesses in the knowledge economy. Alongside this, we need to raise levels of educational attainment and workforce skills to fuel long term economic growth. A relevant city centre that is attractive to residents, visitors, and investors are proud of will help to drive these changes to support the long term growth and prosperity of the whole district and to contribute to the wider City Region economy.

## 2.2 THE OPPORTUNITY: WHERE WE ARE GOING

Bradford city centre is a place where assets, facilities, and public realm can combine to create the conditions in which business growth, enterprise and commercial networks can flourish. In addition it needs to be the location where people can most easily access a range of economic, leisure and cultural experiences and opportunities.

Some critical assets are already in place, including:

- » the Super Connected Cities Project which seeks to make significant improvements to broadband access in the Bradford district. The project includes a business broadband voucher scheme and free public wifi in City Park in a number of council buildings. In addition free wifi is being installed on specific public transport routes between Leeds and Bradford City centres. This will enable business development, reduce the digital divide, and support efficient delivery of Council services
- » collaborative business networks, bringing existing and growing businesses together (e.g. the University Enterprise Zone);
- » City Park increasing confidence in the city centre as a business location; and
- » the city centre designation as Bradford's 'Growth Zone', which has helped to raise the profile of Bradford as a business location, and provides significant incentives to set up new businesses in the city centre. Whilst external funding for the scheme comes to an end in March 2015, the Council is currently developing a new package that should be rolled out from April 2015.

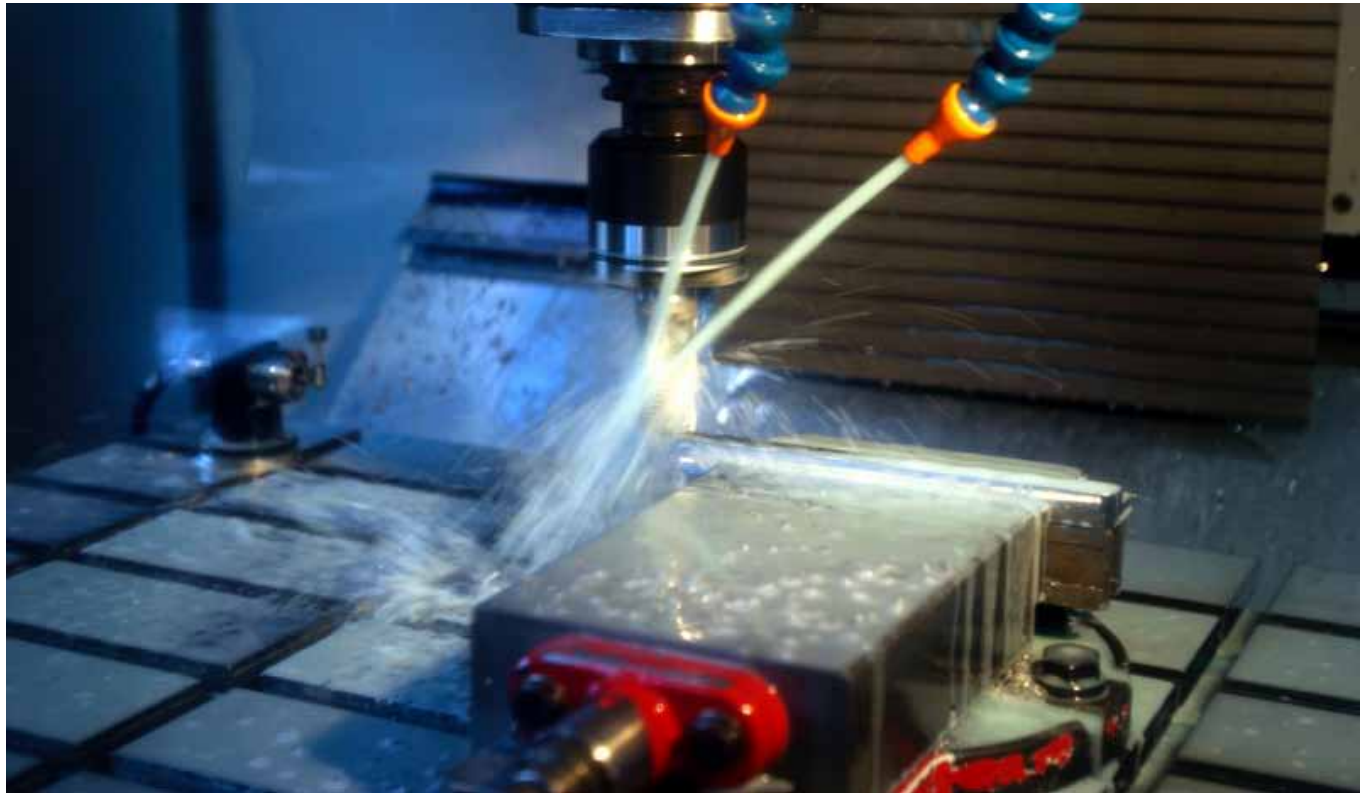




Southgate Office Development – Provident Financial group

Bradford as a district has growing international business links, particularly in manufacturing sectors and food as demonstrated by the success of such firms as Borg Warner, Pace and Lubna Foods. This opens up important opportunities for the city centre to act as a showcase for Bradford as an international business city and to develop distinctive employment sectors which capitalise on its cultural assets and global associations. In the city centre the University continues to develop its international links and recruitment of foreign students.

The city has a reputation for generating young entrepreneurs and a key opportunity lies in the potential for the city centre to play an increasing role in retaining and growing indigenous enterprise. This means making the city centre a more vibrant and dynamic business location, by providing the right mix of business accommodation, residential accommodation, support services, and retail, lifestyle and cultural offer, to appeal to young and creative entrepreneurs. The inter-relationships between the attractiveness of city centres and the creation of dynamic enterprise culture is well established in other cities – this opportunity lies at the heart of the ambitions for Bradford city centre.



*Advanced engineering*



Bradford city centre offers a key opportunity for the private sector to capture a growing share of projected employment growth. It has the capacity to accommodate a higher proportion of the district's employment base and to capture and grow higher value employment sectors which can reposition the city's reputation as a business investment choice and enhance its contribution to the city's regional economy.

There is substantial vacant office space for business growth in the city centre, but not necessarily of the right type, specification or location. Many of our fine Victorian buildings fall into this category. We need to drive investment in these properties or look for new uses, particularly on upper floors. Several important sites are available for new development close to the core of the city centre and well linked to City Park, which are capable of accommodating major new Grade A/ high quality office developments of the necessary size. There is also capacity in existing buildings throughout the city centre, for example in Little Germany and the Learning Quarter. These important development opportunities need to be brought forward in a coordinated and prioritised manner to accelerate the delivery of a high quality Business District for the city and to maximise economic benefits.



*Food production*

### 2.3 MEETING THE CHALLENGE: HOW WE WILL GET THERE

The city centre therefore has the capacity and some of the key assets to become a major driver of business and employment growth for the Bradford District and wider city region. However, much work needs to be done to unlock the constraints to development, and intervention by the Council will often be necessary to enable and maximise the opportunities. This could include facilitation, site assembly, direct delivery, or the introduction of a more permissive planning regimen.

The city centre must become the “meeting place for business”, the beating heart of the district and a place that can host things that would otherwise be lost to the district.

The city centre also needs to act as a draw for highly motivated and skilled workers, to stimulate creative entrepreneurship, and become a recognised business investment choice and showcase for Bradford as a ‘Producer City’. Specifically the city centre can offer the best possible conditions for business, through effective transport and digital infrastructure, a deliverable pipeline of sites and premises, and attractive leisure opportunities.

Key business sectors have recognised potential for growth in the city centre, including professional & financial services (PFS) and creative & digital industries (CDI). In addition we need to build on our existing strengths in further & higher education and develop our retail & leisure offer. However, delivering the right conditions for these growth sectors to thrive in Bradford city centre represents significant challenges as set out below:



Santander



## PROFESSIONAL & FINANCIAL SERVICES (PFS)

Bradford's PFS sector includes around 3,500 businesses, supporting 31,000 jobs in the District. While city centres tend to be a natural location for such activities, it is notable that Bradford city centre is the focus for only around one third of PFS businesses. A defining feature of the District's PFS sector is the dominance of head office activity (no other city in Yorkshire has a higher density of employment focused on head offices than Bradford district). Building on the success of the three we have attracted to the city centre since 2010 (Provident Financial; Freemans Grattan and Anchor Housing) the city centre is now well placed to capitalise on this position, particularly in attracting PFS activities seeking the competitive property and labour costs on offer. In response, the City Plan needs to accelerate the delivery of larger-scale Grade A and other suitable office accommodation in the city centre as well as promoting the conversion/ refurbishment of older city centre properties with unique characteristics that can appeal to smaller PFS businesses including transport connections and an attractive leisure offer.



*Little Germany*

### CREATIVE & DIGITAL INDUSTRIES (CDI)

The CDI sector employs around 8,100 people in the district. Whilst it is dominated by small businesses it also has some bigger players including Pace, Echostar, and Radio Design principally situated in Airedale. The challenge is to find ways to make the city more attractive to such companies. While starting from a comparatively low base, recent studies have indicated that Bradford has the potential to place itself at the heart of the City Region’s offer in growing this sector, supported by key attributes such as the University, Advanced Digital Institute, Bradford College’s Film School and the National Media Museum. The sector is highly dynamic and is driven by organic local enterprise rather than inward investment.

One current project which will deliver significantly in this sector is the University Enterprise Zone. A fully funded £12m project, it is essentially a partnership between the University of Bradford, Bradford Council, B.T and the N.H.S. By the end of 2015 it will create a £5m digital business incubator unit in Little Germany, followed by a £7m Health and Well Being Centre on the University’s campus.



*University Enterprise Zone Digital Exchange Incubator*



The key role of the city centre will be to create the conditions that appeal to growing businesses in the CDI sector, through attractive small business spaces, open laboratories, networking opportunities and learning / research resources. The city centre needs to become a place to inspire creative entrepreneurs and promote collaboration between CDI businesses.

These priority sectors for the city centre will also play an important supporting role in the supply chain to other priority business sectors, notably advanced engineering and environmental technologies. While businesses in these sectors will largely locate outside of the city centre, the accessibility to high quality PFS and CDI businesses and innovative services in the city centre will contribute to the competitiveness of the wider Bradford business community.



*Bradford College Advanced Technology Centre*

### RETAIL & LEISURE

Our biggest growth sector for jobs in the city centre in the short to medium term will be in retail. (Westfield Broadway alone predicts the creation of up to 2,000 + jobs once the units are fully let). A key challenge here is to ensure that the district’s communities have the requisite skills to take up as high a percentage of those jobs as possible, and to ensure that the additional benefits of Westfield Broadway in terms of its ability to stimulate additional and complimentary investment are maximised. A notable response to this skills challenge is the proposed city centre Retail Academy.

At the same time, we are already seeing a significant uplift in demand for leisure within the city centre. These matters are addressed more fully in Section 6 of this report.



Westfield Broadway on site (2014)





Westfield Broadway and Arndale House - Artists impression (CGI)

### FURTHER & HIGHER EDUCATION

Bradford city centre is home to both the University of Bradford and Bradford College. Both are vital to the wider economy of the city centre in terms of skills, links to business and international profile, and to the city’s nightlife and cultural offer. However, they also represent a significant economic driver for the city centre in their own right. These institutions have invested more than £240 million in their city centre campuses in recent years and jointly employ more than 4,000 staff.

The challenge now is to continue to support the growth of these assets through the continued development of the city centre learning quarter, whilst ensuring that the maximum wider business and economic benefits are achieved. This is explored more fully under Section 3 of this report.

## 2.4 WHAT WILL THE BENEFITS BE?

Responding to these opportunities and building on progress to date will help to re-position the city centre as a place for dynamic business and entrepreneurship in line with the wider ambitions of the Producer City strategy (See Section 1.9 for more detail). The major benefits will be:

- » A repositioning of the city centre as the transport, conference, event, and meeting hub for business
- » The acceleration of new development on key sites in the city centre
- » The attraction and growth of high quality jobs
- » Promotion of the benefits of agglomeration by concentrating business activities in the city centre and using the city centre as a location for business to business networking

- » Delivering jobs growth which will generate more spending power in the city centre, with spin-off benefits for city centre shops and services
- » Enabling the city centre to act as a focus for innovation in Bradford-based products and services
- » Placing the city centre as the hub of the city’s growing knowledge economy
- » Sending out a positive and inspirational message about the city’s investment potential
- » Becoming the most visible reflection of how cultural attributes work hand in hand with enterprise and business.



*University of Bradford - Health facility*



*Bradford College*

## 2.5 ACTION PLAN

### VISION

Bradford city centre will be the primary focus for the growth of the district’s economy. It will offer the space, physical and digital infrastructure, networks and support services that will inspire entrepreneurs and build confidence for new investment, enabling key sectors to grow in the city centre, increase the number and value of private sector jobs, and enable the city to play a key role in the competitiveness of the wider City Region.

To achieve these business & enterprise related outcomes, City Plan contains the following objectives:

- E1. The city centre as Bradford’s enterprise ‘capital’;
- E2. A city centre office market capable of meeting a full spectrum of business needs;
- E3. Attractive & creative spaces for business & enterprise growth in the city centre;
- E4. An accessible and effective support system for city centre businesses;
- E5. Young entrepreneurs at the heart of the city centre’s enterprise culture.

The following actions are targeted to meeting these objectives. They provide the structure for the city centre to become a place for dynamic business and entrepreneurship.





## 2.5.1 OBJECTIVE E1. THE CITY CENTRE AS BRADFORD'S ENTERPRISE 'CAPITAL'

A new drive for enterprise growth in the city centre needs clear direction and leadership to coordinate a wide range of policy and promotional activities. This requires dedicated resources to direct and plan for city centre enterprise and to identify and address the barriers facing new and growing businesses seeking opportunities in the city centre. Clear and consistent marketing messages about the city centre's enterprise-friendly approach and priority for business investment will be essential. Initiatives such as Bradford University Enterprise Zone for digital health innovation in the city add to the sense that the city centre is developing a focus for enterprise development in Bradford. So much so that in July 2014 the project won £3.8 million from the Department for Business Innovation and Skills to assist with set up costs.

### ACTIONS

- E1.1 Develop a *City Centre Enterprise Prospectus* for developers and intermediaries highlighting the full range of assets, opportunities, and support networks for enterprise development in the city centre. This prospectus should ensure that enterprise development becomes a cross-cutting priority theme in all aspects of city centre development, marketing, regulation and investment planning, effectively 'selling' the city centre as Bradford's Enterprise Capital. It will also provide a key link into wider enterprise programmes being developed at the City Region level.
- E1.2 Building on the principles of the Growth Zone, provide a transparent *enterprise enabling process*. A series of regular engagement events with businesses in the city centre will ensure that key operational issues and barriers are identified as early as possible, as they arise. Dedicated staff in the Council will act as a key point of contact for any regulatory issues affecting business growth in the city centre.

- E1.3 Develop and implement a *Marketing Plan* for the city centre with partners and the private sector. Establish a public/ private sector budget.

### DELIVERY

- » The Producer City Place Board will act as champions for business and enterprise growth promotion in the city centre. This group will combine skills and influence from key individuals representing business, the University / College and Bradford Council to lead the formulation of the city centre Enterprise Prospectus, covering all activities promoted by City Plan which impact on enterprise development in the city centre. This is a strategic role which will ensure that the lead agencies for specific enterprise-related activities under City Plan are effectively coordinated and that opportunities and constraints relating to business growth in the city centre are prioritised at all levels.

## 2.5.2 OBJECTIVE E2. A CITY CENTRE OFFICE MARKET CAPABLE OF MEETING A FULL SPECTRUM OF BUSINESS NEEDS

The lack of a ready supply of Grade A or other suitable office accommodation in the city centre has been a recognised deficit in the city’s business offer for a prolonged period. The 1990’s and much of the 2000’s saw many major office-based employers locating outside of the city centre , compromising the ability to draw expenditure into the centre to complement the drive for a more vibrant city centre offer. To attract job-dense, higher value office activity such as professional and financial services into the heart of the city centre therefore, requires a coordinated approach to development delivery and inward investment to match demand and supply. The success of the Southgate development completed in 2010 proves that the city can deliver Grade A office in the city centre under difficult market conditions.

A geographical focus for this activity is also key to ensure that there is clarity and confidence for investors. To this end a number of key office site development opportunities have been identified in City Plan and a series of actions have been identified to accelerate property investment prospects to create a genuine Business District for the city.

Whilst the focus is on developing suitable office space supply, the Council, developers, and building and land owners also need to work together to create a supply of smaller scale workspaces to support new start ups and small businesses, including serviced office space (and quality serviced offices).

As a focus for new office development, City Plan proposes the development of a Business District to the south of the city centre. The area links the Learning Quarter in the west to Little Germany in the east and includes the current key office sites as well as potential development sites. The plan on page 57 illustrates key commercial buildings as well as sites for future commercial development.

### ACTIONS

- E2.1 Prepare a ‘trading portfolio’ of key office development sites in the city centre in order to ‘sell’ the investment opportunity to developers and occupiers. **A development prospectus** will be prepared for each key site as part of a refreshed marketing plan for city centre opportunities. It is vital that this prospectus is clear and targeted in its approach. Therefore, the first iteration will focus on Council owned land. Subsequent versions of the prospectus will then be prepared as the market is stimulated. Key sites to be included in the first ‘portfolio’ will include:
  - No 1 The Tyrls
  - Jacobs Well Site
  - Exchange Court
  - George Street - (old Yorkshire Water Depot site)

The delivery prospectus will present full details of the sites in terms of ownership, planning status, development capacity, known constraints and outline design guidance and partnering opportunities.



## DELIVERY

- » In order to stimulate demand the Council will continue to take an active role to facilitate Grade A office development delivery. This could include site assembly, financial support, establishment of public-private partnership vehicles, and if appropriate where necessary, direct development to bring forward new office space in the city centre to meet identified occupier requirements. The Council have recently facilitated positively in this respect in relation to the successful relocation of Provident, Freeman Grattan, and Anchor Housing to the city centre.
- » Work is already underway to create a development platform for Grade A commercial office space at The Tyrls. Similarly, in order to capitalise on the opportunity to attract and secure the relocation of public sector organisations and complimentary private sector services to the City Centre, the Jacobs Well site has been identified as offering the ideal location to create a hub to concentrate such occupants and investors in this part of the city.
- » Increase research capacity and focus on office market activity, including tracking of local, regional and national trends and live office property requirements. In particular, a coordinated and proactive approach is required to intelligence gathering on the accommodation requirements of target business sectors for the city centre, including professional & financial services and creative & digital industries building on the sectoral analysis already undertaken by the Council.
- » Continue to coordinate the city centre investment 'enquiry handling' protocol between Leeds & Partners and local, regional and national property agents, which specifies obligations and systems for sharing information on enquiries and managing the process for securing investments. Our activity will include promoting the city centre assets and ensuring Leeds City Region continues to back Bradford city centre.
- » Promote and safeguard where possible, key office development sites through the statutory planning process, by properly reflecting their status and ambition through the City Centre Area Action Plan (AAP), and where appropriate through the issue of Article 4 Directions.
- » Examine opportunities for innovative development delivery models possibly using City Council property assets in the city centre to lever private sector development finance through a Local Asset-Backed Vehicle or similar model. Such vehicles can be effective in enabling new developments to be brought forward through sharing of development risk and encouraging private investors to bring forward key sites that may otherwise be unviable.

### 2.5.3 OBJECTIVE E3. ATTRACTIVE & CREATIVE SPACES FOR BUSINESS & ENTERPRISE GROWTH IN THE CITY CENTRE

City centre enterprises require a variety and diversity of premises over and above Grade A and high quality office accommodation. By providing a range of property opportunities, Bradford city centre can grow its business base, retaining companies throughout their life-cycle. A range of business clusters including an emerging creative & digital industries sector have evolved in and around the city centre, which can form the nucleus of a diverse and dynamic business hub. The sector-based clusters themselves require a range of property types, sizes and occupancy terms to cater for the full range of activities and business development stages, as well as providing supporting services and infrastructure to maximise growth potential.

The city centre has a number of core office areas that provide a significant critical mass of high quality office floor space. These include large-scale, modern office developments e.g. Southgate, the Aldermanbury building, and No 1 The Interchange. There is scope to extend this high quality provision to No 1 The Tyrls, The Exchange site, and the old Yorkshire Water depot site at George Street.

Also, some current Grade B office accommodation such as Jacobs Well (plus car park), is ideally located next to transport links and provides a significant opportunity for development to increase the city centre provision to meet future demand. In addition there are other surplus buildings such as TJ Hughes available for redevelopment.

This supply of sites is suitable for large, floor plate office buildings and will help the city to attract major employers and allow existing businesses to grow. An accompanying supply of new workspace at a smaller scale, meanwhile, will support the growth of new start-ups and other small businesses in the city centre area with accommodation that provides the benefits of flexibility, simplicity and professionalism.

Bradford has a significant amount of Grade C surplus office accommodation across the city centre that is predominantly above shops which is less attractive to modern businesses. Local Development Orders (LDOs) relating to the conversion of this type of premises would make them more attractive to developers and investors. Where the upper floors of commercial premises are vacant or underused, the conversion of those upper floors to residential use can be a valuable additional source of new homes that will also contribute positively to the mix of uses in the area and make more efficient use of land whilst increasing presence in the city centre longer term, e.g. evenings.





## ACTIONS

- E3.1 Develop plans for a new wave of flexible **‘spin-out’ business spaces** linked to the University and College for graduate entrepreneurs and innovators. Develop an intelligence base on demand for workspace arising from R&D opportunities linked to technical academic programmes.
- E3.2 Deliver **targeted and bespoke CDI sector specific business support** to pre-starts, new and existing SMEs within the city centre. This would range from offering light touch support, to more intensive advice, mentoring, targeted workshops, and one-to-one business start-up assistance to those who need it - to create, build and sustain a successful business. The aim will be to develop and increase the number and density of CDI enterprises within the city centre, as well as their sustainability, growth and survival.
- E3.3 Establish a recognisable **brand name for Bradford’s CDI sector** - e.g. **‘Digital Bradford’** - to enable clustering and to highlight and animate the sector as a whole. Digital Bradford will form part of the Producer City agenda and will encourage CDI businesses to meet on a regular basis via the organisation of regular, quarterly networking events (both formal and informal) in the city centre, to promote cross-enterprise networking, innovation and collaborative working. This will allow CDI companies to embed themselves in the network and form an identity and sense of belonging which will encourage them to thrive and grow within the district.
- E3.4 Progress the establishment of the **Digital Exchange** in Little Germany as an open laboratory / business development space for the digital sector. This will provide attractive space in which to develop and showcase CDI innovations amongst this sector in Bradford and to promote business collaborations through networking and shared space. It is predicted this development could create up to 2000 jobs in the city centre over the next 10 years.
- E3.5 Assess the potential for a **post-film production space** in the city centre linked to the University / College and the National Media Museum to exploit opportunities associated with the film production supply chain.
- E3.6 Promote a **‘Make Room for Enterprise’ programme** encouraging re-use of vacant city centre premises, including upper floors, for new business space, adding to the diversity and supply of available accommodation. In some instances this may involve acquisition and refurbishment of space to offer flexible terms for small enterprises in sectors such as creative & digital, but not exclusively. This will create ‘early wins’ in the delivery of new business space in key locations in highly visible parts of the city centre.
- E3.7 Present options to connect into a decentralised municipal energy network, and the provision of cheaper, cleaner heat and power to assist businesses.
- E3.8 Promote the city centre as a key location for **digital connectivity** based on the provision of superfast broadband services via the Super-connected Cities programme.

DELIVERY

- » Through the AAP, the Council will develop bespoke planning frameworks for priority business locations in the city centre, including the Central Business and Leisure District, Little Germany and the Learning Quarter. These frameworks will facilitate the development of distinctive locations for enterprise growth across the city centre and unlocking key barriers to business investment.
- » Producer City Board to oversee a programme of key new business space projects, identifying lead agency, delivery partners, funding plan and implementation/ delivery arrangements.

CASE STUDY:  
THE CREATIVE QUARTER, NOTTINGHAM

The Creative Quarter is an emerging hub of start-up business and independent retail, home to clusters of technology-based companies in Nottingham’s growth sectors of life sciences and digital content. It is underpinned by the Nottingham Growth Plan and the City Deal 2012.

At the heart of the city’s historic lace-making district, The Creative Quarter is Nottingham’s flagship project for economic growth and enterprise – creating a supportive ecosystem of business with access to development services and funding that make it an ideal location for start-ups.

The Creative Quarter covers an area a third of a square mile and encompasses the historic Lace Market, and Hockley, a thriving independent retail and leisure centre as well as the Sneinton Market and the Island Site. The Lace Market is symbolic of the city’s history of linking design, innovation and commerce in order to bring wealth to the city in the 19th century. The Creative Quarter project intends to do the same of the city in the fast-changing global world of the 21st century.

The Creative Quarter is also home to one of Nottingham’s largest independent retail zones and is a significant area of the cultural and night time economy offer including the Nottingham Contemporary, the Nottingham Arena, the Galleries of Justice, Broadway, Lace Market Theatre and many restaurant and bars.

At the heart of the Creative Quarter Initiative are a suite of programmes to stimulate enterprise and foster economic growth, create jobs and bring prosperity to the area and its occupants. The Creative Quarter Company will act as a key information hub signposting individuals, entrepreneurs, and existing businesses to these and the other business support that is available in the city and beyond. The Creative Quarter is developing a programme of enterprise-focused events intended to make the area vibrant and lively to live in, with a healthy daytime and evening economy.



The Creative Quarter Loan Fund was launched in March and offers loans at a preferential rate to both new start-ups and existing businesses based within the Creative Quarter, filling a gap in the lower end of the finance ladder before companies graduate to larger scale investment. This area is also the focus of significant public realm improvements costing a total of £8 million to make the area more attractive to visitors and to improve traffic flow around the area.

#### Lessons for Bradford

- 1 *To be successful, a start up business hub needs to be embedded in a coherent wider strategy, and be linked to an attractive and vibrant retail and leisure offer.*
- 2 *The initiative needs to have multi agenda support – including education, skills, and enterprise funding.*
- 3 *Business support should be targeted to the needs of the sector and easy to access.*



## 2.5.4 OBJECTIVE E4. AN ACCESSIBLE AND EFFECTIVE SUPPORT SYSTEM FOR CITY CENTRE BUSINESSES

Improved coordination of advisory support measures provides clarity for businesses in the city centre. Creating a focused approach to accessing support systems is critical to improving service quality and take-up by city centre businesses. ‘Early-warning’ of business threats and opportunities in the city centre requires a proactive approach to business engagement and key account management and the dissemination of economic intelligence on trends and dynamics at local, city region and national level.

### ACTIONS

- E4.1 Resource the development of existing **key account management services** for leading city centre businesses as part of the Producer City Key Account Management project. Close liaison between the City Council and key businesses in the city centre is critical to identifying and unlocking opportunities and barriers to growth. A proactive approach to business engagement and open channels of communication will enable improved understanding of the issues facing city centre businesses and the mechanisms through which support can be delivered.





E4.2 Explore the viability of creating a ‘Business Growth Hub’ for coordinated business support delivery and signposting in the city centre. A suitable location will need to be identified which should be highly accessible and visible, forming a key signal of the city centre’s role as the city’s ‘enterprise capital’, and a delivery and marketing plan for business support services will be developed involving a range of stakeholders. The Bradford Business Growth Hub will form part of a network of services across the City Region to ensure a fully coordinated approach to business support.

## DELIVERY

- » A wide range of existing business support agencies will be streamlined and coordinated to deliver high quality services that match business needs
- » Close liaison with the city centre business community will continue, providing real-time intelligence on business support needs and enable services to be tailor-made
- » A delivery plan for the Business Growth Hub will be developed by the City Council in consultation with partner agencies such as the Chamber of Commerce, and the project brought forward at the earliest opportunity.

## 2.5.5 OBJECTIVE E5. YOUNG ENTREPRENEURS AT THE HEART OF THE CITY CENTRE'S ENTERPRISE CULTURE

Bradford has a recognised strength in young entrepreneurship and we need to provide facilities that are going to make the city centre their business hub. Unlike many other UK cities, Bradford's young population is actually growing. This young population is also particularly entrepreneurial and in 2011 more than 300 new businesses were started in the city centre.

The city centre provides an opportunity to showcase and grow new enterprise and to encourage young entrepreneurs to bring forward and develop new ideas.

The relationship between the University & College and the city centre is a critical dynamic in this respect and measures to enable access to innovation support systems, and to flexible business space in the city centre, will maximise the potential for young entrepreneurs to develop their business ideas and add to the vitality of the city centre. Creating pathways for young entrepreneurs from communities across the district to benefit from services and assets in the city centre will ensure that Bradford's enterprise culture is fully developed in growing the city economy. This is a complex agenda that will require a bespoke action plan involving a wide range of stakeholders and delivery mechanisms.

However, we must not just focus on the University and Bradford College as a provider of young entrepreneurs, but also encourage young entrepreneurs from the rest of the district and beyond to use the city centre as their location of choice.

### ACTIONS

- E5.1 Prepare a city centre **Young Enterprise Plan**, in conjunction with community based agencies across the city and in conjunction with the University and College. This will include a range of tailored support measures to enable young entrepreneurs to take advantage of the processes, assets and institutions that are supporting and showcasing the development of the city centre as Bradford's enterprise capital.



*City Hub - Serviced and managed workspace in Little Germany*

## DELIVERY

Delivery of the Young Enterprise Plan will bring together the resources of a range of agencies to promote the agenda as part of the city centre offer. Activities will include schools-business links, bespoke advisory services, business mentoring and provision of flexible city centre workspace to encourage young enterprise start-ups.

The potential role for a Young Entrepreneur's Champion for the city centre will be reviewed as a means of promoting business opportunities and fostering a culture of entrepreneurship across the city.



*National Media Museum*



# BRADFORD CITY CENTRE AS A PLACE FOR DYNAMIC BUSINESS AND ENTREPRENEURSHIP - FOCUS FOR INVESTMENT AND GROWTH



- Suggested business growth locations
- Priorities for commercial led business development
- City arrival points

## PRIORITY BUSINESS SITES

1. No 1 City Park
2. Exchange Court
3. Jacob's Well potential location for public sector hub
4. George Street (former Yorkshire Water depot)
5. Bradford Council Offices
6. City Exchange
7. The Interchange
8. Former NTS Site, East Parade
9. Digital Exchange - Business incubator
10. Burnett Street (surface car park)
11. Aldermanbury - Anchor Housing relocation
12. Britannia House - Council Offices

Little Germany emerging focus for business start-ups / training and digital & creative cluster

Listerhills Business Park

University & College

Emerging Business District at the Heart of the City Core

Emerging public sector hub

This plan identifies the key locations for business activity in the city centre including sites for new office development to create a new Business District.

# BRADFORD CITY CENTRE AS A PLACE FOR DYNAMIC BUSINESS AND ENTREPRENEURSHIP

## THE OPPORTUNITY

- » Bradford District is the 8th biggest economy in England by size and growing.
- » It has strengths across a number of sectors including manufacturing, food and drink, textiles, printing, chemicals, engineering and electronics.
- » The presence of major UK businesses, a number of which have headquarters located in the District.
- » Over 2000 businesses located in Bradford city centre delivering GVA of £2.7 billion.
- » Forecast to be one of the fastest growing economies in the North of England.
- » Recent investments in the form of Provident, Freemans Grattan and Anchor Housing; and The Westfield Broadway development.
- » Youthful & entrepreneurial population.
- » Increased city Grade A rents to over £17psf.
- » City centre University & College campus.

## THE CHALLENGE

- » Major office development historically locating outside the city centre.
- » Unsuitable and vacant central office stock (and lack of investment by owners).
- » A relative lack of knowledge-based businesses.
- » Limited Grade A or other high quality suitable and available office offer in city centre.
- » Comparatively low levels of education and skills.

## AMBITION

Bradford city centre will be the primary focus for the growth of the district’s economy. It will offer the space, infrastructure, meeting places, travel networks and support services that will inspire entrepreneurs and build confidence for new investment. It will also support the growth of key sectors in the city centre, increase the number and value of private sector jobs, and enable the city to play a key role in the competitiveness of the wider City Region.

## ACTIONS

- Direct and plan for city centre enterprise and to identify and address the barriers facing new and growing businesses seeking opportunities in the city centre through:
- » Developing a *City Centre Enterprise Prospectus*.
  - » Building on the principles of the Growth Zone, providing a transparent *enterprise enabling process*.
  - » Develop and implement a *Marketing Plan* for the city centre with partners and the private sector.

Accelerate property investment prospects to create a genuine Business District for the city through:

- » Preparation of a *‘trading portfolio’* of key office development sites in the city centre in order to ‘sell’ the investment opportunity to developers and occupiers.



- Providing a range of attractive & creative spaces for business & enterprise growth in the city centre through
- » Developing plans for a new wave of flexible *'spin-out' business space* linked to the University and College
  - » Progressing the establishment of a *Digital 'Exchange'*
  - » Delivering targeted and bespoke *CDI sector business support*
  - » Establishing a *Digital Bradford* brand
  - » Assessing the potential for a *post-film production space*
  - » Promoting a *'Make Room for Enterprise' programme* encouraging re-use of vacant city centre premises
  - » Promoting the city centre as a key location for *digital connectivity*

- Creating a focussed approach to accessing support systems is critical to improving service quality and take-up by city centre businesses through:
- » Development of *key account management services* for leading city centre businesses growth.
  - » Develop a *'Business Growth Hub'* for coordinated business support delivery and signposting in the city centre.

## DELIVERY

CBMDC will:

- » Take a more proactive role to stimulate interest in, and enable, Grade A office development
- » Enhance the research capacity on office market activity
- » Work with the LEP and local agents to deliver coordinated inward investment enquiry handling
- » Provide appropriate and bespoke planning frameworks and policies including protection of Grade A space through the AAP
- » Examine the possibility of innovative delivery models for key sites
- » Work with the University and College to deliver flexible spin out business space based on intelligence & demand
- » Deliver targeted business support

Producer City Place Board will:

- » Act as the champion for business and enterprise growth in the city centre
- » Lead the production of the City Centre Enterprise Prospectus

- » Provide strategic advocacy support
- » Promote the digital connectivity of the city centre through Super Connected Cities.

Other partners will:

- » Businesses will invest in Bradford through joint ventures or direct development
- » The University/College will work with CBMDC to deliver targeted space & support for entrepreneurs
- » Property owners will work with CBMDC to help deliver a 'Make Room for Enterprise' programme
- » The Chamber of Commerce will work with CBMDC and the LEP to explore & develop the Business Growth Hub

## MECHANISMS

- » Site assembly
- » Financial support
- » Establishment of Private/Public vehicles
- » Formal memorandum of understanding
- » Planning Policy
- » Business support
- » Research & intelligence
- » Service review

PART





# Bradford city centre as a centre of excellence for learning

## 3.1 CONTEXT: WHERE WE ARE NOW

Bradford city centre is home to a number of leading learning and training providers such as Aspire-i, Skills for Work, Forster’s Community College, and the Apprenticeship Training Agency. The city centre is also fortunate to house the two major educational institutions of the University of Bradford (the University) and Bradford College. The University employs nearly 2,500 staff and has over 12,000 students (half of which come from within the district) whilst Bradford College has over 20,000 students enrolled on over 1,000 courses.

The importance of the future of these institutions for Bradford’s future economy has been recognised through the identification of the **Learning Quarter** as a way of supporting their ongoing plans for growth. In particular, the University has a stated ambition to establish itself as The Leading Technological University of the North. Between them, the University and College have in recent years invested more than £240 Million in the city centre through construction programmes including:

- » Award winning sustainable student housing at The Green
- » The construction of the RE Centre (conference centre) and Stem Centre at the University
- » The construction of the new Bradford College David Hockney Building

Looking to the immediate future the University is on the verge of investing a further £23m and Bradford College a further £10m to construct their new Advanced Technology Centre.



*Horton A Building – University of Bradford School of Health*



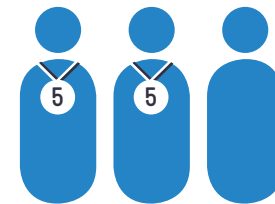
*‘The Green’ – Sustainable student accommodation*



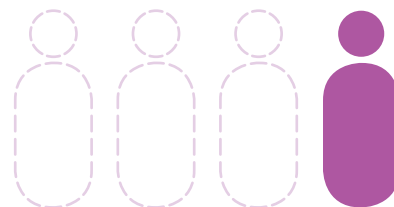
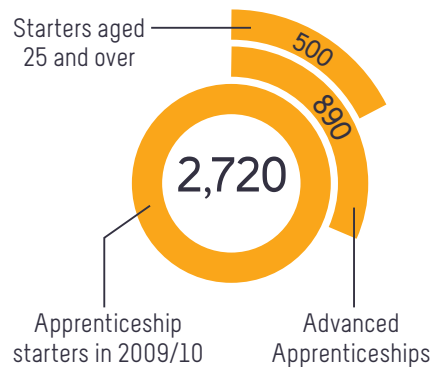
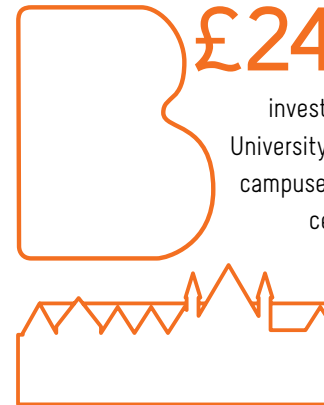
**16%**  
LOW SKILLED



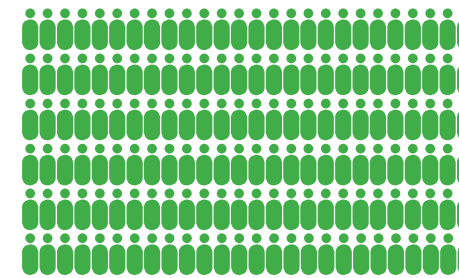
English is the second language for over 40% of school pupils



Around  $\frac{1}{3}$  of young people leave school without 5 good GCSEs



**75%** Job vacancies hard to fill due to a shortage of skills



**16,030** people in Bradford took Skills for Life (basic skills) courses in either literacy, numeracy or ESOL in 2009/10





4.0m

located in the  
University and College  
centres in the city  
centre



courses

full time



OVER 50%  
have a Bradford postcode

88%

University of Bradford students go on to  
employment or further education

In addition, along with Bradford College, the University and a wide range of business partners are leading the way in the development of innovative approaches to integrated learning through the programme of Industrial Centres of Excellence for 14-19 year olds.

Bradford as a district has made considerable improvements in education and skills. In particular, educational attainment at Key Stage 4 (Age 16) has made advancements in recent years. The Bradford Education Improvement Strategy, Employment and Skills Strategies, and the 14-19 Strategy identify clear visions for the future as to how the district can continue to unlock the potential of its young and growing population by equipping them with the right skills.

Significant challenges remain, however in terms of basic level skills, connectivity to employment and the diversity of the student population. As a district Bradford is in the top 10 cities with the highest percentage of low skills (16.0%), 65% of the working population are qualified to level 2 or above, much lower than the national average of 69.4% and around 1 in 6 adults in Bradford have no qualifications. Adult skills attainment across the district continues to lag behind the regional and national average at all levels, which means many businesses located in the city centre have to recruit outside of Bradford to fill their high skilled vacancies.

Recent research by the Confederation of Small Businesses (CBI) and the Bradford Chamber of Commerce suggest that despite improving attainment, many young people in Bradford lack the basic skills to compete effectively for jobs. The Bradford Employer Skills surveys have identified that up to 75% of vacancies in certain sectors are proving hard to fill due to a shortage of skills. Many young people are also not getting the right information on learning and employment and there could be better connectivity between learning institutions and business. So although the University performs consistently well in securing graduate employment, a high proportion have to leave the District to achieve this.

## 3.2 THE OPPORTUNITY: WHERE WE ARE GOING

The ongoing development and growth of the University and Bradford College as key assets for Bradford is vital. Both have ambitious plans for continued expansion and, in planning for further growth, both the University and College have reiterated their desire to create a more outward facing relationship with the wider city centre.

Beyond Bradford College and the University, there is now the opportunity for the city centre to act as the focus for learning, to bring together the various programmes and initiatives that already exist to provide a clear future offer. The wide range of leading educational, learning and skills providers already operating in the city need to be coordinated as part of a clear offer to the rest of the district.

Bradford has one of the fastest growing and youngest populations in Europe, a large proportion of which live in close proximity to the city centre. At the same time, significant growth is now planned for the residential population of the city centre with a target of 3,500 new homes identified through the Area Action Plan (AAP). This will create considerable new demand and opportunities to plan proactively for education.

Development throughout the city centre and beyond will also create opportunity for construction firms and supply chains. There will be demand for high standards in construction and energy efficient solutions to create the right conditions for new business, skills and technological innovation.

For example, research, into innovative circular business models and designing out waste at the University School of Management, will lead entrepreneurs and executive officers away from linear business models toward improved environmental outcomes and retention of valuable resources as well as profitability.

As new businesses are attracted to the city centre an established and positive relationship with our learning and skills providers will ensure that we are able to match students to job opportunities raising aspirations across the learning spectrum and guaranteeing that we retain our best graduates within Bradford.

A strong education and skills base is fundamental to Bradford's ability to attract investment, grow local businesses and maintain good quality employment opportunities for all. The city centre has a critical role to play in the future of education, skills and learning for the district, and therefore a framework for promoting excellence in education in the city centre activity is established through the City Plan.





### 3.3 MEETING THE CHALLENGE: HOW WE WILL GET THERE

The rationale for delivering excellence in learning in the city centre is clear. Many of the tools to achieve this are already in place, however there are challenges that we must now address if the city centre is to perform to our aspirations. Specifically, there is a need to:

- » Maximise the benefits of the ongoing growth and investment in the University and College
- » Embed the Learning Quarter as part of the city centre
- » Deliver an integrated Learning and Skills offer in the city centre
- » Address the underlying issues of basic and adult skills attainment
- » Secure improved relationships between learning providers and businesses.

#### MAXIMISING THE BENEFITS OF ONGOING GROWTH AND INVESTMENT IN THE UNIVERSITY & COLLEGE

We need to harness the further growth in learning and the economic opportunities afforded by the continued expansion of the University and College. We also need to reflect the specialisms of these institutions and match them to other skills providers; and at the same time deliver greater integration with business growth.



re: Centre (University of Bradford Education and Sustainable Development Centre)

## EMBED THE LEARNING QUARTER AS PART OF THE CITY CENTRE

The role and function of these as city centre based institutions should be much clearer, particularly in addressing the extent to which they can become more accessible by Bradfordians, whilst working towards the achievement of growth and national and global status.

Furthermore, the University has identified the need to retain more graduates and attract more students. The University's vision is to increase student numbers by 3,000 – 5,000 over the next 5 to 10 years. The quality of housing, personal safety and city centre amenities are recognised as having an important role to play in achieving this. The proximity of the Learning Quarter to the city centre core and cultural assets alongside the significant student population presents a huge opportunity to maximise the benefits of footfall and create greater vibrancy and animation.

Given the high proportion of home grown students in our higher and further education institutions, getting to the city centre and to the Learning Quarter through improved connectivity, and ensuring a stronger interface with the wider city centre are key to enhancing the positive experience of learning and living in the city centre. These themes also complement our ambitions for substantial new business investment in the city centre to provide new opportunities for graduate employment.

## THE CITY CENTRE AS AN INTEGRATED LEARNING LOCATION

The complexity of the learning and skills offer in Bradford needs to be addressed to ensure that life becomes easier for those seeking to improve their chances. We need to ensure that the various providers are coordinated in their approach to education and skills provision, and work together to deliver jointly agreed actions. The current *Industrial Centres of Excellence* in the city are one example of the successful application of such an integrated approach.

To ensure effective coordination going forward, the Producer City People and Innovation Board will play an important role in overseeing the delivery of key initiatives and projects.

## BETTER CONNECTIONS BETWEEN LEARNING PROVIDERS AND BUSINESSES

The role of the University and Bradford College and how they connect to and develop mutually beneficial relations with businesses based in the city centre and district is important. The University's own figures confirm that over the last three years, 68% of graduates found work within Yorkshire and Humberside. Whilst a significant number of these found employment in Bradford, there is potential to increase graduate retention numbers.

However, the challenge is to maintain and grow the graduate retention figures through ensuring qualifications achieved are aligned with Bradford's current business and manufacturing needs, and the planned for expansion of the city centre's financial services and digital sectors.



A targeted approach to clustering linked to the University, Bradford College and other institutions' growth and specialisms will provide a distinctive strategy for Bradford, in particular in relation to Biomedical and Life Sciences, Management, Health, Computing, Informatics and Media, Engineering and Design.

### ADDRESSING BASIC LEVELS SKILLS PROVISION

The underlying skills gap for many Bradfordians is limiting opportunities for our population, and is also having a direct impact on our businesses. Given the range of educational institutions sited in the city centre and the relative accessibility of this as a location, it must have a key role to play in providing an enhanced offer both in terms of adult learning and apprenticeships as well as improving basic level skills for our younger people and raising aspirations for all.



*Improving skills for younger people and raising aspirations for all*



*Building STEM excellence at Bradford*

### 3.4 WHAT WILL THE BENEFITS BE?

The delivery of excellence in learning in Bradford is fundamental to the wider aims of Producer City to build an innovative, productive and high value economy and the city centre has a key role to play in facilitating the step change required. The major benefits will be:

- » A growth in more rewarding, well-paid employment
- » A more sustainable and competitive economy through the application of technological innovation and greater inward investment
- » Energised local business growth
- » Raised levels of community pride and confidence in our city's education
- » The promotion of an enterprise culture
- » Stronger connections across the world through the international community of graduates and academics
- » Contribute towards a more vibrant and prosperous city centre
- » High standards of student accommodation will contribute to urban living through good quality urban design



*University of Bradford – new Atrium building*



### 3.5 ACTION PLAN

#### VISION

*Bradford city centre will become the primary location for integrated skills and learning in the district. It will promote excellence and access across all forms of education building on the existing major assets of the University and Bradford College, and coordinating new activity linked to business and residential investment in the city centre.*

To achieve this vision we have identified the following key objectives to help structure proposed actions and delivery activities.

- L1. Development of the Learning Quarter enabling Bradford University and College to meet their growth and quality objectives
- L2. Physical networked integration of the University and College as an integral part of the city centre
- L3. Enhanced relationships between learning establishments in the city centre and district businesses, and international businesses and institutions
- L4. Improved interaction between city centre learning establishments and the district's communities
- L5. A substantial improvement in adult skills and training through increased involvement

The following actions are specifically tailored to meeting the five objectives. Many of the actions identified will relate to delivery by bodies other than the Council.



### 3.5.1 OBJECTIVE L1. DEVELOPMENT OF THE LEARNING QUARTER ENABLING BRADFORD UNIVERSITY AND BRADFORD COLLEGE TO MEET THEIR GROWTH AND QUALITY OBJECTIVES.

Significant investment has been made by both the University and the College in their campuses. Developments such as the Re: Centre and the STEM Centre at Bradford University, and the new David Hockney building at Bradford College are noteworthy success stories. Supporting the future growth plans of the University and Bradford College remains vital to the ongoing transformation of this part of the city centre and the sustained growth of the learning quarter.

#### ACTIONS

- L1.1. Ensure a *positive policy position for the future of the Learning Quarter* by embedding in the AAP to afford it formal policy status.
- L1.2. Review University and Bradford College land requirements over the next ten years. Apply CPO powers where appropriate *to ensure the delivery of key sites for University / College expansion as required.*

- L1.3. Partnership working between the Council, the University and College to create *development briefs for disposal sites* in order to build market confidence and encourage maximum return against suitable land uses.
- L1.4. Deliver the *Listerhills Triangle site* proposals to include student apartments, care assisted housing, and a children’s nursery.
- L1.5. Deliver the University Enterprise Zone, comprising an on-campus Healthy Living Centre and a Digital Health Hub, based in Little Germany.
- L1.6. Deliver the new Bradford College STEM Advanced Technology Centre.

#### DELIVERY

- » Joint working between the Council, the University and the College will be facilitated by the establishment of a ‘client based approach’ on the Council’s part as a firm commitment to streamlining the planning and delivery of key projects.
- » The University and Bradford College will be encouraged to consider a strategic spatial approach in estate planning which accommodates their growth ambitions and highlights their disposal priorities. The spatial plan should seek to secure a stronger interface with the city centre, and should take into account other objectives contained within City Plan. City Plan identifies a more outward looking spatial proposition for the Learning Quarter that will be reflected by the Council in the city centre AAP. The spatial plan seeks to carve out room for the University and College to grow as an integral feature of the city centre. In time this can inform more detailed guidance in the form of planning briefs for key sites.



- » Putting in place a positive and jointly agreed policy position, backed up by a strategy for progressing and promoting the acquisition and disposal of land should be a priority for the next 5 years.



*Bradford College David Hockney Building*

### 3.5.2 OBJECTIVE L2. INTEGRATION OF THE UNIVERSITY AND BRADFORD COLLEGE INTO THE CITY CENTRE

Notwithstanding the ongoing success of these two institutions, and the significant numbers of students that this has attracted, the level of physical integration and therefore student activity within the wider city centre is currently limited. The Council, University and College share an ambition to address this issue and pursue greater levels of connectedness.

Improved physical connectivity within the city centre can benefit residents, institutions and visitors, and can help to secure more vibrant and safer streets. There are currently issues of perceived safety for students in the city centre. The student population of the city needs to be encouraged back into the wider city centre to help create the vibrancy and diversity required.

#### ACTIONS

- L2.1. Develop an *Evening Economy Strategy* which recognises the cultural and ethnic make up of the student and wider population. Encourage and support cafés and restaurants as well as bars to ensure a mixed and family friendly evening economy.
- L2.2. *Improve physical connections between the Learning Quarter and the rest of the city centre.* Through considered highway and public realm design, ensure that safe physical links between the University and the rest of the city are enhanced. This will include the construction of new or improved crossing points; improved information and signage; and encouraging the movement between the Learning Quarter and the Top of Town through the creation of new pedestrian priority routes.

- L2.3. Through new development proposals and development guidance, reinvent *Thornton Road as a vibrant 'Front Door'* to the Learning Quarter, and deliver new sites on both sides of the street for a mix of uses (including education, commercial or residential) that create a richer mix of active ground floor frontage.



Bradford College at City Park. IT and lifestyle training





L2.4. Promote new *satellite learning facilities* for the University and College in partnership with businesses in locations outside the Learning Quarter.

Council departments to improve safety and perceptions of safety. **Review current warden arrangements** to improve the perception of safety in the evening and encourage more activity.

» The Council's city centre management team will work in partnership with the University/College Students Unions and the Police to coordinate an effective and joined up city centre Warden Scheme as part of the wider operational management of the city centre.

L2.5. Build on existing relationships with the University/ College Students Unions, the police and relevant

## DELIVERY

- » The Council, in partnership with the University and College to agree an appropriate approach to achieve development of the Thornton Road.
- » The Council will continue to encourage the creation of satellite University and Bradford College facilities outside of the campus, the university / BT digital incubator in Little Germany being an early example. At the same time, the Council will consider the approach to business uses in and around the Learning Quarter through the AAP in conjunction with the College and University.



...and Forster College – Learning to run a bistro and deli in City Park

CASE STUDY:  
UNIVERSITY INTEGRATED STREET: OXFORD ROAD, MANCHESTER

Oxford Road is a major transport route into Manchester city centre and is home to a wealth of **knowledge intensive organisations and businesses** which provide the largest education campus in the UK and the largest clinical academic campus in Europe. Oxford Road brings together **The University of Manchester, Manchester Metropolitan University, and the Central Manchester University Hospitals NHS Foundation Trust.**

‘**Corridor Manchester**’ is the regeneration partnership for the area around Oxford Road; providing investment for the redevelopment of the Corridor running south from St Peter’s Square to Whitworth Park along Oxford Road. It is the first partnership of its kind in the UK, bringing together Manchester City Council, The University of Manchester, Manchester Metropolitan University and the Central Manchester University Hospitals NHS Foundation Trust. Oxford Road is recognised as an important focus for knowledge-intensive sectors (43% of activity along the Corridor) and in generating £2.8 billion (22.5%) of Manchester city’s GVA.

A key project of ‘Corridor Manchester’ is to **improve the public realm** within ‘The Corridor’ - which in turn will contribute to the delivery of growth, new business spaces and jobs. Complimentary to this project, The University of Manchester, in partnership with Red Rose Forest, have developed the ‘i-Trees’ project which will see the Oxford Road area developed into a low carbon laboratory to monitor how trees and grass can influence local climatic conditions. The Oxford Road will be transformed into a ‘green corridor’ and will involve tree planting and the installation of green walls and green roofs (including the Whitworth Art Gallery) to create a more pedestrian friendly environment and a distinct sense of place.

These projects and initiatives to enhance the public realm and environment around the Oxford Road area will in combination help to integrate University uses to either side of the Oxford Road, and be complimented by the setting of green spaces opposite the Whitworth Building of the University of Manchester. The University Integrated Street seeks to transform Oxford Road from a location of severance to one of integration and cohesion. Thornton Road has the potential to perform a similar role for Bradford city centre.





### 3.5.3 OBJECTIVE L3. ENHANCED RELATIONSHIPS BETWEEN LEARNING ESTABLISHMENTS AND CITY CENTRE BUSINESSES

Within the context of Producer City, City Plan identifies the type of business activity that is best located within the city centre. The interaction between business and learning is vital to future success for Bradford. A targeted approach linked to the University and College growth and specialisms will provide a distinctive strategy for Bradford in particular in relation to biomedical and life sciences, management, health, decentralised water and energy infrastructure, computing, informatics and media, engineering and design.

Bradford College and University are a very big part of the 'glue' which enables commercial innovation to take place. Despite a strong reputation for research and knowledge transfer (in particular in relation to the University) as yet they do not deliver high levels of spin out businesses and value. The reawakening of Bradford University's ambition to be the best technology university in the north of England in particular provides an opportunity for it to become an integral part of the city centre's enterprise 'capital' ambitions. Such ambition acknowledges that whilst all students are welcomed the city must also capture some of the brightest in order to be the best.

#### ACTIONS

- L3.1 *Target inward investment support* to key sectors/ clusters for businesses which align with the specialisms of the University and Bradford College.
- L3.2. *Secure higher levels of graduate retention* by mapping where Bradford's FE and HE graduates go to when they leave full time education. Understand who is lost to the city and why. Use this learning to better inform local employers. Strengthen Bradford's recruitment effort at local city recruitment fairs – both across the UK and abroad.
- L3.3. Create many more opportunities for the brightest undergraduates to gain work placements as part of their core studies through the development of a *city centre placement scheme*. This could include the 'year in industry', a UK scheme, which organises gap year placements for pre-University and undergraduate students in particular in engineering, science, IT, and business. Support businesses to start soft recruiting ahead of graduation time.

- L3.4 The Council, University, Bradford College and selected private sector partners to work together to develop a programme of physical Innovation Centres for specialisms with a high economic return, especially in relation to creating jobs.
- L3.5. Capitalise on the development of Westfield Broadway to create learning opportunities for business and retail management, marketing and buying, through the establishment of a Retail Academy.
- L3.6. Maximise the benefits of the University/College's specialisms to support overseas missions and Bradford based events in conjunction with the Bradford Chamber International brand, the Leeds City Region and UKTI through a coordinated *Programme of International Marketing* activity.
- L3.7 Collaboration into the design of 21st century urban infrastructure. Develop local solutions for waste reduction, energy generation, land drainage, and green infrastructure through the AAP.



Visualisation of Bradford University STEM Centre



## DELIVERY

- » The Council's Inward Investment team will work closely with the University / College to define and target companies that have the potential to form future city centre based clustered activity to support better graduate retention and opportunity. The potential to access funding through the LEP, as part of the SEP priority action for investment in capital infrastructure to develop priority sector innovations assets, should also be explored.
- » The Council and the University will continue to work with the Leeds City Region to promote the **Bradford –BT Digital Health Zone** as a University Enterprise Pilot Scheme as an early action.

- » The Council will utilise links with the Leeds City Region, the University and College, the Chamber of Commerce, and individual international businesses located in Bradford, to coordinate a programme of events linked to existing and planned activity.
- » The Council's Environment and Climate Change Service; the Planning, Transportation & Highways Service; and Land Drainage Service will build links with the University and College to share in opportunities to plug into the city centre district heating system; and to collaborate on joint delivery of green infrastructure, green transport routes and managing water courses and urban drainage systems.
- » Plans are at an advanced stage to open the Retail Academy in Spring 2015 at Kershaw House, adjacent to Westfield, Broadway. The Academy will deliver tailored retail programmes in line with those agreed by the National Skills Academy for Retail.

### 3.5.4 OBJECTIVE L4. INCREASED INTERACTION BETWEEN CITY CENTRE LEARNING ESTABLISHMENTS AND THE WIDER DISTRICT

The location of the University and College make further education provision a key function of the city centre that we need to capitalise upon. Opening up the facilities to both school students and Bradfordians in general, either for education or leisure will help to raise consciousness about opportunities in education. It will also help maximise the beneficial use of all types of investment.

There is significant provision of skills and learning activity taking place within the city centre (but outside the learning quarter) with potential for further strengthening and coordination. At the same time, secondary education has a role to play in improving the integrated offer. This can include the current provision within, and in proximity to, the city centre for Secondary School Places to be taken up by 2016 and the identified need for additional school places in the longer term.

#### ACTIONS

- L4.1. The Council and education partners to consider the need for further city centre based post 16 leaving provision that meets the demand for additional school learning places.
- L4.2. Establish the scope/demand for additional Industrial Centres of Excellence (ICE's) for 14-19 year olds. These would build on the principles already established by the Environment Technologies ICE, and the Built Environment ICE.
- L4.3. Continue to embed a business focus into the wider education curriculum through partnerships with local schools.
- L4.4. *Work with the University / College to establish scope for use of facilities by city and district residents to enrich the city centre offer and better integrate the Learning Campus, including, for example, sports and library facilities, into the city centre. Early opportunities to expand access to the STEM facility for all ages in order to raise aspiration should be explored. Thereafter jointly promote those facilities as part of the city centre cultural and leisure offer.*



Embedding business focus into wider education



## DELIVERY

- » If there is an identified need for new educational facilities in the city centre then the detailed location would be agreed through the development planning process or an allocation through the CCAAP.
- » Any review, emerging strategy or programme development will be overseen by the Producer City People and Innovation Board to ensure that interested parties external to the Council can input into future plans for education and skills at the strategic level.
- » The facilities of the University, in particular in relation to sports and leisure, could be promoted as part of the wider cultural and leisure offer for the city centre and Bradford as a university city. The Council will work with the University and College to understand the scope of current and future availability and to market this to both residents and visitors as part of the wider city cultural strategy.

CASE STUDY:  
E3 BRADFORD

E3 Bradford is part of the ‘Get Bradford Working’ programme and stands for **E**ducation, **E**nterprise, **E**mployment. The project is supported by Bradford Council and Bradford Chamber of Commerce, and aims to create a new **enterprise curriculum** that will be adopted by all education providers across Bradford. This is intended to be backed by businesses within the district who will introduce, promote and embed enterprise and business activity skills within the education system.

- The three key aims of the E3 Bradford project are to:
- » Create a demand-led, **business driven**, vocational and enterprise curriculum;
  - » Locate, support and develop local talent by delivering **enterprise driven** activities; and
  - » Raise employer ambitions and aspirations for young people to create higher **skills driven** jobs.

E3 Bradford have and continue to organise a number of events across the Bradford area to enthuse young people, and to provide information about different careers and job opportunities.

The **Bradford Science Festival** is due to be held in October 2014 and hopes to enthuse and inspire young people about science and to raise awareness of careers in science and engineering.

**Bradford’s Work Inspiration Week** held in 2013 and taking place again in April 2014 sees businesses from across the district open their doors to groups of students who are keen to see the workplace ‘in action’. Visits help to raise ambition, support careers guidance, and raise understanding of the workplace and the vital employability that is needed when entering work.







### 3.5.5 OBJECTIVE L5. ACHIEVE A SUBSTANTIAL IMPROVEMENT IN ADULT SKILLS AND TRAINING THROUGH INCREASED INVOLVEMENT

There is an existing and growing demand for adult skills training in Bradford. Qualification levels among Bradford's working age population are lower than the regional and national averages. Furthermore, employers report having employees that do not have the full set of skills required for their jobs. Nearly 52,000 people have no qualifications at all. Employment rates increase as qualification levels increase, and the gap between Bradford's employment rate and the national rate is widest for those without qualifications.

This skills gap was identified in the Bradford District Employment and Skills Strategy. This strategy also looks to focus future activity on sectors with potential to increase economic output or employment. These being: Advanced Manufacturing, Creative & Digital, Professional and Financial Services, Healthcare, Food & Drink, Retail/wholesale /distribution and the low carbon economy.

In recent years there have been a number of initiatives which aimed to increase skills level. One initiative, the Bradford District Apprenticeship Training Agency has been successful in providing apprenticeships for Small and Medium Enterprises (businesses of up to 250 employees and up to £40m turnover). There is now the potential to expand the scope of this provision with the development of Westfield Broadway and the attraction of future employment in the city centre.

The relocation of the library to a prime city centre location could provide the opportunity for this facility to act as a wider gateway to learning opportunities as part of a coordinated skills & education offer. However, to properly achieve this would require a re-focus of the current City Library provision and additional resources.

#### ACTIONS

- L5.1. The Council to continue to work with partners to critically review success of apprenticeship schemes with a view to developing a coordinated ***Apprenticeship Programme*** for the district but focussed in the city centre, building on the success of the Bradford Apprenticeship Group and Apprenticeship Training Agency. This should continue to maximise the opportunities of new investment in the city centre, such as Westfield Broadway, to ensure the scope of apprenticeships within the District meet the needs of business.
- L5.2. Explore the potential for the new City Centre Library or other suitable city centre locations to highlight formal and informal learning opportunities and activities to create ***an information 'hub' for adult learning*** as a district resource located in the city centre .



*Developing adult learning and skills*

## DELIVERY

- » The Council will continue to work with partners to deliver a coordinated response to the adult skills agenda. In taking this forward, opportunities to link into the wider City Region Skills Programme should also be explored.
- » The Council will seek to build on the success of the Get Bradford Working programme as a potential model to bring together the ongoing approach to Adult Learning in the city centre, as part of a coordinated programme in partnership with educational institutions and businesses.

## CASE STUDY: GET BRADFORD WORKING

Get Bradford Working (GBW) is a Council led initiative that seeks to work in partnership to provide employment opportunities by creating; jobs, apprenticeship places, a transformational curriculum for 14-19 year olds, and a range of support measures for those furthest from the labour market.

GBW represents in excess of £9 million of Council investment. Since the introduction of GBW in 2012, significant additional investment has also been levered in from partners as a direct response to the Council's investment. Further funding of £3.5 million has also been invested in the scheme from the Department for Work and Pensions, the Leeds City Region, Incommunities and Public Health. An additional £3 million has also been allocated by Incommunities from 2014-2020.

As well as cash investment from partners, GBW has attracted a range of in kind contributions from employers, training and educational providers and partners have used other funding streams to support the various GBW schemes.



# BRADFORD CITY CENTRE AS A CENTRE OF EXCELLENCE FOR LEARNING



- Existing City Centre learning facilities
- 1. Listerhills Business Park
- 2. College Facilities
- 3. Potential site for new studio school
- 4. Culture Fusion state of the art youth centre and information support service for young people (13+)
- 5. Existing International food and travel studio school (14-19 years)
- 6. Bradford College - David Hockney Building
- 7. Bradford College Advanced Technology Centre opens 2015
- 8. City Library; Bradford College IT and hairdressing; Forsters College
- 9. Society for Dyeists and Colourists
- 10. Aspire I Skills and Learning Support
- 11. Kala Sangam South Asian Arts
- 12. Rainbow Primary School
- 13. Media Museum
- Potential City Centre learning facilities / Sites
- 14. Potential site for new mixed use development
- 15. Listerhills Triangle mixed use development includes sustainable housing (the Green Phase 2 & Children's Nursery)
- 16. Former Beehive Mills Site
- 17. Potential expansion area for Learning Quarter
- 18. New Retail Academy to be located at Kershaw House, Well Street
- 19. University Enterprise Zone Digital Exchange - business incubator
- 20. Built Environment Centre of Excellence linked to Carlton Bolling College

This plan shows the range of existing learning and education facilities in the city centre. Through the identification of sites and projects, the future opportunities for learning are highlighted.

## BRADFORD CITY CENTRE AS A CENTRE OF EXCELLENCE FOR LEARNING

### THE OPPORTUNITY

- » University of Bradford and Bradford College located in the city centre spending over £150 million per year and employing more than 2,500 people
- » HE/FE recognised specialisms in Biomedical and life sciences, Management, Health, Computing, Informatics and Media, Engineering and Design.
- » The city centre home to a wider range of skills and education programmes including apprenticeships and adult learning.
- » UK leading approach to integrated learning through the programme of Industrial Centres of Excellence
- » One of the fastest growing young populations in Europe

### THE CHALLENGES

- » Bradford district has a high percentage of low skills (16.0%) amongst its workforce - affecting employability
- » Improving connectivity between learning institutions and businesses
- » Relatively high levels of graduates leaving Bradford
- » Adult skills lagging behind regional and national averages.

### AMBITION

Bradford city centre will become the primary location for integrated skills and learning in the district. It will promote excellence and access across all forms of education building on the existing assets of the University and College and coordinating new activity linked to business and residential investment in the city centre.

### ACTIONS

Enabling Bradford University and College to meet their growth and quality objectives through:

- » *Ensuring a positive policy position for the future of the Learning Quarter*
- » *Facilitating delivery of key sites for University / College expansion as required.*
- » *Creating planning briefs for disposal sites.*
- » *Deliver the Listerhills Triangle Site.*

Better connection of the University and College into the city centre through:

- » *Development of an Evening Economy Strategy*
- » *Improving physical connections between the Learning Quarter and the rest of the city centre*

- » *Reinventing Thornton Road as a vibrant 'Front Door' to the Learning Quarter*
- » *Promoting new satellite learning facilities for the University and College.*
- » *Reviewing current wardening arrangements to improve the perception of safety*

Enhanced relationships between learning establishments and city centre businesses through:

- » *Targeting inward investment support to key sectors/ clusters*
- » *Securing higher levels of graduate retention*
- » *Development of a city centre placement scheme.*
- » *Initiating a programme of physical Innovation Centres*
- » *Establish demand / need for additional post 16 school leaving places.*
- » *A coordinated Programme of International Marketing activity*
- » *Collaboration into the design of 21st century urban infrastructure*



Increased interaction between city centre learning establishments and wider Bradfordians through:

- » *Develop a programme of city centre Industrial Centres of Excellence for 14-19 year olds.*
- » *Establish demand/need for additional post 16 learning places*
- » *Continuing to embed a business focus into the wider education curriculum.*
- » *Promoting the use of University/College facilities by city and district residents.*

Achieve a substantial improvement in adult skills and training through increased involvement through:

- » *Developing a coordinated city centre Apprenticeships Programme*
- » *Creating an information 'hub' for adult learning as a district resource.*

## DELIVERY

CBMDC will :

- » *Adopt a client based approach to University & College growth*

- » *Ensure a positive policy position for the Learning Quarter through the AAP*
- » *Prioritise the facilitating of key sites to 'open up' the Learning Quarter*
- » *Prioritise Public Realm/ Transportation improvements to Thornton Road*
- » *Promote Satellite Learning Facilities*
- » *Target inward investment support to align with University and College specialisms*
- » *Consider potential locations for any additional required post 16 provision, or further ICE's*
- » *Council to work with the University and Bradford College to establish any future delivery programme*
- » *Promote a coordinated approach to adult skills, with a focus on creating a City Centre Information Hub.*

*The University and College will:*

- » *Take a wider 'city centre approach' to estate planning*
- » *Promote disposal sites in line with agreed parameters*
- » *Jointly pursue satellite learning facilities*
- » *Continue to work with the city centre Management team to improve safety*
- » *Work closely with CBMDC and Businesses to secure student work placements*

- » *Jointly invest in City Innovation Centres*
- » *Continue to work with CBMDC to open up University/ College facilities to Bradfordians*
- » *Work with the Council to deliver the Listerhills triangle site.*

*Other providers will:*

- » *Bradford Chamber to work with the LEP, Council, University and College to deliver a programme of coordinated marketing*
- » *The LEP will work with CBMDC and University to promote the BT Digital Health Zone and other Innovation Centres in due course.*

*Mechanisms:*

- » *Direct grants*
- » *Apprenticeships and placements*
- » *Land review / estate management*
- » *Planning policy*
- » *Public realm investment*
- » *Site acquisition and disposal*
- » *Service review*
- » *International branding and marketing*

PART





# Bradford city centre as an Exemplar of 21st Century Urban Living

## 4.1 LIVING IN THE CITY CENTRE: WHERE WE ARE NOW

Whilst the UK trend towards greater urban living and urban lifestyles has been less pronounced in Bradford than in many other cities over the past decade and a half, the city centre has witnessed slow but steady growth in its residential population. The 2011 UK Census reveals a steady increase in both people and dwelling numbers between 2001 and 2011. There are 4,177 city centre residents (55% of which are students) and 1,734 dwellings. This limited group of inhabitants lives mainly in apartments. The age profile of city centre residents is skewed towards young adults, with only 8% of people in the city centre under the age of 18, and just 2% aged over 65. Scope exists to grow and diversify this resident profile through regeneration.

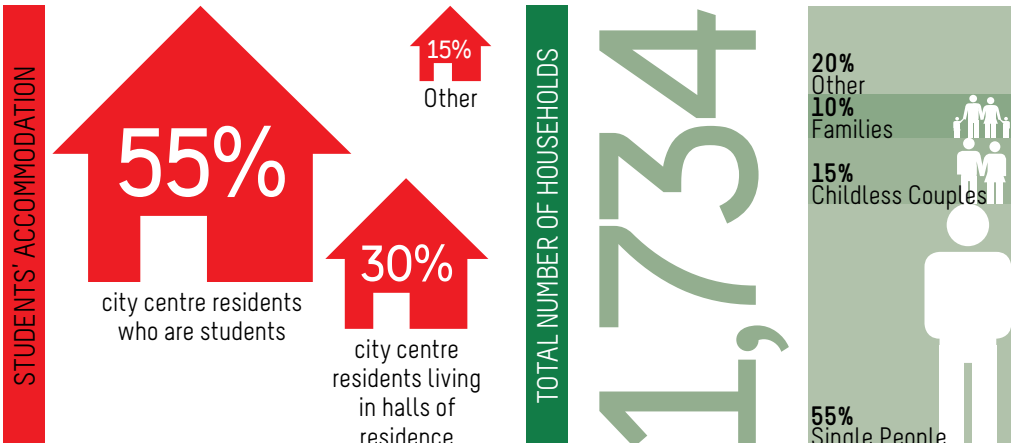
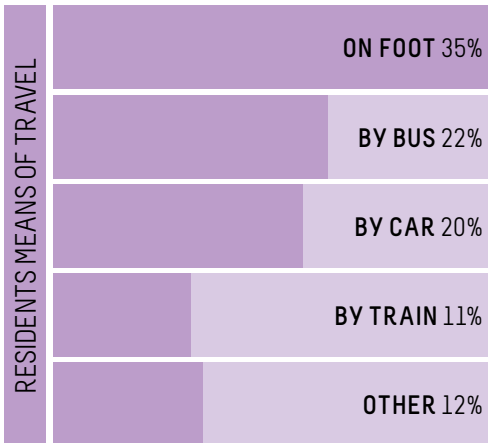
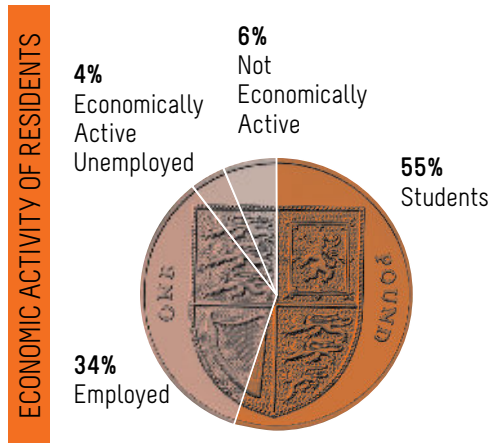
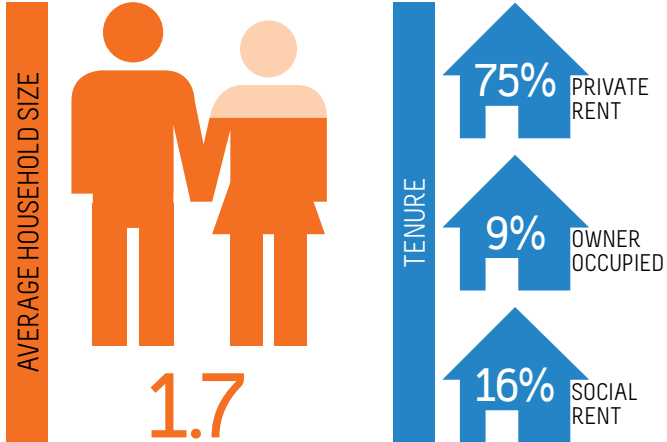
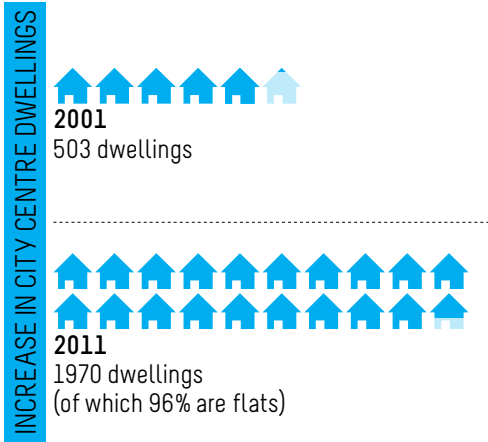
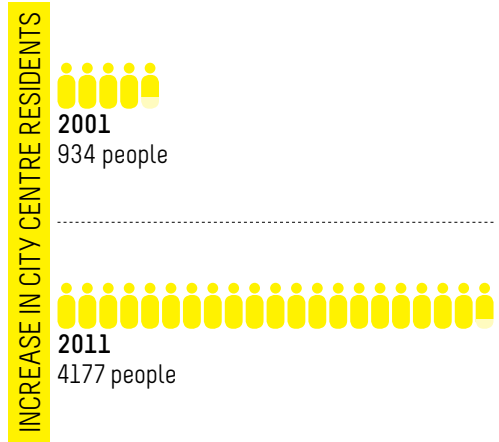
It is perhaps understandable that during the recession investment in urban living slowed. In addition restricted investment in professional and semi-professional jobs and the evening economy compounded this problem not only for Bradford but for many other UK towns and cities.

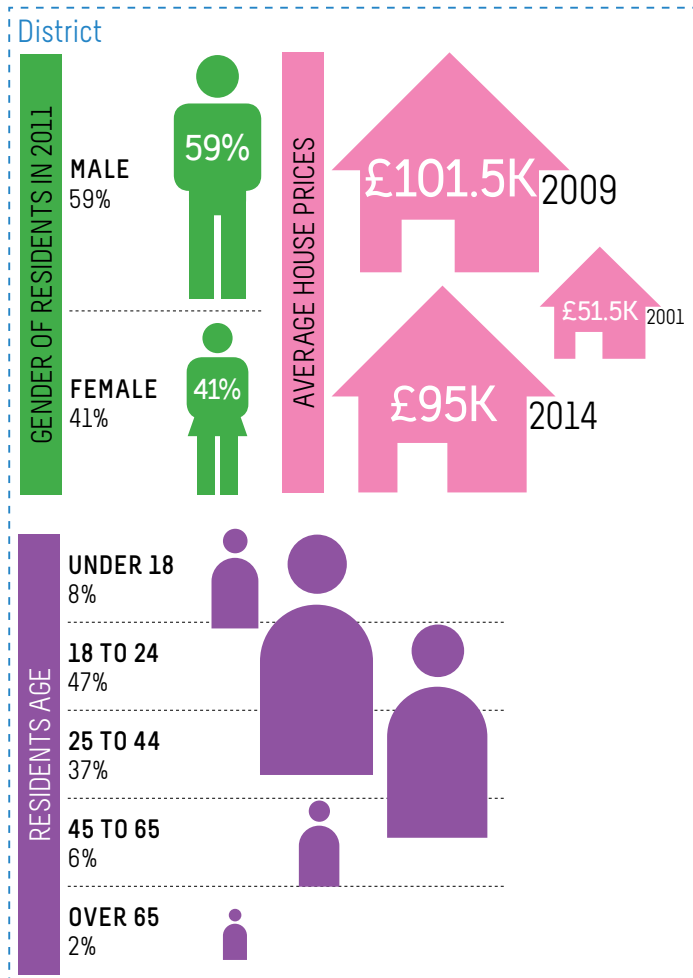
On a positive note, the restricted market has meant that Bradford city centre has not suffered a similar fate to other city centres, where an oversupply of apartments proved impossible to sell during the recession, and where many still remain empty despite the upswing in mortgage lending and the Government's 'Help to Buy' scheme.

Notwithstanding this there were 251 empty dwellings in the City Centre Growth Zone (CCGZ) area in June 2014. This equates to 9.2% of the total in the area, and compares to an average of 3.7% empty across the district. (Source : CBMDC Housing Service). The two main concentrations are in Little Germany and in the area close to the University and College. In both cases these are mainly located in larger buildings that have been converted into self contained accommodation.

New schemes are now in the pipeline as we are beginning to see a resurgence of interest in city living. However greater encouragement is needed to bring about a step change in the quality and nature of the city centre's housing offer, and the rate of delivery to ensure the housing target is met.

City Centre





## 4.2 THE OPPORTUNITY: WHERE WE ARE GOING

In response to government directive and clear signs of recovery in the housing market in the District, the City Centre Area Action Plan (CCAAP) sets the policy and design standards for the delivery of a minimum of 3,500 new homes within the city centre over the next 15 years. Related actions in City Plan outline the approach to delivery and the wider roles for the Council and its delivery partners.

Residential development of the right kind can make a vital contribution to the regeneration of Bradford's city centre. It is therefore a good time to contemplate what Bradford wants to offer in terms of city centre living and consider ways in which a more diverse range of ages and households might not only take advantage of what city centre living can offer, but also how a richer mix of residents can bring vitality and vibrancy to a city centre which is undergoing positive regeneration.

The subject of sustainable development is central to this deliberation. There is an opportunity to establish objectives for the quality of the housing stock available, and the contribution that this can make to the city's wider ambitions in respect of carbon reduction. This is an opportunity to distinguish the city housing offer, and make city centre living synonymous with green living.

The question therefore is not whether to build homes, but what sort of interventions are required to provide the right homes, in the right places, for the right people, at the right time, using delivery models that work in the local context?

In short, if Bradford wants good homes and aspires to successful city centre regeneration, it follows that the city centre should seek to become an Exemplar of 21st Century Urban Living.

### 4.3 MEETING THE CHALLENGE: HOW WE WILL GET THERE

Achieving this outcome in Bradford city centre represents one of the biggest regeneration challenges over the next ten years and beyond. Specifically, there is a need to:

- » Stimulate an underactive market to reveal the potential;
- » Achieve a level of building activity that is ambitious and focussed on sustainable growth;
- » Work to create a varied and demand led housing choice in terms of tenure, type, and size to improve access to housing, meet local needs, and attract new residents;
- » Ensure new city centre homes are attractive, well designed and capable of offering a high level of residential amenity;
- » Consider alternative ways of providing new housing;
- » Ensure other strands of regeneration activity maintain a good pace, to continue to improve the image of the city centre. In particular put in place the leisure attractions and support services that will broaden the appeal of city centre living to a wider range of households and create a city centre community; and
- » Address the empty homes issue in the city centre.

#### STIMULATING POTENTIAL

The market is currently slow to deliver in spite of the positive policy framework provided by the CCAAP. In addition to current levels of private sector activity, alternative means of procuring new homes must be taken seriously, and the scope for more direct action and involvement by the Council, at least in the short to medium term, must be established.

#### AMBITIOUS DELIVERY RATES

The majority of residential development in the city is carried out by the private sector, and this is set to continue. Whilst **direct delivery** by the Council is likely to remain on a small scale the Council does have a clear role in setting policy and strategy, piloting new approaches to housing, as well as direct delivery with partners where feasible. To meet our target of 3,500 new homes in the city centre by 2030, we need to see an average of 235 units built per annum.



*Combining old and new – residential development at Lister Mills Bradford*

### HOUSING CHOICE

A better understanding of the size, type, tenure and range of housing that could be successfully developed in the city centre is required. This needs to be led by the Council, to inform their own actions and to supplement what is already known about the housing market, so that new housing development provides diversity and choice for a wider group of people than appears to traditionally be the case.

The housing needs of specific sectors of the housing market must form part of discussions around housing. Bradford University has delivered exemplar student housing with its development partners in recent years, and investment in more accommodation of this type over the longer term will release traditional family housing back into the market at a time when the concept of city centre living is more broadly understood and accepted.

Other specialist housing needs can be well served in the city centre. This includes homes for the elderly, where access to services and facilities in close proximity can help to overcome constraints on mobility and social isolation.

### HOUSING QUALITY

New build development and refurbishment schemes must exude quality. The city centre must be seen as the place to live by those who are attracted to an urban lifestyle. Good architecture, energy efficient design and good place making will be critical. This does not equate to extravagant costs, rather a rejection of bad design and taking a longer term view of cost-efficiency. Investment in good design and appropriate technologies will ensure communities endure and will deliver a return on investment over a longer term.

### ALTERNATIVE MEANS OF DELIVERING HOMES

It is important to recognise that creating new homes is not just about new build. There are many vacant and under-occupied properties within the city centre, including heritage buildings, which need to be brought back into active use. Not all are suited to residential conversions, but many are, provided the right standards are adhered to and appropriate levels of amenity can be built alongside. The reasons for a slow take up of conversion opportunities are complex and varied, but the scale of the UK's housing crisis is such that we cannot continue to ignore the opportunity of

recycling existing buildings to provide new homes; it provides a sustainable solution which brings the added bonus of saving our heritage. This unavoidable challenge needs to be taken up with vigour.

Building to the right standard will ensure that efforts to improve energy efficiency remains focussed on hard to treat properties. The more densely populated nature of the city gives greater opportunity for the delivery of municipal energy such as district heat. Conversely, urbanised areas become susceptible to over heating during summer and the demand for cooling. Careful consideration of the energy requirements for urban living can bring about solutions without burdening residents.

### BROADENING THE APPEAL

Achieving a more stable city centre community that can cater for residents at different stages of their life requires careful consideration of the nature of the place that is being created, and the sorts of facilities that will be required. The Council's own *Bradford Local Investment Plan 2011-2020* states that access to services and facilities is widely recognised as being key to the creation of successful, sustainable and healthy communities. The solutions must be researched, carefully planned, well-funded and properly designed.



The current lack of such facilities may well be a factor as to why the city centre's housing market is dominated by students and young adults. As a consequence, the city's current residential community lacks the diversity and potentially the funds to contribute to a healthy city centre economy. The provision of primary health care, schools and open spaces should be regarded as essential if new residents are to be attracted to reside and remain in the city centre. A successful city centre also needs to provide an attractive leisure offer including bars, cafés and restaurants. All of this requires land and buildings and therefore funding. But these will be needed wherever people live, so the key is to identify the right locations and funding mechanisms specific to the city centre.

Currently there is limited greenspace in the city which is perhaps highlighted by the loss of Bradford Urban Garden. There is also a lack of sports pitches and formal play space.

The city centre needs to consider innovative ways to address these short falls including sharing of facilities and useable space. The use of City Park for temporary sports/ active events like ice skating, five a side etc could help address this in part. The recommendations of the Green Infrastructure Study currently being finalised could provide further ideas.

## EMPTY HOMES

Whilst we face issues of city centre vacancy, these are more limited in scope than in many other city centres and relate largely to specific building types and locations. The bulk are located within larger buildings that have been converted into self contained flats (90%) - the two main concentrations being in Little Germany and in the area close to the University and College

The majority of empty properties have been empty for less than 6 months and a considerable number of these are located within a single student accommodation development that is currently being marketed for occupation for the 2014/15 academic year.

An ongoing research project, being undertaken on behalf of Unipol and the University will inform current and future accommodation needs for student accommodation. This should help to inform future development requirements for the city centre and University areas and the broader approach to empty properties which needs to be addressed.

## 4.4 WHAT WILL THE BENEFITS BE?

The presence of a stable and mixed residential community can stimulate support for city centre services and businesses, as well as creating an atmosphere of activity, security and family-friendliness. The District's own Housing and Homelessness Strategy (2014 – 2019) acknowledges the significant contribution that housing can make to the wider city economy:

*“the city centre is the key economic driver for the district, but its success depends in part on a vibrant, diverse residential offer”.*





*Sustainable Student Accommodation at 'The Green', University of Bradford*





## 4.5 ACTION PLAN

### VISION

*Bradford city centre will provide an excellent place to call home, allowing people from many different households the opportunity to benefit from the advantages of city centre living. Strong leadership and greater involvement by the Council in delivery activities will help to stimulate the city centre housing market in the short to medium term, with wide reaching benefits for the city's economy and image.*

The city centre can provide good homes for Bradfordians and attract new residents to the district to live in the city centre. Housing need, and the right to a good quality home, are critical to successful growth; indeed they are clearly recognised in the Council's *Community Strategy* and in the emerging CCAAP. The role of City Plan is to emphasise the need to craft the right sort of solution for the city centre, one that will lead to the cementing of the reputation of the city centre as a great place to live at any stage in life (see diagram on page 95).

From this starting point it is appropriate to establish some clear and city centre specific objectives to meet the challenges in securing new housing and to establish how the desired outcome can be achieved, ahead of identifying the right mechanisms for delivery.

Exemplar 21st Century urban living will be achieved through the delivery of:

- R1 A suitable housing offer for existing and future Bradford households, at any stage in their life.
- R2 A spatial concept for development which recognises the benefits of different house types and supporting uses in close proximity.
- R3 High standards in architecture, placemaking and sustainable design.
- R4 A substantial reduction in empty upper floors and vacant buildings through conversion of appropriate properties to dwellings.
- R5 Appropriate standards of living accommodation, and a reduction in the amount of sub-standard homes.

The following actions are directly tailored to meeting these five objectives. They provide a structure for the Council and its partners to operate within as they work to deliver a 21st Century exemplar of urban living.

Some actions will be delivered through the persistent and consistent application of strong policies or processes. Others through collaboration with other organisations and developers, or through the use of assets. In the short term this requires direct intervention by the Council in order to stimulate the market. This can be achieved through a specific delivery mechanism for the city centre, which draws on best practice from other places. It may be similar to the JV approach being pursued in Canal Road Corridor for example, but consideration should be given to other options in order to establish the best approach.

### 4.5.1 OBJECTIVE R1. A SUITABLE HOUSING OFFER FOR EXISTING & FUTURE BRADFORD HOUSEHOLDS, AT ANY STAGE IN THEIR LIFE

Through partnership and selectively through direct development the Council will act in the short to medium term to stimulate investment and development. In the medium to long term it is anticipated that the lead in housing delivery will switch to the private sector.

Many households would choose to live in a central location if the offer is deemed to have advantages over other locations. This includes:

- » Those with reduced mobility (the non-car owning population) who benefit from living in close proximity to a primary service centre;
- » Those who would choose an urban lifestyle, and enjoy the buzz that city centres can offer;
- » Those whose housing need is best met through the types of accommodation that are most often found in the city centre, for example young childless people who do not want to maintain a garden; and
- » Those who would like to live close to their work, or near to public transport.

#### ACTIONS

- R1.1. **Direct delivery by the Council** through small scale or pilot developments to stimulate demand and catalyse activity in the private sector.
- R1.2. **Delivery in partnership with housing developers** or housing associations whereby the Council provides the land for housing schemes and bears some of the risks associated with development in a fledgling market.
- R1.3. **Acquisition of land to assemble sites** for the purposes of development, potentially using Compulsory Purchase Powers as an instrument of last resort and in conjunction with a developer.

- R1.4. **Direct and sustained delivery by the market**, following the lead established by the Council.
- R1.5. A City Centre Area Action Plan (CCAAP) which clearly **articulates city centre housing requirements** in terms of density, and design and environmental standards.
- R1.6. A CCAAP which provides **a clear spatial strategy**, allocating housing sites in appropriate locations, as well as sites for social infrastructure.
- R1.7. Collaboration with the University of Bradford, its partners and with the providers of specialist housing to **understand and plan to meet specialist housing needs**, and to seek to facilitate the delivery of specialist housing.



## DELIVERY

- » A strategic approach to housing delivery in the city centre will be developed to establish housing demand; desirable mix, tenure and type, and a clear action plan for Council intervention to stimulate demand, and facilitate key developments by the private sector. When feasible the Council will also consider delivering directly including joint venture agreements with housing associations or the private sector. Key to this will be developing a clearer understanding of private sector activity and plans.
- » Teams from planning, housing, education and economic development will continue to align their objectives in a manner which makes for good place making, and achieving the housing objectives of the CCAAP. Both new build and refurbishment options will be pursued to work towards the target of 3,500 dwellings is met.
- » The spatial components of the CCAAP will be informed by City Plan in allocating appropriate locations for residential development based on an understanding of the current functions and patterns of activity in the city centre, and on the character of the immediate hinterland. The residential spatial plan highlights that the greatest potential to create a high quality residential offer lies in the arc which stretches from Little Germany in the east, across the “Top of Town” and on to Goitside where it will gradually merge with the University and College. This geography will place new homes in close proximity to existing and emerging residential neighbourhoods, and can generate sufficient critical mass to allow new, identifiable neighbourhoods to be created. City Plan encourages the idea that residential development needs to relate and connect well to surrounding uses, and so does not preclude other areas eg the Southern Gateway, from incorporating housing as a component of a mixed use area.
- » The Council will establish a client focused approach to key partners involved in the regeneration of the city centre. This includes developers but critically will involve important institutions such as the University whose land and development needs will be considerable over the life of City Plan. Those needs will be anticipated, planned, assessed and designed so that the maximum regeneration benefit can be reaped. This approach will be critical if the housing needs of a growing student body are to be managed alongside the housing needs of the wider population.



102 *Recent residential conversion at 15-17 Canal Road Bradford*

### CASE STUDY: NEWCASTLE'S WEST END

The Scotswood Urban Regeneration Vehicle is a partnership between Newcastle City Council and developers Barratt, Keepmoat and Yuill (BKY). It was set up to deliver a sustainable new neighbourhood for Scotswood, located 3 miles to the west of the city centre of Newcastle-upon-Tyne and totalling £265 million worth of investment in the regeneration scheme.

The scheme will create 1,800 high quality, eco-friendly family homes alongside new neighbourhood and commercial facilities, parks and public open spaces over a 15 year delivery period. The scheme also plans to invest around £5 million into the area's schools. Development plans include a neighbourhood centre, retail and commercial space, parks and public areas.

The development will be criss-crossed by green corridors, linking it to the existing neighbourhoods. The homes will benefit from tiered gardens in order to make the best possible use of the naturally sloping site. The



15-year project will also feature a social and cultural programme - 'make your mark' – which has significant levels grants for community projects already allocated.

The public and private partners will share both risk and reward - investing an equal amount of money into the joint venture. Initial preparatory work began on site in April 2010, following confirmation of a funding package from the Homes and Communities Agency and Bridging NewcastleGateshead. This took 18 months and was followed by the first phase of new housing in 2011. As part of the approach active engagement with communities was carried out with the residents of Scotswood and Benwell playing their part in creating the new neighbourhood.



*The site of the housing development in Scotswood*

The first bricks were laid on the homes in 2011. The first phase of development comprises 377 homes - including the 58 affordable houses for rent and shared ownership, which will be available through Fabrick Housing Group.

All of the properties constructed will incorporate eco-friendly features, with hot water and heating supplied from a neighbourhood energy centre which will be operated by E.ON, providing a cost effective supply. The initiative has been hailed as one of the world's most innovative infrastructure projects. In 2012, the initiative was named as one of seven in the UK in the KPMG Infrastructure 100, a league table showcasing the best projects in the world<sup>1</sup>.

Phase 1 of the scheme is ongoing and approximately 30 homes have now been occupied. The Energy centre has been completed and discussions are now ongoing to bring forward Phase 2.

<sup>1</sup> Scotswood Regeneration scheme: [www.thejournal.co.uk/business/business-news/scotswood-regeneration-scheme-hailed-among-4406002](http://www.thejournal.co.uk/business/business-news/scotswood-regeneration-scheme-hailed-among-4406002)

## 4.5.2 OBJECTIVE R2. A SPATIAL CONCEPT FOR DEVELOPMENT WHICH RECOGNISES THE BENEFITS OF DIFFERENT HOUSE TYPES AND SUPPORTING USES IN CLOSE PROXIMITY

A spatial concept such as the ‘Urban Villages’ model seeks to emulate the best characteristics of traditional urban living in order to support mixed and vibrant communities. A mixed use approach to housing development, based on a model of this nature can:

- » Help to create attractive and recognisable neighbourhoods;
- » Support the development of healthy and stable communities;
- » Ensure easy access to facilities for all households, regardless of income or mobility; and
- » Encourage families and wealthier households, who can enjoy urban living without losing all of the benefits offered by a suburban lifestyle.

### ACTIONS

- R2.1. **Identify and quantify the social infrastructure requirements** associated with the anticipated housing mix for the city centre. Identify land in suitable city centre locations for these uses and plan for the delivery of these through the planning process. A Local Infrastructure Plan for the city centre is currently being prepared as part of the work being undertaken in support of the AAP.
- R2.2. Adopt the principles of the ‘*Urban Village*’ model as the principal approach to spatial planning and design for new city centre housing. Urban villages will generally pursue the following principles:-
- » Be at a minimum density of 30 dwellings/ Ha as stated in the Core Strategy. Higher densities will be encouraged - provided there is no compromise to quality or sustainability;
  - » Reduce car reliance and promote cycling, walking and public transport use;
  - » Encourage the creation of interrelated and linked neighbourhoods and communities within the city centre;

- » Help facilitate strong community institutions and interaction; and
- » Embody tried and tested urban design principles, good architecture and well designed public realm.

R2.3. Pursue and implement the emerging **Green Infrastructure Strategy**, including the identification of land for green open spaces and parks at the heart of residential areas.

R2.4. **Improve mobility between the Top of Town, the Oastler Centre and the Westfield Broadway** shopping centre to ensure the elderly and less mobile residents living within the city have good access to all retail and leisure services.

R2.5. Ensure a **high quality and affordable fresh food offer** is available in close proximity to city centre homes.

R2.6. Work with relevant groups to deliver a **Peoples Centre** as a key city centre resource for older people and the wider community that will bring together space, services, support, activities and facilities in one place.





## DELIVERY

- » Representatives from the NHS, Children's and Adult Services, and Education will continue to contribute to the CCAAP in order to properly assess what is needed to support 3,500 city centre dwellings. This assessment will take into account the anticipated mix of dwellings and the capacity of existing services and facilities. This will happen in the same way that a proposal for a 3,500 dwelling greenfield site would.
- » The emerging Community Infrastructure Levy (CIL) will help fund social infrastructure within the city centre through the Regulation 123 list. The Council will continue to levy S106 for the delivery of affordable housing.
- » The residential spatial plan included in City Plan indicates where housing development should be concentrated. More detailed master planning should be carried out to establish where the mixed use focal points might be located to best serve the residential population of the city centre. This includes necessary sites for healthcare and primary schools, the latter of which may have to be acquired by the Council to ensure delivery.
- » Ways to overcome the hurdle presented by the topography of the city centre, and in particular the steep hill between the Top of the Town and Westfield Broadway will be considered to ensure continued integration of different parts of the city centre. Specifically for elderly residents, the feasibility of introducing a dedicated mobility scheme such as offering electric scooters for hire will be explored. We also need to continue to pursue initiatives with key partners that will help to establish strong links between the bottom and the top of the city centre.
- » The Top of Town has the potential to develop along 'urban village' principles. It is well located in relation to prospective residential sites and additional city centre residents will boost trade to increase its viability. The area already includes a strong fresh food offer through the Oastler Centre; incorporates the city's only supermarket, and with a growing independent sector of bars, cafés, and shops, a new Asian Bazaar and a micro brewery, is beginning to develop a momentum of its own.
- » Similarly Little Germany and Cathedral Quarter have potential to grow along 'urban village' principles, as the ripple effect of Westfield begins to gain traction.

### 4.5.3 OBJECTIVE R3. HIGH STANDARDS IN ARCHITECTURE, PLACEMAKING & SUSTAINABLE DESIGN

Investment in high design standards for homes within an attractive living environment will:

- » be instrumental in securing a stable and secure community;
- » attract further investment in decent quality homes from the private sector;
- » deliver a good return over the lifetime of the development to owners;
- » be more sustainable in that they are more energy and water efficient; and
- » benefit the economy as the city centre’s reputation as a great place to live grows.

#### ACTIONS

- R3.1. Establish and articulate the *high design standards* that the Council expects for all development through the planning apparatus and planning application process.
- R3.2. Ensure *cars and car parking is well planned and managed* so that vehicles do not detract from the amenity of residential areas.
- R3.3. Ensure all development led by the Council and Incommunities is well designed and *demonstrates an acceptable standard of architecture and urban design*.

#### DELIVERY

- The Council will incorporate a ‘City Centre’ chapter into their emerging Bradford District Housing Guide SPD. This will clearly articulate the Council’s expectation for best practice, high quality and sustainable homes. The housing design guide should include environmental and space standards.
- » The Council will plan for the expansion of the city centre public realm enhancements throughout the city centre. Requirements for areas which are principally residential should be established and developers should comply with these requirements.



- » Residential parking standards for city centre living are established in the Core Strategy to ensure adequate provision for different house and household types. Whilst the eventual aim is to minimise carbon fuel emissions and congestion there will always be a residual car owning population. Alignment of the city's parking management will be key in addressing this. In addition, insisting on provision for plug-in vehicles on future projects will help future proof developments and encourage low emissions/ public health benefits.
- » The planning and highways services will encourage the adoption of the standards set out in the CCAAP and the City Centre Design Guide and Addendum at the pre-application and application stages. Schemes will not be supported if they do not help deliver the city's plans for the regeneration of the city centre and assist in the delivery of high quality homes.



*New city living to high design standards. Vizion development, Milton Keynes*

### 4.5.4 OBJECTIVE R4. A SUBSTANTIAL REDUCTION IN EMPTY UPPER FLOORS AND VACANT BUILDINGS THROUGH CONVERSION OF APPROPRIATE PROPERTIES TO DWELLINGS

A focus on empty upper floors can:

- » Ensure more efficient use of existing buildings,
- » Protect Bradford’s heritage; and
- » Make a substantial contribution to the Bradford Core Strategy housing target for the city centre.

#### ACTIONS

City Plan proposes direct action by the Council and partners to achieve this objective in the following ways:

R4.1. Pursue and encourage the *conversion of suitable premises above ground floor and vacant buildings for residential use.*

#### DELIVERY

- » The Council will implement and assess the effectiveness of partnership arrangements with English Heritage in respect of the Little Germany Local Listed Building Consent Order initiative. Where successful, the Council will consider the opportunity to apply this approach to other areas of the city centre to reduce the burden of bureaucracy on developers.
- » The Council will encourage developers, agents and owners to take advantage of the recently approved city centre change of use Local Development Order (LDO). This LDO will provide local planning support for the conversion of upper floors of units within the Primary Shopping Zone into 9 or fewer residential units.
- » The Council will consider direct delivery of a demonstration project(s) through the acquisition, conversion and resale, or let of vacant property in locations which form part of new residential clusters, in order to stimulate market interest and to help consolidate these clusters.



- » The Council will actively encourage partnership working with land owners and developers to bid for funding from central government under the banner of its regeneration activity within the city centre.
- » Community based groups and charities will be encouraged to bid for grant funding to bring forward specific residential projects in the city centre.
- » The Council will look at ways of bridging viability gaps in development schemes by assisting in bidding for funding; relaxation of developer contributions; Council Tax relief on completed units, and waiving of planning application and building control fees. Discussions with prospective developers are needed to establish a mechanism and potential projects.



Vacant upper floors Bradford City Centre

## 4.5.5 OBJECTIVE R5. APPROPRIATE STANDARDS OF LIVING ACCOMMODATION, AND A REDUCTION IN THE AMOUNT OF SUB-STANDARD HOMES

A commitment to high standards of living accommodation, and a reduction in the amount of sub-standard homes, including where appropriate the standard of ‘homes in multiple-occupation’ will:

- » Improve the image of the city centre;
- » Attract a greater variety of households to move here;
- » Release housing in multiple occupation for occupation by families;
- » Improve the sustainability of the housing stock; and
- » Benefit the well-being and security of residents.

### ACTIONS

- R5.1. *Ensure housing standards are strictly enforced* to ensure safe homes with good levels of residential amenity. Identify and address sub-standard housing.
- R5.2. Instigate a framework for working with managing agents of city centre properties to *regulate and maintain appropriate housing management* within the city centre.
- R5.3. Support the University and its partners in the *creation of dedicated student housing* to enhance the appeal of Bradford as a good place to study.
- R5.4. Align inter-departmental standards in relation to housing, building control and environmental health to *ensure consistent and easily accessible advice and regulation of homes*.
- R5.5. The Council will work with house builders to develop schemes that *improve the energy efficiency* of accommodation to reduce the burden of energy bills and improve the health and wellbeing of residents.

### DELIVERY

- » Direct delivery by the Council. The Council will consider a variety of models and mechanisms to deliver housing in the City Centre including the benefits of working more closely with private sector developers. The Council will explore a variety of funding sources including prudential borrowing, cross-subsidy from sales and commuted sum monies.
- » The delivery recommendations listed under R1 in this section of City Plan, relating to a client based approach to working with major institutions such as the University, are important to achieving the right volume of student housing. Students should not be dependent on low quality private rented accommodation, and the release of homes currently in multiple occupation by students could contribute family homes to the city centre market.

# BRADFORD CITY CENTRE AS AN EXEMPLAR OF 21ST CENTURY URBAN LIVING



**Focus for new City Centre residential communities**

**RESIDENTIAL LED AAP SITES**

1. Former Provident financial HQ
2. Thornton Road Car Park Site
3. Former Bee Hive Mills
4. Wigan Street car park
5. Yorkshire Stone Yard
6. Standard buildings
7. Land to rear of Holmfield Court
8. Sunwin House
9. Former Rawson Market and car park
10. Car park on former site of Carlton Grammer School
11. Area west of Valley Road
12. Cathedral Quarter Phase 1
13. Cathedral Quarter Phase 2
14. Cathedral Quarter Phase 1
15. Burnett Street car park
16. Olicana House
17. East Parade car park
18. Listerhills Triangle Studio Apartments and Children's Nursery
19. Car sales site Thornton Road
20. Former Alexandra Hotel
21. Former Tetley Street shed
22. Former Yorkshire Building Society
23. Clifford Street car park
24. Britania Mill car park
25. Britania Mill
26. Britania Street car park
27. Bedford Street garage

This plan illustrates the primary locations identified for the creation of residential communities in the city centre. The city offers opportunities for both new build and refurbishment of existing buildings

# BRADFORD CITY CENTRE AS AN EXEMPLAR OF 21ST CENTURY URBAN LIVING

## THE OPPORTUNITY

- » A young and rapidly growing population particularly in the city centre
- » High levels of students living in the city centre
- » Good degree of demand for new city centre homes
- » A positive policy framework which is planning for some 3,500 new homes in the city centre
- » Evidence of delivery stimulated by the public sector

## THE CHALLENGE

- » Difficult market conditions and sluggish delivery of new homes
- » Inadequate services in place to provide for new communities
- » Limited variety in the current offer with 92% of city centre homes being flats
- » Securing highest quality design standards
- » Significant levels of vacant and underused properties in the city centre

## THE AMBITION

Bradford city centre will provide an excellent place to call home, allowing people from many different households the opportunity to benefit from the advantages of city centre living. Strong leadership and greater involvement by the Council in delivery activities will help to stimulate the city centre housing market in the short to medium term, with wide reaching benefits for the city's economy and image.

## KEY ACTION AREAS

Stimulate the reluctant market to ensure the city centre's housing offer improves the overall housing options in the district through:

- » A clear strategy in the AAP which allocates housing sites in appropriate locations & addresses type/tenure etc;
- » Acquisition of land to assemble sites for the purposes of development;
- » Delivery of new homes either directly by the public sector or in partnership with housing developers; and
- » Planning effectively for growth in the student population.

Create a physical concept for development which recognises the benefits of mixed households and supporting uses in close proximity through:

- » Identifying and quantifying the social infrastructure requirements associated with the anticipated housing mix for the city centre;
- » Adopting the principles of the 'Urban Village' model as an approach to planning and design in key locations;
- » Pursuing and implementing the current Green Infrastructure Strategy;
- » Improving mobility for elderly and less mobile residents and delivering the Peoples Centre as a key city centre resource; and
- » Ensuring a high quality and affordable fresh food offer.

Investment in high design standards for homes within an attractive living environment through:

- » Establishing and articulating high design standards;
- » Ensuring cars and car parking is well planned and managed; and
- » Demonstrating the standard of architecture and urban design that is acceptable through our own projects.





A substantial reduction in empty upper floors and vacant buildings through conversion to dwellings through:

- » Pursuing and encouraging the conversion of suitable premises above ground floor and vacant buildings for residential use.

Appropriate standards of living accommodation, and a reduction in the amount of sub-standard homes through:

- » Ensuring housing standards are strictly enforced to ensure safe homes with good levels of residential amenity;
- » Instigating a framework for working with managing agents of city centre properties to regulate and maintain appropriate housing management within the city centre;
- » Supporting the University and its partners in the creation of dedicated student housing;
- » Aligning inter-departmental standards in relation to housing, building control and environmental health to ensure consistent and easily accessible advice and regulation of homes; and
- » Working with house builders to develop schemes that improve the energy efficiency of accommodation.

## DELIVERY

CBMDC will:

- » Consider a variety of models and mechanisms and interventions to deliver housing in the City Centre including working more closely with private sector developers;
- » Ensure high levels of inter-departmental working to focus and align strategies and policies on the creation the city centre as an excellent place to live;
- » Articulate a clear, spatially led planning policy framework to support the creation of city centre neighbourhoods;
- » Plan effectively for a range of support facilities and services, and ensure mechanisms for funding; and
- » Establish a client focussed approach to dealing with providers of specialist housing.

Other organisations will:

- » In the case of housing developers, adhere to the design standards for city centre housing;
- » In the case of the University, look to collaborate with the Council on forward planning for student housing;
- » In the case of English Heritage, look to support the Council in the re-use of heritage buildings; and
- »
- » In the case of housing management bodies, (including private ;landlords, agents and housing associations) look to collaborate with the Council in improving standards of management through a jointly agreed set of guidelines.

## MECHANISMS:

- » Prudential Borrowing
- » Planning Policy
- » Housing Policy and Legislation
- » A dedicated city centre team

PART





# Bradford city centre as a Major Transport Hub

## 5.1 CONTEXT: WHERE WE ARE NOW

Bradford lies at the heart of the north of England and is connected to Leeds, York and Kingston upon Hull in the east and Central Lancashire, Manchester and Liverpool in the west. The city has good sub-regional connections with a considerable network of transport infrastructure though some of this is not of a high quality. The city is also served by Leeds Bradford International Airport which has over 3 million passengers a year (2012) and is forecasting, and planning for, major expansion which the Council is supporting.

Bradford is a busy metropolitan city. On an average weekday nearly 200,000 vehicles enter the centre over a 24 hour period. As Bradford's economy picks up we expect to see a significant increase in traffic levels over the coming few years which will increase pressure on our highway network. There has been a significant increase in cycling which is up 68% on levels recorded 5 years ago. Despite this it only represents 0.4% of all those travelling into the centre. The decline in pedestrian footfall resulting from the recession has levelled recently and developments such as the Westfield Broadway and City Park will see footfall start to rise.

The city is generally well served by public transport with two railway stations at Forster Square and the Interchange where the bus station is also located. Over 30,000 people per day travel into the city via either bus or train. Over the past 5 years there has been a 20% increase in the number of people travelling into Bradford by train, and both stations combined have in excess of 5 million passengers per annum. Bus use has been in decline and passenger numbers have fallen by 2% since 2008. However, bus operators are reporting that passenger numbers are beginning to increase.

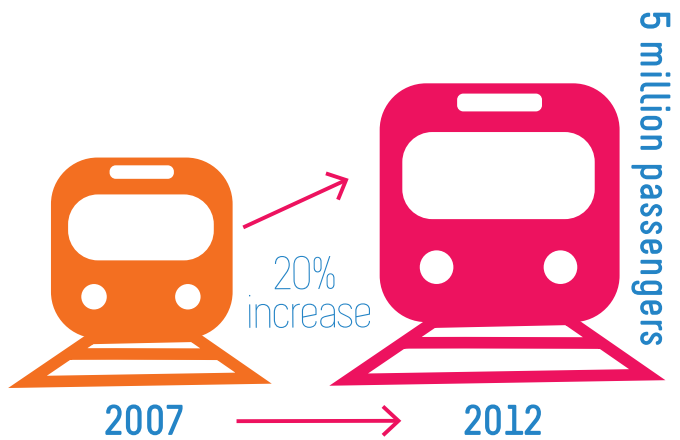
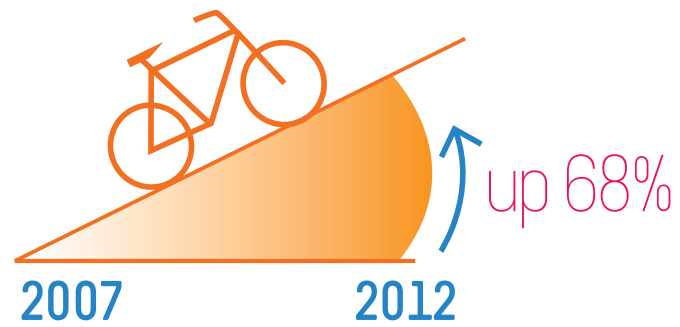
We have already secured major improvements to the pedestrian environment of the city centre through a programme of upgrading the city streets, the delivery of the flagship City Park and completion of Bradford's Living Street. However, further work still needs to be done to improve the quality and accessibility of the city centre streets and wider transport connectivity for the city centre remains a challenge. Significant investments are now being planned for the district's and city's transport network through the West Yorkshire Plus Transport Fund.



*Upgraded city street*



*200,000 vehicles enter the city centre per day*





The city centre experiences a number of specific challenges and constraints relating to movement by all means of transport. It suffers from problems of congestion, poor air quality, journey delays and network reliability problems on the roads and slow journey times and poor rolling stock on the key rail line running through the District. There are a number of significant opportunities to enhance the connections across local, national and international scales. This includes the international airport which is a key asset and can benefit business travel in particular.



*Hall Ings bus shelter*

## 5.2 THE OPPORTUNITY: WHERE WE ARE GOING

The wider ambitions for City Plan place a clear focus for activity on the city centre as a priority. In order to facilitate the scale of change envisaged, it is important that the city centre acts as a transport ‘hub’ where the cars, public transport, walking and cycling all work together so that the city centre is connected both to Bradford residents and the wider world.

We now have the opportunity in Bradford to create a strategic and clearly prioritised investment programme for transport, which capitalises on an urban area approach, with a choice of quality travel options that will support our ambitions for growth and create further regeneration opportunities for the District.

Getting the most out of today’s infrastructure is a major opportunity especially in terms of improving quality, efficiency and legibility. For example, the outer city centre is not always easy to navigate, with visitor experiences being undermined by a confusing and, in places, hostile road environment. In contrast much of the heart of the city is very attractive and easy to use.



Significant increase in cycling over the last 5 years



In terms of place making dividends, perhaps the most important opportunity is to make Bradford city centre more walkable and more bicycle friendly. The proposition is to develop a holistic plan that puts people at the heart of the strategy, building on the people friendly public realm projects that have been completed over recent years. The city needs to invest time, energy and resources in developing exceptional, quality transport infrastructure. The City Park provides the foundation and an opportunity for future traffic, environmental and enhancement as a distinctive feature of Bradford.

Major improvements and significant investment in transport infrastructure is planned for the district as part of the West Yorkshire Plus Transport Fund. The City Plan builds on the transport fund proposals and sets out a movement strategy for the city centre that capitalises on an urban area approach to transport investment.



*Super crossing to City Park*

The movement strategy that has been developed for City Plan sets out how to improve the quality and availability of pedestrian routes, enhance the provision of public transport services and infrastructure, improve air quality, better manage traffic access and car parking, accommodate new development and encourage the use of new transport technologies.

Considering these transport opportunities together, City Plan proposes a movement strategy consisting of three underlying principles:

- i) A well connected and adaptable city;
- ii) An efficient and legible city;
- iii) A walkable and bike friendly city.

These inter-related principles will govern the development and delivery of the Plan. They operate on different scales from national, district wide, neighbourhood and street level.



*Operators confirming increase in patronage*





The future for Bradford city centre is to have a well connected and adaptable transport system where people have a choice of quality travel options. The city will have a more efficient and reliable network with enhanced legibility to help people move about more freely than they do today. And perhaps most importantly, Bradford will be a more pedestrian and bike friendly city with an outstanding public realm and quality living environment.

A separate transport study for the city centre is currently underway which will assess the quality and capacity of existing highway, public transport and other transport infrastructure as it relates to Bradford city centre and the Shipley and Canal Road Corridor. In addition, this separate transport study will forecast future transport growth and potential transport impacts resulting from planned development within the Bradford city centre and Shipley and Canal Road Corridor Area Action Plans.



*Bradford Interchange: improvements planned to improve travel experience*

### 5.3 MEETING THE CHALLENGE: HOW WE WILL GET THERE

The approach to future transport in the city centre has much to build upon. Much of the infrastructure is in place, recent investments have made a significant difference to how people move around the centre and there are plans emerging for further improvements. However, in delivering the proposed movement strategy for City Plan a number of challenges remain:

- » Developing an integrated response - an urban area response;
- » Maximising the potential of future available funding sources;
- » Addressing the detailed issues in the Local Transport Plan;
- » Prioritising investment;
- » The right approach to major projects.

#### DEVELOPING AN INTEGRATED RESPONSE: AN URBAN AREA APPROACH

One of the major challenges for the city centre is to develop a holistic transport delivery action plan which integrates with and helps to lead the wider regeneration and economic development proposals. The transport delivery plan will need to capitalise on the anticipated major infrastructure funding opportunities by setting out a coherent, credible spatial strategy that offers good value for money and major benefits for the city centre.

The movement strategy for the city centre is based on an urban area approach to transport. This approach focuses on the shared objectives of growth and development acknowledging the major economic role Bradford can play in the Leeds City Region. The urban area approach for the city is based on three inter-related tactics:

- » Releasing strategic road bottlenecks along major corridors into Bradford and better traffic management at key junction hot spots within the urban area;
- » Enhancing heavy rail and public transport systems in Bradford with the emphasis on providing better access to the city centre, key quarters and local neighbourhoods;
- » Supporting walking and cycling at the neighbourhood scale by delivering a package of targeted sustainable transport interventions across the city centre and wider area.



## MAXIMISING THE POTENTIAL OF THE WEST YORKSHIRE PLUS TRANSPORT FUND (WY+TF)

The integrated urban area approach is encapsulated in the West Yorkshire Plus Transport Fund which involves making radical improvements to allow more people to travel into urban centres, more quickly, reducing carbon footprint, and increasing their contribution to GVA. In respect to Bradford District the transport fund includes:

- » Developing transport packages to help support the facilitation of key development areas such as Canal Road;
- » Making road capacity, quality, speed and reliability improvements between major centres such as Leeds & Bradford;
- » Improving public transport accessibility, through increased capacity, frequency, speeds, reliability and value for money;
- » Transforming existing city centre railway stations to create quality gateways;
- » Improving highway and public transport links to Leeds Bradford International Airport;

- » Provision of a new South East Bradford access road and Tong Street improvements to serve housing growth in the Holme Wood area ;
- » An enhanced environment on Leeds Road between the city centre and Thornbury Gyratory, benefiting by the relocation of most through traffic onto an improved Bowling Back Lane;
- » Improvements to the Calder Valley Line.

Whilst many of these measures will not have direct physical manifestation in the city centre there will be many indirect benefits, for example, improved connections to the airport and an improved environment on Leeds Road.

## ADDRESSING THE DETAILED ISSUES IN THE LOCAL TRANSPORT PLAN

The specific challenges for the city and wider urban area are well documented in the Local Transport Plan and include issues of congestion, air quality, journey time reliability, road safety, lack of quality rail connections and the significant challenge to accommodate the scale of growth in housing and employment planned in the city as a whole and the city centre in particular.

### PRIORITISING INVESTMENT

Both the City Plan and the Area Action Plan (AAP) set out to prioritise investment in the public realm and transport infrastructure as a priority to aid regeneration of the city centre. The AAP sets the overriding aim of achieving easy access to and around the centre for all sections of the community, whilst City Plan outlines some of the objectives and actions that will be pursued to help achieve this aim.

### THE RIGHT APPROACH TO MAJOR PROJECTS

The urban area approach will support and, in some instances, will be required for specific transport interventions in the city centre. However, it is vital that these major projects are brought forward in the right way. Place making objectives are established first to inform the detailed design approach to maximise benefits and minimise negative impacts such as noise, disruption, negative impacts on urban form; pollution etc.

Perhaps the most significant urban area project that has a major potential bearing on the city movement strategy is the improvements to the *Bradford Outer Ring Road (A6177)*.



Princes Way; Integrated approach to major projects



The **Outer Ring Road** project, which is likely to come forward on an incremental basis potentially through the Highway Efficiency and Bus Package element of the WY+TF, aims to improve the highway network on the northern and western side of Bradford to enhance the internal and external connectivity of the District and help to facilitate housing growth and future employment. A key objective of this scheme is to remove a significant proportion of through traffic from the city centre and thus help to facilitate its regeneration.

## RAIL NETWORK

Improving the **West Yorkshire rail network** through capacity, quality, reliability and connectivity enhancements into the national rail network will also be critical to City Plan. The intention is to develop a 'HS2 ready' rail network including improvements to create faster services between Leeds and Bradford,

and improvements to the railway line from Leeds via Bradford and the Calder Valley to Manchester. These proposals would also include line speed and rolling stock improvements. New stations at Low Moor and Apperley Bridge will improve access to Bradford city centre as well as to Leeds and other key centres. The redevelopment of Bradford Interchange and Forster Square informed by the Master Plans currently in preparation and the ongoing project to improve pedestrian and cycling links between them, will be of critical importance to improving the arrival experience for visitors to the city. In the longer term a light rail connection between the stations is planned as part of the airport link referred to below. It will be essential to continue to lobby for the electrification of the Calder Valley line, improved services to London and other major centres, the re-instatement of the Wortley Curve (to avoid southbound journeys having to go via Leeds) and high frequency / high quality onward connections to the planned HS2 station at Leeds.



*Current rail usage brings 5m passengers per year to the city centre*

## AIRPORT CONNECTIONS

Enhancing connections to the airport continues to be a priority and forms part of a sub-regional argument for both rail and road improvements. In this respect the objective is to achieve direct access to the Airport by train or tram train to support economic growth within the city centre.

In the last 12 months to March 2014 Leeds Bradford International Airport has narrowed its losses in overseas passenger numbers and boosted turnover following an increase in capacity, an 11% increase in passenger numbers, and new airline contracts.



*Enhancing connections to Leeds Bradford airport is a priority*



## PUBLIC TRANSPORT

There are also proposals emerging for the **Leeds Road Corridor bus and highway improvements** which focus on congestion hot spots and key corridors to improve journey time speeds and reliability, and will be a critical element of the wider urban area approach.



*Pioneering free wi-fi on the Leeds – Bradford hyperlink*

### 5.4 WHAT WILL THE BENEFITS BE?

Enhanced connectivity for Bradford city centre is essential to our wide ambitions for economic and social regeneration. The ability to attract new businesses, visitors and residents will rely, to a significant degree, on being able to offer strategic local connections. At the same time, by focusing growth on the city centre, we must ensure the benefits of this can be felt by the wider district. The benefits to the city centre will be:

- » Enhanced strategic connectivity placing Bradford on the map;
- » A growth in city centre employment encouraged by widening the accessible labour pool to attract new employees;
- » New housing accommodated more sustainably by improving links into and around the centre of Bradford;
- » Significant environmental improvements through reduced congestion and enhanced air quality;
- » Accessible city centre facilities for all residents.

### 5.5 ACTION PLAN

VISION

*Bradford city centre will have a well connected and adaptable transport system where people have a choice of quality travel options. The city will have a more efficient and reliable network with enhanced legibility to help people move about more freely than they do today. Perhaps most importantly, Bradford will be a more pedestrian and bike friendly city with an outstanding public realm and quality living environment.*

The movement strategy builds on the good work delivered over the last 10 years, especially the City Park, the Heritage Streets project, the Connect 2 walking and cycling route which links the city centre to residential areas to the south and the planned City Connect cycle route to Leeds. The outcomes have been prepared with consideration to the CCAAP and the emerging West Yorkshire Plus Transport Fund projects. City Plan will deliver:

- T1. **A well connected and adaptable city:** Delivering a world class, easy to use, integrated transport system into and around the city centre. It also requires the provision of additional capacity for regeneration and economic growth with real choice and reliability across all means of travel. An adaptable city centre will require an ability to meet future challenges created by a changing climate and the increasing demands put onto Bradford as an exemplar of 21st Century living.





T2. **An efficient and legible city:** Getting the best use of existing infrastructure whilst considering the user hierarchy of priority (walking, cycling, public transport and the private car). Making the city movement network legible for all people and considering this, in respect to overall urban environmental quality, is also an essential element of the strategy. The use of smartcards, intelligent transport systems and overall “smart mobility” is also of major importance to making the city more efficient and legible.

A series of actions which accompany each of these aims/objectives is set out in the following section.

T3. **Creating a walkable and bike friendly city:** Critical to the success of City Plan is the requirement to create an outstanding pedestrian environment that is well connected, safe and a pleasure to use. Delivering on this objective means putting the needs of pedestrians and cyclists at the heart of the movement strategy for the city centre. As the city centre evolves and more people live there it will be essential to ensure that residents are well connected to facilities such as schools, health care facilities and recreation/leisure.

## 5.5.1 OBJECTIVE T1. A WELL CONNECTED AND ADAPTABLE CITY

A well connected and adaptable city requires the provision of additional capacity for regeneration and economic growth within and outside the city centre. It also involves making significant enhancements to the existing system and making the transport network more resilient. The actions that flow from this are to:

- T1.1. Increase the quality and capacity of Bradford's rail network into the city centre, particularly the Calder Valley Line. This is an urban area project that is closely associated with a city centre project to deliver the short and medium term proposals associated with the planned gateway improvements at **Bradford Interchange Station** and **Forster Square Station**.
- T1.2. Deliver high quality public transport corridor improvements for "**Quality Travel Corridors**" into the city centre. The approach will be to enhance bus reliability, quality and capacity on the key radial routes through partnership working with West Yorkshire Combined Authority (WYCA), public transport operators and other stakeholders.
- T1.3. Provide a **new high quality access connection** to businesses in the area between Westgate and Thornton Road as part of the City Ring Road extension project. The overriding aim being to better manage traffic and parking, enhance walking, cycling and public transport connections into the city centre and improve the quality of the public realm. There is a close relationship between this scheme and aspirations for additional housing in the area through which it would pass, which will need to be managed carefully.
- T1.4. Reconfigure key gateways on the existing **City Ring Road** to improve the connections to the city centre. This element is closely associated with the provision of the new access connection between Westgate and Thornton Road.
- T1.5. Continue to **develop a network of cycle routes** which are safe, convenient and attractive with segregated facilities, dedicated lanes and other major improvements. These connectivity improvements are especially needed on the key radial routes into the city centre and should build on the committed Bradford - Leeds 'City Connect' route and the potential Bradford West Cycle Route and Canal Road Greenway.
- T1.6. Simplify the convenience and connectivity of the public transport network to make it easier to use. The requirement is to continue to deliver **Smart Mobility** and a technology strategy for getting to and moving around the city. The approach includes web access, smart cards/ticketing, customer databases/data management and multi-modal information, working in partnership with WYCA and other stakeholders. This also relates to a way-finding strategy to simplify the convenience, efficiency and legibility of the public transport network to make it easier to use.
- T1.7. Explore options for improving capacity, speed and quality of connections between Bradford city centre and Leeds Bradford Airport.



## 5.5.2 OBJECTIVE T2. AN EFFICIENT AND LEGIBLE CITY

An efficient and legible city centre is about making significant improvements to the existing transport network into and out of the city centre to reduce congestion and carbon emissions, improve air quality and re-think the movement network to make it more legible for all people. The actions that flow from this include:

- T2.1. Improve the efficiency of the existing road network into and around the city centre by delivering the planned improvements to the key junctions on the **Outer Ring Road**. Encourage cross-city drivers to use the Outer Ring Road (A6177), through the implementation of this project in combination with Urban Traffic Management & Control and in association with other urban area transport plans to help free up road space in the city centre.
- T2.2. Implement the Bradford city centre **Variable Message Signing (VMS)** project to reduce congestion in, and help people adapt usage of the city centre thereby making the city centre more accessible. The aim is to maximise the convenience for visitors arriving by car for shopping and access to services to encourage greater use of the city centre. This action needs to be carefully balanced with the desire to promote better walking and cycling access to the city centre.
- T2.3. Plan, design and deliver the wider package of works associated with the **new high quality access connection** between Westgate and Thornton Road to improve the legibility of the city centre, regenerate the Westgate/Goitside area of Bradford and improve public transport conditions on the key radial route from north west Bradford and the Bradford Royal Infirmary into the city. Critical to this proposal is to “lock in” the reduction in traffic using Westgate and Godwin Street by a minimum of 70% . By “locking in” we mean better management of traffic, improving the quality of the public realm and enhancements to walking/cycling connections in this part of the city centre.
- T2.4. Devise and deliver a **Car Parking Strategy** that includes consideration of car park location, cost, convenience and signage to improve visitor experience and convenience. The strategy should provide better access to city centre car parks, encourage low emission vehicles, improve the pedestrian routes from car parks to the city and ensure that the needs of the night-time economy are prioritised to support the growth of an evening economy. There is a need to recognise, however, that a large proportion of parking spaces in the city centre are not Council controlled and will therefore be difficult for the Council to have influence over.
- T2.5. In respect to **low emission vehicles**, the Council will work with developers and partners to install infrastructure at both public, visitor and residence parking areas to support the use of low emission vehicles. Rapid charging of electric vehicles will be a key enabler as well as standard chargers at visitor attractions, car parks, taxi ranks and hotels. A single network of charge points will allow communications with drivers to convey a City Information Service.

- T2.6. Develop a modern **Way-Finding Strategy** in conjunction with city regeneration, in order to improve legibility of the central area. The objective is to ensure the city centre is easy to move around, with simple navigation and connectivity, and good pedestrian amenity and safety. The creation of a mental map of the city centre should encourage more walking and cycling and is closely associated with the development of way-finding strategies for an integrated public transport system.
- T2.7. Review the management of **freight access and servicing** within the city centre and plan/co-ordinate servicing by working with freight operators and businesses with consideration being given to the use of low/zero emission vehicles.



*New signage required to improve legibility of the city centre*



### 5.5.3 OBJECTIVE T3. CREATING A WALKABLE AND BIKE FRIENDLY CITY

Creating a walkable and bike friendly city is about making a fine city for people. It involves exploring the potential for extending the grid of “pedestrian priority” streets within the core city and retail areas. Inter-related with this objective is the need to better manage vehicle access, parking and servicing to the periphery of the existing pedestrian zone and within the core area of city streets. The actions that flow from this include:

T3.1. Capitalise on the approach for the Outer Ring Road (A6177) to significantly increase orbital capacity by developing plans and proposals to “lock in” **traffic and environmental improvements in the city centre.**

T3.2. Develop an overall plan for different City Street typologies from the pedestrian and cyclist perspective in order to identify where improvements are needed and devise a list of priorities. The scope of the plan should include all City Street types including the City Ring Road, Westside City Streets, Pedestrian Priority Streets, Interchange Streets, the Quality Travel Corridors and as set out in the spatial plan. A critical element of the Council’s proposals for the city centre is the need to make the most of the linkages between Westfield and Kirkgate public realm proposals. Central to this are proposals for the City Street and the proposition to breakdown the collar caused by the City Ring Road at the key gateways into the city.

T3.3. Transform the City Ring Road into the City Street. This will involve preparing a **City Street Strategy** with the principle aim of carefully enhancing the quality of the public realm by reconfiguring highway infrastructure including street tree planting. It will include identifying locations for additional “super crossings” to overcome barriers of the inner ring road and connect key city centre projects/activity, where valid, desirable and achievable.

T3.4. Support a step change in cycling by **promoting a city that creates high quality cycling infrastructure and encouraging its usage** - investing in the city centre including raising driver awareness in order to improve safety for cyclists and installing secure cycle parking facilities in residential buildings or immediately adjacent to key destinations and public transport facilities. Opportunities to develop a cycle hire scheme should also be explored.

T3.5. Enhancing the urban environmental quality of the streets in the city centre, through careful use of funding and investment on a consistent approach to inclusive street design, furniture and lighting through the addendum to the City Centre Design Guide and **public realm strategy**. Adopt a proactive management approach to ensure a high quality, safe and secure city centre walking environment.

T3.6. Address **air quality** issues (in particular NOX pollution from diesel engines) in the city centre by planning for a longer term reduction in city centre through-traffic in order to improve the quality of the city centre experience and improve visitor experience. A targeted approach will help deliver emissions reduction and public health improvements in the city. Actions will include tackling emissions from public transport and local authority fleet, taxis, freight, commuters and residents' vehicles. Projects to move to alternative fuel sources or research and development into emerging technologies should also be pursued.



*A great meeting place to walk to and relax in*



## CASE STUDY: SOUTHAMPTON CITY CENTRE MASTER PLAN

The Master Plan was commissioned by Southampton City Council and prepared by a consultant team led by David Lock Associates. The Master Plan provides a non-statutory development and investment framework to guide growth of the city centre over the next 15-20 years.

The city centre serves a city population of some 236,700 people and a sub-regional catchment of around 850,000 people. The city is one of the fastest growing in the UK and has major strengths in financial services as well as public administration, education and health sectors and emerging strengths in low-carbon technologies. It is also one of the UK's largest container ports and handles over 1 million cruise liner passengers each year. There are some 40,000 students at the city's two universities – Southampton Solent University is based in the city centre.

The projections of growth in trips to the city centre to serve the built development indicate that a shift to more sustainable modes than the car is required, otherwise a major increase in road space and parking will be required which will exacerbate many of the issues that

currently affect the quality of the centre. In particular, the Master Plan recognises that the ring road network would exacerbate these problems as it separates surrounding communities.

The ring road has a number of functions, but principally acts as a local distributor road providing access for traffic to, across and from the city centre. The road system, however, also hinders and discourages movement along and across the route by pedestrians and cyclists, cutting-off sections of the centre from each other. The plan envisages a redesign of the ring road into a series of discrete city streets, providing for traffic while also being pleasant streets to walk and cycle along and with development frontage. The approach seeks to maintain traffic capacity but balance this against the needs of pedestrians, cyclists and public transport.

To help achieve this, the Plan proposes:

- » Improved crossings, allowing for pedestrian and cycle movement across the routes, especially at key gateways.

- » The removal of subways and elevated junctions and provision of at-grade crossings.
- » Improved pedestrian and cycle experience along the routes including junction priority.
- » Managed vehicle access and parking.
- » Improved road safety, for all users.
- » Creating opportunities for new public spaces and other streetscape improvements including boulevards of trees and improving the experience of the city centre.



CASE STUDY:  
THE VISION FOR MOVEMENT, BIRMINGHAM BIG CITY PLAN

Working with the business community and Centro, Birmingham City Council is improving movement in Birmingham’s city centre over the next 20 years for pedestrians and public transport users through a series of projects that improve the highway network and create more attractive modes of sustainable travel options into and out of the city centre.

The city is an established transport, retail, events and conference location. The city centre currently accounts for a third of Birmingham’s economic output, accommodates over 150,000 jobs, attracts more than £2 billion in shopping expenditure a year and is a major visitor centre. It has a large residential population of over 30,000 people and access to a workforce of over 2.11 million people of working age (16-64) within easy commutable distance, of which almost half a million are educated to degree level or higher.

However, movement within Birmingham’s city centre has long been recognised as being dominated by the private motor vehicle. The Inner Ring Road in particular is identified as a ‘concrete collar’ that has made establishing linkages from the City Core to neighbouring areas difficult; affecting the life and vitality of its evening economy compared with neighbouring areas.

However, over the last 20 years the City Council has been successful in creating a series of interconnected public spaces along a pedestrianised spine running through the city core from St Martin’s via Centenary Square to Brindley place, in response to the city core breaking through the Inner Ring Road as it has grown east and west.

Over the next 20 years the city core is expected to break through the Inner Ring Road again, this time to the north and south. To encourage the city core to meet its full potential the Vision for Movement, set out by the Birmingham Big City Plan recognises that difficult decisions must be made to relieve traffic pressures from the city centre that look to address road capacities, access and availability of long-stay car parking in the city core.

A number of integrated transport projects have been identified by the Big City Plan as solutions to address the impacts of the Inner Ring Road and help prioritise access for public transport and pedestrians and cyclists at congested locations within the city centre. Important projects to encourage cross-city drivers out of the city centre include improvements to key junctions around the Ring Road to reduce delays for public transport routes and to encourage cross-city drivers out of the city centre helped by intelligent traffic management systems to optimise highway capacity and prioritise public transport, cycling and walking. Implementing priority access for public transport and pedestrians and cyclists at congested locations on radial routes into the city centre, is also a key project that includes delivering ‘smart routes’ that will give pedestrians priority on key desire lines, improve cycle access by giving cyclists priority at junctions and providing segregation on major routes, and improved access to public transport.





A signage strategy to encourage people to use the Ring Road will also be implemented. Building on its success, the Big City Plan has also prioritised a number of projects to extend the network of walkable public spaces that will include the extension of the existing network to incorporate a number of public squares, canals and the River Rea.




## DELIVERY

- » A single transport action plan should be developed for the city centre, prepared in consultation with stakeholders and prioritise projects that will deliver best value. The objective is for this single transport plan to be publicly and privately funded, but set firmly in the context of the West Yorkshire Local Transport Plan and the City Centre Area Action Plan.
- » The city centre transport plan will need to establish shared principles to govern positive change and show how transport improvements in the city centre can link to wider regeneration and economic developments in the Leeds City Region. The plan will need to establish investment priorities, align planning and infrastructure investment and ensure a partnership approach to delivery.
- » The approach will be to set out an overall strategic, economic, commercial and financial, management business case for the whole plan, but in a way that has components that can be added or taken away. The transport plan consists of separate and inter-related transport components which have been described in the report and are shown in the spatial movement plans.
- » Each one of these transport components will have a detailed funding and delivery strategy. They form a whole package, but are capable of being delivered separately. Each component will need to have different funding, consents and approvals and this will dictate their delivery process.
- » A partnership approach to delivery is also essential, specifically in terms of WYCA, Network Rail, public transport providers, businesses and the private sector and local stakeholders.

# BRADFORD CITY CENTRE: TRANSPORT PROPOSITIONS



-  Westside City Streets
-  Quality Travel Corridors (providing better connections)
-  An efficient and legible City Ring Road
-  Interchange Streets (with major zones of interchange)
-  Existing pedestrian priority streets/pedestrian only streets
-  Extension of core pedestrian priority streets
-  Possible pedestrian streetscape enhancements
-  Westfield public realm improvements
-  Railway stations
-  Car parks
-  A walkable and bike friendly city centre (core area)
-  Area Action Plan development plots
-  Key gateways
-  Indicative route for new, high quality access connection

This plan sets out the components of the urban area approach to future transport in the city centre. It identifies those interventions necessary to deliver an integrated transport system that is legible for all and puts pedestrians and cyclists at its heart.

# BRADFORD CITY CENTRE AS A MAJOR TRANSPORT HUB

## THE OPPORTUNITY

- » Strategically located with good sub-regional connections
- » City served by Leeds Bradford Airport with over 3 million passengers per year
- » City is served by two rail stations
- » Significant investments have already been made to the city pedestrian streets
- » Plans being prepared for improvements to the city ring roads, rail stations and Airport connections.

## THE CHALLENGE

- » City centre congestion & air quality challenges
- » Limited national rail connectivity
- » Accommodating the scale of growth in housing and employment planned
- » Improving arrival points in the city centre (car parks/ train stations) and key gateway routes.

## AMBITION

Bradford city centre will have a well connected and adaptable transport system where people have a choice of quality travel options. The city will have a more efficient and reliable network with enhanced legibility to help people move about more freely than they do today. Perhaps most importantly, Bradford will be a more pedestrian and bike friendly city with an outstanding public realm and quality living environment.

## ACTIONS

- A well connected and adaptable city through:
- » Increasing the *quality, capacity and national connectivity of Bradford's rail network* into the city centre
  - » Delivering high quality public transport corridor improvements for "*Quality Travel Corridors*"
  - » Providing a *new, high quality access connection* to businesses
  - » Reconfiguring key gateways on the *city ring road* to improve the connections to the city centre
  - » Continuing to *develop a network of cycle routes*

- » Simplifying the *convenience and connectivity* of the public transport network
- » Improving connections to Leeds Bradford Airport.

An efficient and legible city through:

- » Delivering the planned improvements to the key junctions on the *outer ring road*.
- » Implementing the Bradford city centre *Variable Message Signing* (VMS) project
- » Delivering the wider package of works associated with the *new, high quality access connection* between Westgate and Thornton Road
- » Devising and delivering a *Car Parking Strategy*
- » Work with developers and partners to install infrastructure at both public, visitor and residence parking areas to support the use of *low emission vehicles*
- » Developing a modern *Way-Finding Strategy* in conjunction with city regeneration
- » Review the *management of freight access and servicing* within the city centre.



Creating a walkable and bike friendly city through:

- » Developing plans and proposals to “lock in” *traffic and environmental improvements in the city centre*
- » Developing an overall plan for different *city streets typologies*
- » Transforming the *city ring road* to improve access to/ from the city centre and enhance the quality of the public realm
- » Supporting a step change in cycling by *promoting improved cycling infrastructure and facilities*
- » Enhancing the urban environmental quality and inclusivity of the city streets, through careful use of funding and investment
- » Addressing *air quality* issues in the city centre by planning for a longer term reduction in city centre through-traffic and work with transport partners to encourage use of alternative fuel systems.

## DELIVERY

CBMDC Will:

- » Develop a single action plan for transport in the city based on City Plan
- » Continue to pursue funding through the West Yorkshire Plus Transport Fund and other sources
- » Ensure a design led, place based approach to future transport investment
- » Work with partners to deliver identified major transport schemes
- » Support the delivery of major public transport improvements including Calder Valley Line Improvements and the Bradford Interchange and Forster Square Master Plan
- » Ensure that projects are inclusive in their design and are delivered to high environmental standards
- » Develop a car parking strategy for the City Centre.

Other Partners Will:

- » WYCA, Network Rail and public transport providers will work with CBMDC to agree a strategic action plan and priority projects and to secure funding
- » The LEP will continue to support funding for city centre infrastructure in Bradford
- » Sustrans and other organisations will, where appropriate, support the delivery and usage of new cycling and walking infrastructure.

## MECHANISMS

The principal mechanisms for delivery of the action plan will be as follows:

- » West Yorkshire Plus Transport Fund
- » West Yorkshire Local Transport Plan
- » Regional Growth Funding
- » Other funding secured through funding bids, government grants etc.

PART





# Bradford city centre as a destination and experience

## 6.1: WHERE WE ARE NOW

Bradford city centre is in competition with other northern cities including Leeds and Manchester and so needs to form a secure and distinctive 'offer' if it is to attract and sustain inward investment, either by corporate bodies or by individuals.

The strategic vision for the city centre is to create... *'.. a city centre that we can be proud of'*. Key to this is the development of the city centre as a destination and experience. Access to jobs, good housing, good transport and good education opportunities need to be underpinned by a wide range of social, cultural, and leisure facilities and support services including a strong retail offer. These facilities need to appeal to a very diverse demographic and range of age groups both from within the district and from beyond.

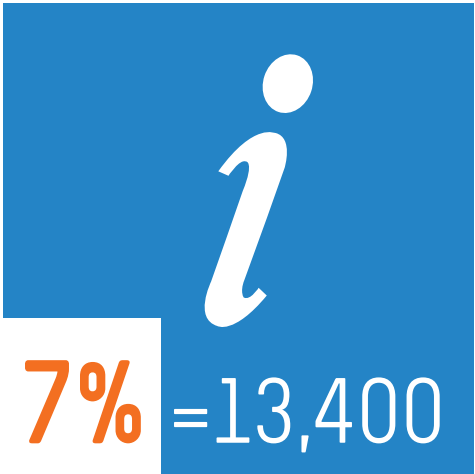
Bradford district has a fascinating demographic with over 85 languages being spoken in the district, bringing energy, vibrancy and a sense of history and variety to its communities. We need to capitalise on this distinctive characteristic.

This report does not seek to define the meaning of the word 'culture'. Instead it focuses on the breadth of places where we all experience culture. These 'cultural assets' include theatres, galleries, cinemas, libraries, festivals, museums, public realm, sports facilities, urban and community spaces and built heritage.

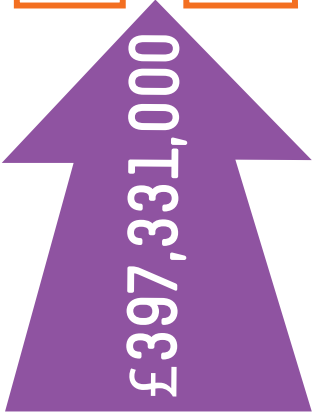


City Park a distinctive experience that attracts over 2m visitors per annum 143

District



Tourism related employment in Bradford



Direct benefits of tourism to local businesses



£ Tourism = 140,402,000

Expenditure or supply chain resulting to tourism



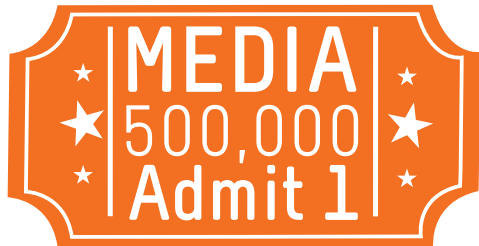
Total value of tourism in Bradford





City Centre

CITY PARK



Visitors to the National Media Museum in 2012

CULTURAL VENUES

The city centre already accommodates a number of significant **cultural venues**. These include:-

- » the National Media Museum (a branch of the Science Museum and including the largest IMAX cinema in Yorkshire) is a tribute to Bradford’s unique contribution to British filmmaking
- » the Council owned and managed Alhambra Theatre enjoys huge patronage, drawing top touring productions
- » St George’s Hall offers a 1600 seat leading concert venue

LEISURE FACILITIES

In addition the city centre has a number of leisure based facilities including an ice skating rink, and the Leisure Exchange. Although we have a limited restaurant, bar, cafe, and retail offer, this is set to change with the completion of Westfield Broadway and associated investments and the emerging ‘indie quarter’ at the Top of Town.

FESTIVALS & EVENTS

The city centre also hosts a growing number of **festivals and events**, many of which celebrate the distinct cultural mix within the district. These include the renowned World Curry Festival, as well as the annual Bradford Festival and the Bradford Film Festival. By way of contrast the south Asian influence that is so much a part of the district’s retail and restaurant offer, with leading Asian fashion stores and restaurants drawing trade from across the country, has yet to significantly permeate the city centre.

## BUILT HERITAGE

This cultural scene is played out against a backdrop of fine Victorian buildings, which underpin the city's heritage tourist industry. New investment in the public realm is aimed at creating the right setting for the city's built fabric. City Park, delivered with tenacity and great foresight at a time of recession, provides the *piece de resistance*, and brings together people from all backgrounds and walks of life to create a uniquely 'Bradford' experience. In particular Little Germany and the Cathedral area of the city offer great potential to develop as heritage destinations. Improvement works to City Hall are currently under way which once completed should see the lower floors of the listed building opened up for public use and as a visitor attraction.

## RETAIL

Bradford city centre has for a number of years lagged behind many of its rivals in terms of the quality of its retail offer. However, the completion of the Westfield Broadway development in 2015 will go a long way to address this current shortcoming. Its completion will bring mid to upper range high street retailers back to the city and stimulate other investment to develop the restaurant and café offer.



Victorian buildings in the heart of the city centre



## CONNECTIVITY

In order to further attract investment and patronage it is important that the city centre acts as a transport 'hub' where the cars, public transport, walking and cycling all work together so that the city centre is connected both to Bradford residents and the wider world and provides high quality parking and public transport.

## DIGITAL TECHNOLOGY

Improvements in the city centre are being pursued in a context of rapid technological changes which are influencing the way people shop and spend their leisure time. Improved access to real-time information and news can have an immediate impact on visitor decision making. Technology also offers great scope to improve participation by those who, through different forms of impairment might otherwise be excluded. The ongoing regeneration of the city centre must be cyber-savvy, innovative, and attuned to the needs, demands and expectations of the 21st Century visitor.



City Park and the Alhambra theatre at night



### 6.2: THE OPPORTUNITY: WHERE WE ARE GOING

The inter-play between visitor appeal, investment in jobs, an increasing residential population, a thriving economy and a popular place to study is undeniable. Bradford’s economy can benefit substantially from broad ranging investment aimed at attracting increased numbers of visitors to the city centre. The city centre has an increasingly strong base from which to grow an improved visitor economy, and scope to benefit more fully on its distinctive assets.

Some opportunities include:-

- » Increasing public use of City Hall
- » Continuing to deliver a distinctive and attractive city centre events programme
- » Developing stronger links between the NMM and the district’s communities, drawing maximum benefit from the Science Museum Group to which it belongs
- » Capitalise more fully on key built heritage locations such as Little Germany and the Cathedral Quarter
- » Better celebrate and explain Bradford’s textile heritage
- » Continue to nurture and grow our technological and media attractions and educationl offer.



*Bradford - Unesco city of film*

Furthermore, the promotion of the city centre can better exploit Bradford’s unique identity, derived from the distinctive social, economic and cultural circumstances that continue to shape and define the city. There is great potential to grow tourism and encourage longer visits and a higher spend as Westfield, and new cafés, bars and restaurants are completed.

The city must boldly advertise its cultural assets to attract the attention of confident consumers who can choose from a global menu of visitor destinations. Bradford’s UNESCO City of Film status and the National Media Museum are badges that any city would be proud to wear. The spin-off effects need to extend to the creative industries, Bradford University, and tourism, offering

opportunities for employment and innovation that do not exist elsewhere.

Emphasis should be placed on the diversity of the offer. The city centre is made up of a mosaic of many attractive areas, and offers niche as well as more mainstream experiences. It must continue to attract greater numbers of local people. In retailing, those areas such as the Top-of-Town that are animated by the diversity of the city and by independent traders will need to consider how they can best complement the retail offer at Westfield Broadway. A particular opportunity exists for Bradford to create a distinctive ‘world’ food offer, and an atmosphere based around culture and food which is family-friendly, safe, welcoming and joyful.



## 6.3: MEETING THE CHALLENGE: HOW WE WILL GET THERE

There is also an increasing expectation of dining and entertainment. The Council and partners are successfully marketing the city centre to restaurant operators, which will see a number of mid-market chains opening in proximity to Westfield Broadway. Meanwhile, a growing number of independent bars and cafés are opening at the 'Top of Town' - forming the foundation of an independent quarter in the city centre.

The potential for a distinctive 'Bradford experience' is immense, and the city must shout more loudly about what it has to offer. A sharp and coordinated marketing strategy will be key to ensure that Bradford city centre is promoted as a key destination, as well as individual attractions.

The challenge is to focus energies on a series of actions that will develop the city centre as a key visitor attraction within the District and make it much more successful in attracting visitors from near and far. Negative perceptions of Bradford that are held both in the region and further afield must be overcome.

Achieving sustained growth of visitor numbers will be dependent on a coordinated and strategic approach to promotion and improvement. Specifically there is a need to:

- » Better understand the performance of the city centre as a visitor destination, as a basis for moving forward with targeted actions;

- » Develop a more coordinated approach to the management and marketing of the city centre;
- » Continue to invest in the public realm and ensure good connections between the city centre's component parts;
- » Encourage a good balance of mainstream and independent traders to distinguish the retail offer so that it can compete with other retail destinations and with online shopping;
- » Develop the evening economy;
- » Ensure a rich programme of events and leisure opportunities;
- » Continue to encourage new cultural and visitor attractions.

### UNDERSTANDING THE CURRENT POSITION

There is very limited data about the performance of the visitor economy and organisational arrangements for improving and promoting the city centre offer, need to be strengthened. The scale of success and challenge must be fully understood to inform detailed actions, interventions and investments.

### DEVELOPING A COORDINATED APPROACH

Many groups and organisations are active in the field of culture, leisure, tourism, the arts, retailing and the evening economy, but there is no single overarching view or strategic approach aimed at moving forward in unison. City Plan can provide some high level priority objectives and actions to act as a common set of goals for all players to contribute to.

### INVESTING IN THE URBAN FABRIC

Retaining the physical “connectedness” of the city centre is critical to its longer term success. There needs to be clear and well defined links between arrival points in the city; and between attractions in the city, with clear signage, car and coach parking, and other basic infrastructure all provided to a high standard.

Further public realm investment at Kirkgate will help to maintain its appeal as part of the retail circuit, but the Kirkgate Centre must now consider how it remains attractive to shoppers. As active partners in the Kirkgate Centre, the Council will work in collaboration to ensure an offer that is complimentary to Westfield Broadway.

Elsewhere, targeted investment in the public realm will continue to enrich the visitor experience. Proposals to enhance Bradford Interchange and Forster Square station environments will only make a valid contribution if consideration is given to the pedestrian experience beyond these points. Notwithstanding the role that the city centre road network plays within the wider city, the pedestrian must be afforded increased priority when moving around the city centre. (This subject is covered in detail in Section 5 of this report).

### COMPETING WITH OTHER RETAIL DESTINATIONS

A strong and attractive retail offer remains one of the key features that underpins the vitality of a successful city centre.

In Bradford city centre retailers are still suffering the effects of the recession, and the continued presence of empty shop units within the city centre will not help to draw in those with money to spend. Currently the mainstream retail offer is weak, especially in terms of its appeal to more affluent consumers. Whilst the opening of Westfield Broadway will remedy this situation to a significant extent there is also a need to ensure that the wider retail offer is sustainable.



Premises in closest proximity to Westfield Broadway will feel the positive effects of increased footfall, and will be easier to let. In contrast, those further away could suffer from the shift in focus, and a resultant potential shrinking of the overall primary retail area. This is a common dynamic arising from new investment. We need to develop an approach for how these areas respond to ensure they remain a vital part of the city centre. For example, the Top of Town (the area that includes North Parade and the Oastler Centre) will need support to continue to develop as a location that combines an attractive independent retail and market offer with a richer mix of uses (which already includes an Asian Bazaar and a micro – brewery) that could also include residential development of upper floors.



*Distinctive independent offer*

### DEVELOPING AN EVENING ECONOMY

The lack of a strong evening or night-time economy in the city centre has been identified as a key opportunity for the city centre. It is key to changing perceptions and attracting not only visitors but also investors. It is also key to appealing to local communities and to enticing people to live in the city. Existing attractions will have to rethink how they can improve and deliver their offer, whilst new attractions will bring in some of the variety and depth of leisure offer the city currently lacks.

The changing retail profile of the city centre will undoubtedly see the introduction of more restaurants and cafés in the city centre. An expanded restaurant offer should form part of the evening economy, and greater representation of the Asian food culture within the city centre would improve its attractiveness and distinctiveness. This investment will be vital to the growth of Bradford’s evening economy, but will not be sufficient in itself to create a successful evening experience in the city centre. The development of an evening economy is a major undertaking, and, like the marketing of the city centre will require a coordinated multi – agency approach to ensure it is developed and managed effectively.



*Family friendly asian cuisine at the heart of the city centre*





Potential new music venue – Bradford Live



## LEISURE ACTIVITIES & EVENTS

There remains considerable scope to secure further benefit from the investment in City Park. There have been many hugely successful events presented by the Council, attracting tens of thousands of people, but a more commercial approach to the programming of events needs to be explored to assist with the costs involved.

Section 4 of City Plan establishes objectives for city centre living and highlights the importance of providing facilities for a substantially enlarged city centre population. Whilst support to ensure existing venues continue to thrive and grow is crucial in this, so too is the provision of new facilities for city centre and district residents, and visitors alike. For example, a city centre active leisure/ sports offer is currently lacking. In recognition of this fact the Council, in Jan 2015, took the decision to invest in the delivery of a new city centre sports facility targeting a 2018 opening. Similarly, the future development of the Odeon site, currently being planned as a 4,000 seat music venue by a private company, will bring a significant increase in footfall to the night-time city centre, and bring a new scale of music venue to the city centre.



Some of the many events held in the city centre



*St Georges Hall - part of a coordinated marketing strategy*

## IMPROVING VISITOR APPEAL

An ever greater mix and diversity of cultural activities will help to increase Bradford's appeal to the widest range of visitors, and increase the duration of their visits. The Council's emerging cultural strategy Bradford: A Leading Cultural City 2014-2024 provides a sound basis for progressing specific work to develop Bradford's cultural offer.

Collectively the city centre's museums, theatres, galleries, cinemas and venues, many of which have received investment and grown in stature in the past decade, provide the foundation for an exciting visitor experience. A number of new hotels have opened in the city centre in recent years, including the Premier Inn and Jury's Inn. Smarter coordination between the key cultural attractions and hotels and emerging restaurant and bar offer now needs to take place to ensure the city centre's cultural offer is marketed more effectively and fully capitalised upon.



*Culture bringing people together*



## 6.4: WHAT WILL THE BENEFITS BE?

The benefits of sustained cultural and leisure regeneration can bring about significant improvements for quality of life and the vitality of a place as well as tangible economic benefits. Increased footfall and increased dwell time will generate increased spend. In time this will attract a larger residential population and an enhanced reputation.

Having an attractive place to shop and spend leisure time on their doorstep will be an advantage to the quality of life of everyone living in the district. Residents want to see an improved retail offer with supporting bars and cafés and an enhanced public transport infrastructure addressed, to ensure a quality holistic cultural experience particularly in the city centre.

Having a thriving culture and leisure economy at its heart would be to the financial advantage of everyone living in the district. There is a desire amongst residents and city-centre cultural venues and organisations to co-create and co-produce an ambitious annual cultural programme. This will complement the development of a thriving day and night-time economy; create a vibrant, visible cultural calendar, and encourage visitors to the city.



*Bradford restaurants receive the title Curry Capital of Britain for the fourth year in a row*

By extending the breadth of appeal the city will attract new types of users. For example, the University will attract more students if the city centre offers good bars, cafés, music venues and interesting street-life in addition to a first class syllabus. Businesses will see Bradford as a good place to invest if its lifestyle offer helps to attract skilled workers. Opportunities for business networking will also increase, encouraging businesses to stay in the city centre.

Finally, making Bradford a fantastic place to visit and experience will significantly change negative perceptions of the city.

## 6.5: ACTION PLAN

**VISION**

*Bradford city centre will be a destination of choice for leisure and shopping for residents of the district, with a distinctive and attractive offer which differentiates Bradford from other centres. The city centre will welcome visitors from the UK and overseas, who will be attracted by its rich cultural variety, excellent services, efficient and well connected transport system and vibrant street life.*

Investment in the development of culture, retail and leisure is an essential component of the city centre’s future. The importance of a good cultural offer in attracting investment is fundamental to the wider aims for the city centre.

Bradford will become a more attractive and vibrant destination and experience when the city centre has:

- D1: A viable and attractive retail experience with an excellent choice of convenience and comparison shopping.
- D2: A thriving evening economy which attracts all types of visitors including families and young people.
- D3: A world class, vibrant cultural & leisure experience.
- D4: A positive local, regional, national and international reputation, reflected by increased visitor numbers.

The following actions are tailored to meeting these four objectives. They provide a structure for the Council and its partners to operate within as they work to deliver an improved cultural destination.

Some actions will be delivered through the persistent and consistent application of strong policies or processes, or through collaboration with other organisations and developers, or through the use of assets. The city centre must embrace the often temporary nature of some cultural and arts activities, and be accepting of the need to protect and enhance the public realm as a cultural as well as physical entity – in effect the “stage” upon which the city’s cultural life - its people, the place and their experiences - is played out. This will be partly achieved by applying sound urban design practice to all development proposals.



*Westfield Broadway brings an international brand to the city*

### 6.5.1: OBJECTIVE D1: A VIABLE AND ATTRACTIVE RETAIL EXPERIENCE WITH AN EXCELLENT CHOICE OF CONVENIENCE AND COMPARISON SHOPPING.

In seeking to achieve a viable and attractive retail experience it is necessary to recognise and act upon the following dynamic processes that will happen in the city centre in the coming years:

- » The opening of Westfield Broadway will shift the focus of comparison retail activity and could lead to a contraction of the primary retail core.
- » Areas of vacant shop units may increase around the periphery of the repositioned primary retail core.
- » The Top-of-Town may feel disconnected as a result of the shift in shopping focus and there will be a need to identify a clear role for this area.

#### ACTIONS

D1.1. Establish a *Retail Strategy* for the primary shopping area, in particular highlighting those areas where comparison retail activity will be focussed. Support and protect this against inappropriate development.

D1.2. Encourage *a richer and more diverse mix of activities beyond the primary shopping area*, including business and employment use, and where appropriate residential use.

D1.3. Reinforce role of the *Top-of-Town as a convenience and independent retail destination anchored by Morrisons and the Oastler Centre*. Emphasise the needs of the existing and growing residential population as well as providing variety for visitors to the city centre.

D1.4. Maintain *attractive safe and clean physical connections* throughout the city centre.

D1.5 Identify opportunities for *temporary activities* to keep streets animated.

D1.6 Ensure the quality of the new shopping experience is *clearly communicated to visitors* as part of the broader marketing of the city centre. Strive to provide facilities and support which will ensure a positive visitor experience.

D1.7 Establish plans and proposals for the future retail markets provision in the city centre.



Mens fashion at North Parade - Top of Town



High street brands at Kirkgate shopping centre

## DELIVERY

- » The Council will lead in the preparation of a Retail Strategy for the primary shopping area. It will recognise the impact of Westfield Broadway, the role of Kirkgate Centre, and the Top of Town, and the significance of those streets which connect the two. Retail activities proposed on sites outside of the primary shopping area will be subjected to the Sequential Test before edge of centre sites can be agreed.
- » Sites which are outside the primary retail area need to deliver a wider mix of uses. This is supported by the recent Government changes to the General Permitted Development Order (GPDO) which allows for greater flexibility in change of use. However, we need to set clear and enforceable quality standards to ensure that this greater flexibility does not result in second rate development.

The role and function of the Kirkgate Centre within the primary shopping area will be clearly established in partnership with tenants. It will seek to complement rather than compete with Westfield Broadway, and the continued presence of Primark and the Kirkgate Market suggests that it can occupy the lower to middle value end of the retail spectrum to complement Westfield Broadway's more middle to upper market offer.

- » The Kirkgate Centre also provides an opportunity for innovative retailing. One example of such an initiative, The Teenage Market, is set out in Case Study 1. A similar initiative would actively engage Bradford's young entrepreneurial community in the regeneration of the city centre. *A city centre Young Enterprise Plan* can be prepared to facilitate this, incorporating such initiatives as Sunbridge Wells, and could represent a 'quick win' which will demonstrate commitment to delivery.

- » Establish a Retail Academy. As a result of the Westfield Broadway development, significant employment opportunities for local people will be generated. It is estimated that when operational, the development will create in excess of 2,000 retail jobs. Many of these will be new vacancies. In order to maximise these opportunities, and to support employers who are already within the city centre, a 'Retail Academy' pursued with Westfield and other existing retailers, Jobcentre Plus, and employment agencies is proposed. Consultation will be undertaken with current Bradford retailers alongside the ongoing discussions with Westfield to ensure that the academy meets the needs of the whole District. (See Section 3 for further detail on this).

[continues on page 162]

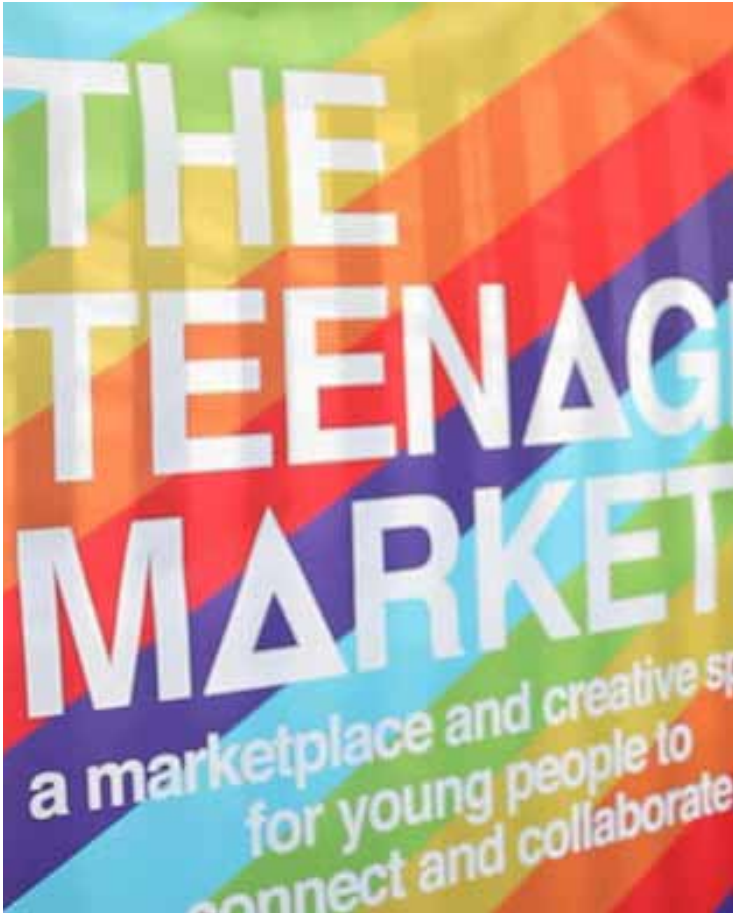
CASE STUDY 1:  
THE TEENAGE MARKET

The Teenage Market was created by teenage brothers Tom and Joe Barratt in Stockport to find a way to revitalise the town’s market area. Tom and Joe believed there should be a specialist market offering young people in the town a free platform to trade, perform and to showcase their unique skills and talents. The idea was developed with the help and support of Stockport’s market manager and immediately captured people’s imaginations, becoming an instant hit with young people all over the North West. At the first event, in Stockport Market on April 1st 2012, there were over seventy traders and twenty performers taking part. The event quickly gained local, regional and national media attention, and received online backing and support from Government Retail Advisor Mary Portas, who stated “The Teenage Market is game-changing. It’s unique, innovative and inspiring.”

An added good quality food and drink offer creates a festival environment which brings the local community together through a celebration of the diversity and energy of local young people.

The brothers were awarded Council funding to develop the idea further and run events for two years. A Teenage Market licence for towns and cities has now been created which includes all The Teenage Market trademark branding, templates for marketing materials, a toolkit sharing their advice, and an online portal to create, manage, and promote each Teenage Market event.

<http://theteenagemarket.co.uk/about-the-teenage-market/>







## OBJECTIVE D1: DELIVERY

[continued from page 159]

- » In consultation with their retailers, Westfield Broadway and the Kirkgate Centre will enter into a dialogue to **review the extent of opening hours**. Both centres will be encouraged to participate in the Chamber of Trade and take an active role in promoting the city centre as a retail destination. The Chamber of Trade and the Council, along with other partners, will maintain a “when” rather than “if” attitude to the **creation of a city centre BID** as a vehicle for trader cooperation and to deliver a package of benefits for all traders and visitors.
- » The Council will take the lead in ensuring that the **arrival experience and onward movement** are as convenient as possible for visitors. (Section 5 of this report addresses this issue in more detail).
- » **A sustainable city centre markets offer** is seen as a key component of the city centre going forward and the city needs to establish whether to continue to run two markets (the Oastler Centre and Kirkgate Market) or to consolidate into one location. The resultant offer needs to be relevant, sustainable and contribute positively to the wider regeneration of the city centre.
- » The Council, through its planning function, will ensure that any new development proposals **maintain and enhance the existing connected street pattern**. The Council will require active frontages, a legible layout, and measures to address changes in topography. Planning decisions will ensure that building servicing, in particular the management of refuse and trade waste, is properly dealt with within the curtilage of the buildings.
- » The Council will continue to pursue initiatives to secure occupants, either temporary or permanent for empty properties. The possibility of setting up an **“empty property task force”** for the city centre will be explored. Such a task force would work with landlords to identify mechanisms to achieve short-term lets of vacant retail units for a variety of activities. A programme to lease empty shop units for temporary arts-related uses and new businesses will be prepared and pursued by the task force in conjunction with arts and business support groups in the city. This can form part of a wider set of actions to promote cultural activity (see Objective D3). Very basic fit-outs will provide low cost space for limited tenancies. This will help to animate streets and maintain patterns of movement around the city centre.
- » In addition to facilitating private sector investment the Council will **explore the scope for direct intervention through leasing (or buying) of vacant properties** and subletting to new emerging businesses or retailers. If the Council commits to a reasonable term of years at a discounted rent, the value of the Council’s covenant can underpin the asset value whilst providing the Council with control of the space to bring in new businesses and improve tenant mix. A case study about direct intervention by local authorities is provided overleaf.



Sustainable markets offer - fresh food at the Oastler Centre

### CASE STUDY 2: INNOVATIVE INTERVENTION – A NEW APPROACH

The Eastleigh example.

Like many authorities, Eastleigh in Hampshire had previously followed a traditional approach to the management of its assets, led by a disposal programme to generate capital receipts for investment in the delivery of its corporate objectives.

Over the last 5 years, that has changed. Eastleigh, as one of a distinct minority of authorities across the UK, has adopted a positive approach to borrowing and acquisition. They have recognised that revenue is the key to delivery and long term sustainability, rather than selling off a finite portfolio for short term gain.

The principle is to acquire property that generates an income that represents an acceptable balance of risk and return, in areas where ownership can influence wider economic development and the long term delivery of corporate objectives. The investment has to at least “wash its face” by covering the cost of borrowing, plus a little more to allow for the risk of voids across the portfolio.

By doing this the Council has built up a revenue surplus. This has enabled it to:

- » Cap Council Tax – with no increase year on year
- » Fund borrowing for capital projects from its improved revenue position
- » Acquire strategic landholdings in the town centre, including a building into which it has relocated its administrative HQ, freeing up a significant redevelopment opportunity
- » Influence tenant mix
- » Enable small business development through having landlord control.
- » Maintain and support an important sporting attraction in the Borough – The Ageas Bowl

Building on the success of this approach, Eastleigh is now exploring opportunities to extend its direct intervention in the town centre – looking at ways in which it can acquire retail property and develop a more vibrant tenant mix and an individual retail offer. The aim is to buck the trend of decline in smaller market towns, by allowing new businesses to develop where institutional investors would not take a risk.

The authority is also exploring ways in which it can enable or implement major housing development in partnership with private developers and Registered Providers.

The driver is a sustainable approach to economic investment and a longer term commitment to securing wider benefits for the Borough as a whole.

Through direct intervention, the Council is seen to be putting its money where its mouth is, whilst protecting the economy for its local population. This benefits both residents and businesses alike. This has been recognised as an example of best practice by the Local Government Association.

<http://www.local.gov.uk/documents/10180/5785771/Income+generation+Case+Study+-+Eastleigh+Borough+Council.pdf/0bb3fe9a-7332-418c-9564-cc735137e800>



### 6.5.2: OBJECTIVE D2: A THRIVING EVENING ECONOMY WHICH ATTRACTS ALL TYPES OF VISITORS INCLUDING FAMILIES.

Cultural activity need not necessarily be confined to the “normal” pattern of the working day. Since a proportion of cultural consumption occurs in the evenings, it can form the basis for the development of an evening economy. A mixed range of uses including shops, cafés, restaurants, gyms and extended opening hours will be key success factors whilst cultural venues are an important baseline for the evening economy - the cinema, theatre, and the art gallery. More widely defined, culture refers to the patterns and rhythms of everyday life, and therefore what people do with their time - whether it’s hanging out in cafés, late night shopping, going to the hairdressing salon, bumping into friends at a theatre, or seeing a late movie.

It is also important that policy makers are pushing in the same direction to encourage diversity and mixed use areas – whilst at the same time seeking to establish a land use pattern that does not create ‘bad neighbour’ issues, for example through late night noise in residential areas.

A key to success in developing an evening economy, will be the extension of opening hours of shops and cultural and leisure facilities. This will help increase the city centre’s appeal to all the district’s communities as well as increasing footfall, vitality and improving reputation and image.

#### ACTIONS

- D2.1. The city centre will *encourage diverse uses* through thoughtful planning, design, licensing and management. To ensure that conflict in use is kept to a minimum, night clubs or all night bars will be sensitively located to minimise potential conflict with other uses/ users.
- D2.2. *A diverse dining offer will be sought*, which introduces new choices within the city, but also provides scope for the city centre to showcase its renowned Asian cuisine.
- D2.3. Within the city centre it will be *easy and convenient to walk between restaurants and cultural venues* including consideration to ensure routes are age and dementia and child friendly.

- D2.4. The Council will work with retailers and other businesses to *extend opening hours* to support the push to develop the evening economy.
- D2.5. The city centre will pursue a *reputation for safety and security* so that it is attractive to all visitors regardless of age, gender and ethnicity. It is also the intention to pursue policies and actions that will lead to Bradford becoming a dementia friendly and youth friendly city.



Nando's at City Park



Café Bleu at North Parade



Flirt Smoothies and Milk bar on Tyrel Street



My Lahore – asian café bar in the Learning Quarter

## DELIVERY

- » As a matter of priority the Council will prepare an Evening Economy Strategy for the city centre. This will focus on generating jobs, land uses, activities, opening hours, and types of venue, street lighting, transport services and policing, as well as venue capacities. The aim is to have an evening economy that is attractive to cultural tourists and takes advantage of new trends in the hospitality industry. Where necessary expert advice will be sought.
- » The AAP will include policies which support the evening economy and give it a spatial focus. City Plan identifies a priority location for where evening activity will initially concentrate, which links existing cultural venues including City Park with investment in Westfield Broadway. These areas should be the primary location for dining, but do not necessarily prevent bars and cafés from being dotted throughout the city centre as part of the broad mix of uses. An evening economy route or “promenade” will allow people to simply stroll about safely. This route should be well-lit in the

evenings, and have good evening activity along its frontages: ideally a café, bar or restaurant at regular intervals to generate natural surveillance.

- » Through its planning and environmental health functions, the Council will ensure bad neighbour and noisy activities do not undermine the efforts to stimulate a residential community within the city centre.
- » Partnership working as identified in objective D1 must occur to agree extended opening hours of shopping centres. Shopping hours should overlap with evening activity. The Council will work with the respective partners to encourage galleries, the library and street events in the evening to complement extended shopping. Ideally, opening hours should extend to at least 8pm, and 10pm during Christmas, festival times and important weekends.

## 6.5.3: OBJECTIVE D3: A WORLD CLASS, VIBRANT CULTURAL EXPERIENCE.

The Council's emerging Cultural Strategy has a clear focus and direction, and sets an aspirational tone, based on five themes:

- » **Investing in people** through processes of learning, engagement, connection, expression, exploration and entertainment. This is intended to spark future creativity, invention and story-telling;
- » **Building resilience and sustainability** by developing a cultural sector and cultural business with organisations that are creative, enterprising and entrepreneurial; and by attracting new inward investment to the city;
- » **Active leadership** by the Council, the major local institutions, creative businesses and arts and community organisations;
- » **A thriving cultural offer**, that appeals to visitors as well as local people, and
- » **A cultural destination.**

The strategy aims to nurture interest and involvement from the grassroots up and to develop a can-do attitude to future cultural investment and growth. The document states:





“There is a desire amongst residents and city-centre cultural venues and organisations to co-create and co-produce an ambitious annual cultural programme [for the city centre]. This will complement the development of a thriving day and night-time economy; create a vibrant, visible cultural calendar, and encourage visitors to the City. Residents want to see an improved retail offer with supporting bars and cafés ..... to ensure a quality, holistic cultural experience .....”

## ACTIONS

- D3.1. Improve and *develop existing cultural venues as attractors of people* and generators of economic as well as cultural activity. Explore the viability of delivering new attractions where there are gaps in current provision.
- D3.2. Focus on the *growth of cultural animation* within the city centre and aim to become a ‘Festival City’. This includes the ongoing development of a programme of events and festivals, often occurring within the public realm.



Support the growth of media related industries



National Media Museum - World class cultural venue

- D3.3. Support the *growth of the creative industries*. Typically involving the creation and communication of meaning and entertainment, the creative industries converge with the growth in computer technology and mobile communication, and can be an important contributor to the city's economy.
- D3.4. Devise a *digital strategy for the city centre* which is tailored to the needs and priorities of regeneration. This may include digital infrastructure, improved service delivery, wider public access to digital services, free wi-fi, and digital enterprise.
- D3.5. *Create space for artists and makers which offer low rents* Vacant properties can provide short term spaces for temporary occupation.

- D3.6. Invest in *learning and skills development in the creative activities*. Skills are a pre-condition for innovation. Re-skilling will create opportunities for people to learn and to help themselves.
- D3.7. Support *community arts development* to feed grassroots enthusiasm, potentially through formal training and education.
- D3.8. Continue to *improve the public realm as a cultural entity* which signifies the confidence and re-emergence of the city centre. Include public art as an integral part of this process.



Alhambra – bringing a quarter of a million people to the city



Continue to improve the public realm and support public art



## DELIVERY

- » The Council and partners will review existing venues to identify gaps in provision and/or necessary works to upgrade facilities. Particular attention will be paid to the scope for small and medium sized venues and venues which can cater for music. The Arts Council and other funding organisations will be invited to engage in discussions about specific opportunities for Bradford.
- » The Council will lead in the coordination of a programme of festivals events and activities across a range of venues, City Park and the wider city centre public realm. This will provide a varied diet of events and activities from lunchtime concerts and street theatre to major festivals.
- » The Council will seek a partner or investor willing to provide space for creative entrepreneurs through access to low cost accommodation and managed workspace.

- » The Council and partners will research and establish a digital strategy for the city centre. Examples worldwide vary – Adelaide’s strategy leans towards improving council services, whereas Manchester has prioritised the provision of free wi-fi. For Bradford, a focus on digital infrastructure would be beneficial, plus the use of digital media to run marketing campaigns and establish a Cultural Digital Portal for the city.
- » Suitable representatives of the arts community will be invited to devise a programme and innovative funding regime for community arts development which is focused on:
  - » Improving access to the arts for those who for geographic, cost, mobility or social reasons tend to be excluded;
  - » Provide opportunities for people to participate actively and creatively in the arts, to manage the arts and to appreciate them; and
  - » Partnership between professional and voluntary groups, those with specialist skills and local residents, to improve social cohesion.

The Council will lead in the preparation of an innovative public art strategy which is Bradford specific. This may include a sculpture trail, temporary and permanent exhibitions, and the use of colour, signage and lighting.

## 6.5.4: OBJECTIVE D4: A LOCAL REGIONAL, NATIONAL AND INTERNATIONAL REPUTATION, REFLECTED BY INCREASED VISITOR NUMBERS.

Bradford district has much to offer the recreational tourist, and overnight stays will grow as the retail and dining experience improves. In addition, there is scope to develop “cultural tourism,” which seeks to gain an understanding or appreciation of the nature of the place being visited (as distinct from recreational tourism). Bradford has a cultural offer that should make people feel proud of being Bradfordian, and which appeals to residents, businesses and visitors from far and wide. However, we need to showcase and communicate our cultural offer much more effectively, adopting a multi-agency approach to ensure better co-ordination of venues, events and visitor infrastructure such as restaurants, hotels and parking.

The city’s culture includes its way of life, history, art, architecture, religions, food, traditions and events. City Plan does not set out to exclude anyone’s individual definition of culture but it does have a focus. It celebrates the breadth of places where we experience culture – theatres, galleries, film, libraries, festivals, museums, parks, urban and community spaces and built heritage. There are good reasons why the city centre should focus on this:

- » Benefit from the higher spending levels associated with cultural tourists.
- » Cultural tourists actively seek to engage in the arts, performances, viewings and other experiences.
- » This form of tourism is growing in popularity throughout the world.
- » Cultural tourists are more likely to include overnight stays in their visits.
- » Bradford is a place of many cultures, and there are opportunities to attract a diverse range of visitors with different cultural perspectives.

### ACTIONS

- D4.1 Prepare a **Tourism Strategy** in order to focus attention on activity around promoting the city centre’s best and most distinctive cultural and leisure assets.
- D4.2 Prepare and implement a new **Place Marketing Strategy** in order to raise the profile of the city centre. There will be two components to this. Firstly, marketing to attract investment and development: and secondly, promotion of the city centre to attract visitors and tourists. The strategy will play to the attitudes and interests of contemporary tourists, and will be influenced by best practice from across the globe.
- D4.3 Increase the total number of tourist related jobs in the district from the current 13,500, by **growing the tourist jobs in the city centre**, by at least the national average of 9.6% over the next ten years.
- D4.4 Development of a **Destination Management Plan** with partners.



*City Park - Visitor destination*

## DELIVERY

- » The Council/ Visit Bradford will appoint place marketing specialists to work alongside venue managers, hotels, promoters, and cultural representatives to develop a Tourism Strategy and Place Marketing Strategy.
- » Visit Bradford will continue to work with stakeholders, including venue managers, hotels and cultural representatives to develop a Destination Management Plan (DMP) for Bradford and district. This will incorporate relevant existing strategies which sit within the Council.
- » Visit Bradford will develop a quarterly Tourism Forum to enable more streamlined communication channels to be established within the Council and between stakeholders. This will allow the destination's brand to develop and be more actively promoted.
- » Visit Bradford will review the Visitor Information Centre provision for Bradford city centre to ensure it is in a location that meets proven customer demand and that it provides a first impression to visitors which reflects the aspirations of the city as a whole, providing a 'Beacon for Bradford'. Integrating new technologies will be a key component to ensure the service meets customer needs and creates a professional welcome whilst allowing the service to develop in response to future needs.

# BRADFORD CITY CENTRE: DESTINATION AND EXPERIENCE



## Destinations:

- A University and College Campus
- B Civic and cultural cores
- C Primary shopping streets
- D 'Top of the Town' - Markets and independent retail
- E Heritage destination - Little Germany and Cathedral Quarter

## Visitor Attractions:

- 1 Top of Town
- 2 City Park and environs
- 3 Civic & cultural quarter
- 4 Alhambra Theatre
- 5 National Media Museum
- 6 St George's Hall
- 7 Leisure Exchange
- 8 Ice Arena
- \* City Library
- Potential site for City Centre Leisure centre
- 9 Westfield Broadway
- 10 New Bradford Theatre
- 11 Kala Sangam Studio's
- 12 Bradford Cathedral
- 13 Rail stations
- 14 Hotels
- 15 Car parks
- Retail predominates
- Food & drink predominates

This plan highlights the key city centre destinations and attractions. In setting out a differentiated offer for Bradford, the future role of various parts of the city centre are set out as components of a co-ordinated approach.

# BRADFORD CITY CENTRE AS A DESTINATION & EXPERIENCE

## THE OPPORTUNITY

- » Capitalise more fully on existing and emerging cultural and visitor assets including the UNESCO City of Film designation.
- » Better exploit the city’s unique identity and diversity
- » Grow the visitor economy and attract longer visits and higher spend.
- » Capitalise on the major investment in the city centre public realm Heritage Street enhancements and City Park, which in 2012, attracted over 200,000 visitors over the course of the year and generated over £2.5 million for the local economy.
- » Secure a balanced offer of mainstream and independent retail focused on investment at Westfield Broadway and the characterful Top-of-the-Town
- » Establish a family friendly and distinctive evening economy.

## THE CHALLENGE

- » Develop a more coordinated approach to management and marketing.
- » Built up public realm investment to create good connections throughout, and create an uplifting sense of

arrival.

- » Ensure a rich programme of events and leisure opportunities.
- » Encourage new cultural and visitor attractions.
- » Protect and encourage independent traders.
- » Better understand the performance of the city centre as a visitor destination.

## VISION

Bradford city centre will be a destination of choice for leisure and shopping for residents of the district, with a unique and attractive offer which is distinctive from other centres. The city centre will welcome visitors from the UK and overseas, who will be attracted by its rich cultural and educational offer, excellent services and vibrant street life.

## ACTIONS

- A viable and attractive retail experience with an excellent choice of convenience and comparison shopping through:
- » Establishing a *primary shopping area strategy*
  - » Encouraging a *richer and more diverse mix of activities beyond the primary shopping area*
  - » Encourage the further development of the *Top-of-Town as a convenience and independent retail area*

- » Maintaining *attractive safe and clean physical connections* throughout the city centre but particularly in high footfall areas.
- » Ensuring the quality of the new shopping experience is *clearly communicated to potential visitors and residents*.

A thriving evening economy which attracts all types of visitors including families through:

- » Greater support for, and facilitation of mixed use.
- » Developing a more diverse and varied leisure offer (restaurants, bars and cafés).
- » Establishing clear *physical and functional links* between this new leisure offer and existing cultural and other visitor attractions through infrastructure development, management and marketing activities.
- » Extending *shop opening hours* to increase shopper dwell time.
- » Ensuring city centre has a *reputation for safety and security*.

Delivering a world class, vibrant cultural experience through:

- » Improving and *developing cultural venues as attractors of people*.





- » Focusing on the *growth of cultural animation* and aim to become a *'Festival City'*.
- » Supporting the growth of the *creative industries*.
- » Devising a *digital strategy for the city centre*.
- » Creating space for *artists and makers* which offer low rents.
- » Investing in *learning and skills development in the creative activities*.
- » Supporting *community arts development*.
- » Continuing to *improve the public realm as a cultural entity*.

Creating a local regional, national and international reputation, reflected by increased visitor numbers through:

- » Preparing a *Cultural Tourism Strategy* and new *Place Marketing Strategy*.
- » Increasing the total number of *tourist related jobs*.
- » Develop a *Destination Management Plan* with partners.

## DELIVERY

CBMDC will:

- » Confirm the primary retail area and main focus for evening activities through their final CCAAP.

- » Expand their programme of LDOs to increase flexibility outside the primary retail area.
- » Lead in the establishment of a Retail Academy.
- » Ensure high levels of physical connectivity.
- » Pursue the occupation of empty properties.
- » Commission and implement an evening economy strategy.
- » Work to ensure a safe and pleasant evening experience.
- » Review existing venues to identify gaps in provision.
- » Lead in the coordination of a programme of festivals and events.
- » Establish a digital strategy for the city centre.
- » Lead on the preparation of a public arts strategy.
- » Work with Visit Bradford to appoint a place marketing specialist.
- » Lead in the preparation of a cultural tourism strategy.
- » Lead in the preparation of a City Marketing Strategy.

Other Partner Organisations will:

- » The Kirkgate Centre will confirm its role within the primary retail area following the opening of Westfield Broadway. It will look at innovative ideas for its market in collaboration with CBMDC.

- » Retailers and employment agencies will work with the Council to establish a new Retail Academy.
- » Kirkgate Centre and Westfield Broadway will seek to establish a formula for extended opening hours.
- » Arts and cultural organisations will work with the Council on a programme of festivals and events.
- » The arts community will devise a programme of community arts.
- » Visit Bradford will:
  - » Develop a Destination Management Plan.
  - » Develop a quarterly Tourism Forum.
  - » Review Visitor Information Centre provision.

## MECHANISMS

- » Strategy development
- » Retail Policy and implementation
- » City Centre BID
- » Review of opening hours
- » Empty Property Task Force
- » Direct Council Leasing/ Purchase
- » Environmental Health management
- » Events Programme
- » Partnerships for Creative Space
- » Enhanced information, intelligence and communication.

PART





# Implementation

## 7.1 A STRATEGIC APPROACH TO IMPLEMENTATION

Sections 2 – 6 of this report set out the strategic vision, objectives, and actions to secure the ongoing regeneration and growth of Bradford city centre. They also identify the key development projects that the Council and its partners want to deliver in the city centre over the next ten years.

As well as the delivery of physical development projects the list of actions also identifies the need to undertake a significant number of enabling activities and management, maintenance, and marketing actions, as well as strengthening links with businesses, property owners and the development industry.

None of this is easy or straightforward and there are not enough resources to deliver everything at once. So in order to ensure that the objectives of City Plan stand the best chance of being realised we outline the following strategic, prioritised approach to implementation and delivery.

A prioritised and logical approach to the delivery of City Plan is fundamental to achieving success and building confidence and credibility in the eyes and minds of potential investors, stakeholders and the general public. Inherent in such an approach however, is the recognition that there must be sufficient flexibility to allow new projects and opportunities to be brought into the plan at a later stage.

Our approach builds on current opportunities including those arising from the Leeds City Region, whilst at the same time setting in train longer term ambitions which will seek funding as the process evolves. It draws the objectives and actions from Sections 2 - 6 together into an integrated plan of activities. Through the Pulse Plan it also highlights points of integration and interaction within and between the five themes, both in terms of actions, and spatially to appropriately target investment and focus activity to maximum benefit.

We believe the following elements are key to ensuring successful implementation:-

1. Strong Leadership and Governance
2. Adoption of the Plan
3. Effective Delivery Partnerships
4. Effective city centre management and Marketing

7.1.1 STRONG LEADERSHIP AND GOVERNANCE

Given the diversity and multiplicity of public and private sector stakeholders, and the breadth of its scope, strong leadership and governance will be critical to successful implementation of City Plan. Its purpose will be to ensure strategic coordination, focus, and to establish the sustained support of the Council, other public agencies, local businesses and the community.

Implementation of City Plan will:

- » be driven by strong leadership, both from the *Council* and from within partner organisations across the sectors – in this context, the *Producer City Board* and its *sub-boards* have a key role to play in taking ownership of the plan. Its cross sector membership will help harness comprehensive support and give some degree of commercial confidence to the private sector;
- » The three Producer City sub-boards are
  - i. *Place Board* - with a focus on creating the conditions for business to thrive
  - ii. *Prosperity Board* - with a focus on job and wealth creation and investment
  - iii. *People and Innovation Board* - with a focus on education, skills, innovation and the links with business
- » be positioned at the heart of local economic, planning, transport and other aspects of Council policy-making that can support the delivery process. In particular the CCAAP; the Local Transport Plan and Producer City Economic Strategy;

7.1.2 ADOPTION OF THE PLAN

If City Plan is to succeed as the strategic delivery plan for the regeneration of the city centre then adoption of its principles and delivery of its projects will be key. There are two steps to achieving this. Firstly creating credible status for the plan: and secondly ensuring that there is visible evidence of project delivery in the city centre to maintain momentum and belief.



Bradford City Hall and City Park

**Status**

City Plan sets out our aspirations and objectives for the city centre and identifies a series of actions to deliver against these objectives. In so doing, City Plan:-

- » gives clarity to investors on the spatial priorities for different activities across the city centre, as set out in the spatial components of City Plan;
- » offers a degree of certainty regarding planned economic and social infrastructure investments in the city centre;
- » gives the city centre primacy in planning decisions, where appropriate; and
- » demonstrates effective and competent coordination of public sector enabling activity.

Creating ‘status for City Plan’ is also about ensuring the Plan’s adoption by movers and shakers within the city to provide profile, and to act as advocates and champions for the Plan.

**Delivery**

The sustained status and credibility of the Plan is reliant on continued delivery. Resourcing of effective programme and project management is an important key in this as will be the creation of productive partnerships with the private sector to attract investment, develop sites, and thereby create jobs.

Delivery of the Plan’s actions are shared across the public, private and in some cases third sectors. Success depends on effective joint working.

The Council has a crucial leadership role to play - to show clear direction; inspire and motivate; and influence, align and facilitate.

Delivery partners in turn (including Council departments) will need to prioritise key projects, organise and allocate resources and deliver the quality outcomes the city needs.

**Review**

City Plan needs to be reviewed on a regular basis to ensure that it does not become out of date due to changes in legislation or policy, and that its priorities are regularly reviewed so that new opportunities can be incorporated. This will be done at the project level by the appointed project officer and at the strategic level by the Producer City Place Board.



#### Adoption

City Plan needs to be adopted by the Council and the Producer City Board. The Plan should also seek endorsement by the Leeds City Region LEP and by key delivery partners including the University and College; local business organisations and the Bradford Property Forum.

Adoption by the Producer City Board will help ensure that City Plan is jointly promoted by key cross sector stakeholders in the city as a coordinated action plan for all.

We acknowledge that developers and investors value clear strategy and credible public sector interface almost as much as direct financial support. As an early initiative therefore, a City Plan Communications Strategy is required to ensure that consistent messages are presented in all dialogue with city centre stakeholders and potential investors.

City Plan should also become a material document in the statutory planning process to provide a further degree of certainty to stakeholders and confidence to the private sector about the status of City Plan. This should also help ensure that short-term variations in political complexion do not unnecessarily undermine long-term City Plan delivery.



7.1.3 EFFECTIVE DELIVERY PARTNERSHIPS

In the current climate of tighter budgetary constraints being placed on local authorities, it is likely that the majority of the physical regeneration of the city centre is going to be down to the efforts of the private sector and the education sector. However, whatever funds are directly available the Council still has a crucial role to play in developing partnerships, finding end users, and general facilitation of development either by supportive action or supportive regulation.

**Consultation to Date**

City Plan has been developed in consultation with a range of organisations in Bradford and beyond, and this has resulted in a collective understanding of aims and objectives amongst key city stakeholders. This level of understanding and support needs to be sustained through the implementation phase of the Plan and an ongoing engagement process that facilitates widespread understanding of its rationale, implications and potential benefits.

City Plan aims to build confidence in the ‘investability’ of Bradford city centre and confirms a genuine commitment to facilitating private sector investment activity across a broad front. The role of the Council and other stakeholders is about setting out clearly the direction of travel for the city, providing clarity and certainty for investors and in some cases actively engaging in early delivery. However ultimately, the success of City Plan rests on the private sector buying into Bradford’s ambitions and investing. This requires effective coordination of activity in terms of:

- » short term actions by the Council and its partners to act as catalysts to long term investment prospects for the city centre;
- » maintaining the momentum on current projects which are already contributing to City Plan delivery; and
- » leveraging increased private sector investment into the city centre and thus creating confidence for future private investors.

**Future Consultation of the Plan and its Projects Stakeholders**

Many of the stakeholders who will be essential to the delivery of City Plan priorities have been consulted in its preparation. Implementation of the Plan will require action and continued support from these stakeholders and partners to ensure that key projects are delivered. The thematic chapters (Chapters 2 – 6) identify the different roles the Council and partners will play in the delivery of specific actions.

**The Local Enterprise Partnership (LEP)**

In addition to promoting the plan to local investors and delivery partners, we will also work in partnership to ensure that City Plan is adequately promoted to the Leeds City Region LEP and to ‘external’ public and private sector investors. This will require a high profile and well coordinated approach that highlights priority development opportunities and key activities within the city centre.





#### City Centre and District Communities The Plan

Once finalised and adopted by the Council it is envisaged that a programme of communication events will be undertaken to outline the key themes of city plan and how we envisage the city centre can best serve the needs of the district's communities.

#### The Projects

It is also envisaged that as detailed proposals for projects come forward there will be opportunity for input from the city's residents and businesses either through the planning application process or wider project consultation processes.

#### 7.1.4 EFFECTIVE CITY CENTRE MANAGEMENT AND MARKETING

The vision of a city centre that we can all be proud of can in part be achieved through the effective and integrated management of the city assets that currently exist and those that will be created. As the growth of the city centre occurs and more people are living, working, visiting and learning in Bradford, effective and holistic city centre management will be an important key to maintaining positive perceptions.

Bradford City Centre Management in its current form was established in 1993 and is led by the Council. Recent successes include establishing a significant events programme throughout the year and the quality management of the city's pedestrianised streets and public realm assets, including the multi – award winning City Park. At the same time new and improved partnerships are being forged with the Police and other key operators in the city centre.

City Plan has implications for the way in which **city centre management** is undertaken for Bradford as part of the

identified City Centre Team. The delivery of new homes, businesses and leisure/cultural activities will all impact on the way in which the city centre is used, managed and policed. In particular, future Bradford city centre management must:

- » Respond to the spatial propositions for City Plan and form new partnerships for management with businesses, residents and developers and city centre institutions accordingly.
- » Reflect the current concerns identified in relation to city centre security and work with vulnerable groups including students and the elderly.
- » Work with city centre occupiers and businesses to bring forward solutions for the management of the city centre through the expanding evening economy.
- » Focus the application of resources, in terms of street management, on those locations identified as being a spotlight for future activity in the city centre through enhanced public realm and leisure/cultural/retail activity.
- » Work with those developing the transport aspects of the plan to ensure a joined up response to signage etc.
- » Prepare a holistic Management Plan for the city centre.



**Marketing Strategy**

Building on the work already being undertaken by Visit Bradford a city centre Place Marketing and Tourism Strategy should be developed with key public sector partners, such as Bradford Breakthrough and the Chamber of Commerce, as well as Invest in Bradford and key businesses in the city centre. Its content needs to appeal both to the district’s communities and the city’s wider catchment, and to potential investors and residents looking for reasons to locate a business or make a home in Bradford.

**City Centre Team**

City Plan will need staff resources from within the Council and its partners. Given the breadth of activity promoted across City Plan, it is envisaged that a core City Centre Team (the Team) will be required to act as the focus for coordination of City Plan activities, providing executive support to the Producer City Place Board and acting in a commissioning role to draw in the necessary specialist expertise from partner organisations or external sources. As delivery progresses, the shape, remit and



responsibilities of the Team will evolve – the critical requirement at the outset is to ensure that City Plan delivery gets underway and that leadership roles are confirmed across the range of activities.

**Governance**

Led by the Council, the City Centre Team will report to the Producer City Place Board. This new team will require internal reorganisation and may also host individuals from other partner organisations as required. Key individuals will be appointed to the team based on particular skill sets.

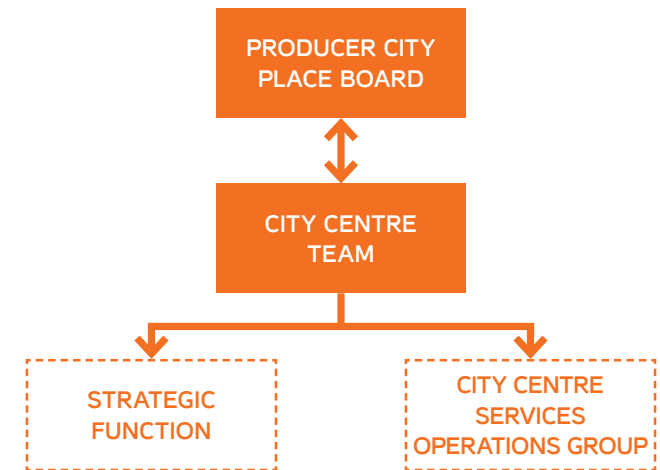
**Management Plan**

In the same way that actions across City Plan require a coordinated approach to delivery, so the future management of the city centre and its assets also requires greater integration and collaboration. Much good work has already been undertaken in this respect, for example, through the cooperation between city centre wardens and the police. To consolidate this good work City Plan recommends the preparation of a holistic city centre management plan, often now referred to by the Association of Town and City Managers (ATCM) as a Destination Management Plan.

Reflecting the national guidance from the ATCM, the management plan should be framed around the following four thematic areas:-

- » Diversity and Vitality of Place (Footfall: Geographical catchment: Access: Car Parking: Community spirit)
- » Consumer and Business Perceptions (Retail offer: Culture and leisure offer: Events: Reported crime: Markets)
- » People and footfall (Business confidence: Visitor satisfaction with retail offer: Visitor experience satisfaction: Attractiveness: Crime and safety perception)
- » Economic characteristics (Retail sales: Partnership working: Charity shops: Vacant retail units: Evening/ night time economy).

In addition to visitor needs the management plan will also need to address issues around property management; adult and children’s service provision; and resident satisfaction.



## 7.2 ATTRACTING FUNDING

External funding opportunities will arise during the course of City Plan delivery. The Team will need to have access to the necessary expertise to respond effectively to new funding opportunities, particularly given the emphasis on competitive funding and the growing importance of the **Leeds City Region LEP** in governing funding streams for economic development, notably via the Local Growth Fund.

Consideration should be given to the potential for a bespoke public-private joint venture development vehicle, possibly in the form of a **Local Asset-Backed Vehicle**, involving pooling of resources, development risk sharing and recycling of development receipts. This approach would require more detailed investigation, but could offer potential to lever additional private sector development finance secured against City Council-owned property assets. It could also provide a basis for more focused development management expertise to champion and drive forward investment in the city centre.

### The use of developer contributions (CIL / S106 and S278)

The Council will soon publish a preliminary draft Community Infrastructure Levy Schedule. This sets out a long list of projects, which the Council may seek contributions from developers towards. These may include:

- » Education.
- » Recreation Open Space and Playing Fields.
- » Public Realm Improvements.
- » Strategic Transport infrastructure.
- » Encouraging public transport use (e.g. Metro Cards).

This is known as the regulation 1-2-3 list, which identifies strategic infrastructure in need of improvement due to cumulative impacts of development. Identified site specific impacts of development will still be dealt with through Section 106 and Section 278 (Highways) agreements.

### The use of ‘alternative’ forms of public financing for infrastructure provision

The Council will soon publish a draft Local Infrastructure Plan (LIP), which will set out the present and future infrastructure provision requirement within the Bradford District. The LIP will also set out viable funding mechanisms for the delivery of the infrastructure provision required. In addition to the above these may include all or some of the following funding options:

1. Local Asset Backed Vehicles (LABVs)
2. Joint European Support for Sustainable Investment in City Areas (JESSICAs)
3. Joint European Resources for Micro to Medium Enterprises Initiative (JEREMIE)
4. Infrastructure Financing
5. Prudential Borrowing
6. Voluntary Development Partnerships
7. Business Improvement Districts (BIDS)



8. Community Land Trusts (CLT)
9. Tax Increment Financing (TIFs)
10. Regional Growth Fund
11. Local Incentive Backed Vehicles (LIBVs)
12. Multi Use Infrastructure Procurement
13. New Homes Bonus
14. Total Place

## 7.3 ACTIONS PLAN

### 7.3.1 PRIORITISATION OF ACTIONS

City Plan identifies a wide range of delivery activities to achieve the objectives set for the city centre – ranging from the high level and strategic to developing key partnerships, project development, project delivery and operations development. Clearly not all of these can be tackled at once and we need to focus on a limited number of high impact and important activities.

Successful implementation will require effective sequencing of these delivery actions and an early focus on those actions with best prospects for catalytic and sustainable impacts. Some delivery activities, including unlocking development sites, major infrastructure investments etc, will take time to deliver (but must be started sooner rather than later) and will be dependent on generating investment interest through policy and marketing initiatives, alongside individual external funding bids.

We will therefore focus initially on the following actions:

- » achieving recognised status for City Plan as the guiding strategy for city centre growth;
- » championing and marketing City Plan and key development opportunities to local and external interests;
- » coordinating initial City Plan delivery activity.

Specifically, activities will include:

#### Communication & marketing

- » establishing a **communications plan** for engagement with all stakeholders and potential investors regarding City Plan;
- » developing a **branding and marketing strategy** and a high quality ‘development/investment prospectus’ for the city centre;
- » continued refinement and **dissemination of intelligence** on the city centre economy, key assets, ongoing development activity and future investment opportunities.

#### Review of regulatory policies

- » ensuring the alignment of key regulatory plans and policies, including planning, licensing, city centre management, to City Plan and identification of any potential delivery barriers;



#### Key site delivery planning

- » preparing development briefs for key sites and investment projects;
- » working with owners / occupiers of key sites to advance development projects;
- » engaging with private sector developers to promote development opportunities, including through competitive processes;
- » consideration of innovative mechanisms to unlock development projects, including the use of City Council assets, prudential borrowing and public-private partnership arrangements;
- » coordinating bids for public sector funding to advance priority projects, including sources being channelled through the Leeds City Region LEP; and
- » gearing up for direct delivery or joint venture arrangements.

#### Implementing early wins

- » progressing early activities that have an impact and demonstrate commitment to delivery, e.g. University Enterprise Zone.

### 7.3.2 OBJECTIVES, ACTIONS & PRIORITIES

This is the live section of City Plan that needs to maintain its integrity yet be flexible enough to allow new opportunities to come forward as events change the economic landscape of the city centre. Although initial priorities have been identified in this report, the Plan allows for updating and reprioritising of activities. It is envisaged that the Plan will be reviewed on a quarterly basis and any proposed changes will be brought to the Producer City Board for endorsement or approval.

The initial adoption of the plan by the Producer City Board will include the endorsement of the Action Plan priorities.

Under the Five Point Plan a series of Objectives and Actions have been identified in order to deliver the stated ambitions for City Plan. The table overleaf brings all of these objectives and actions together into a single Action Plan. This summarises all of the actions for City Plan, categorises them under three headings in terms of the nature of those actions and identifies a lead partner for delivery in each case.

The Actions have been categorised as follows:

***Institutions*** - The structures and bodies that will need to be built upon or put in place to manage the future City Plan activity;

***Assets*** - Physical assets including sites, buildings and development opportunities that will become the 'product' for Bradford city centre; and

***Processes*** - Policies, statutory processes and delivery structures that need to be developed and aligned to ensure an integrated and successful platform for City Plan activity.



Some of Bradford's physical assets

Also set out in the table is the proposed timing for actions reflecting the consideration of the initial delivery phase as identified above and then considering early and second wave actions over the ten year City Plan period. In summary, these are as follows:

**Initial Actions (I)** – Those things that can be picked up from day one to cover communication & marketing; Review of regulatory policies; Key site delivery planning; Implementing early wins; and addressing locations where there is a current and pressing need to address conflict or harness opportunity.

**Early Actions (E)** - Those actions to be undertaken in the first five years of City Plan delivery. These will build on the Initial Actions and will cover initiatives that, whilst important do not have an immediate imperative for intervention.

**Second Wave Actions (S)** – Interventions that should occur in years 6-10 of City Plan. These medium term actions may need considerable work to bring forward, require a longer term approach to funding or be most beneficially advanced once other City Plan actions have taken effect.

### 7.3.3 PRIORITY LOCATIONS FOR ACTIVITY

Covering some 170 Ha, the geography and scale of Bradford city centre is a considerable area. It is therefore unrealistic for the whole of this area to be a priority for intervention through City Plan. Based on this premise therefore, City Plan has identified a number of priority locations for intervention where activity should be focussed. There are five priority locations which we have termed 'Pulses' and taken together they create the City Centre Pulse Plan. Please go to page 202 for a more detailed description of the 'Pulses' and accompanying plans.





## ACTION PLAN

STRATEGIC ACTIONS					
	Institution	Asset	Process	Lead	Timing
S1. Adoption of City Plan by City of Bradford Metropolitan Borough Council / Producer City Board	✓			CBMDC Producer City	I
S2. Endorsement of City Plan by local and regional partners	✓			LEP University & College Bradford Chamber Businesses Bradford Matters	I
S3. Development & Implementation of City Plan Communications Strategy			✓	CBMDC Producer City	I
S4. Preparation of holistic city centre Management Plan			✓	CBMDC	E
S5. Establish a city centre team to effectively coordinate and deliver City Plan activity and actions			✓	CBMDC Producer City	I
S6. Preparation of a city centre Marketing Plan			✓	CBMDC Producer City	I
THEMATIC ACTIONS					
Theme	Institution	Asset	Process	Lead	Timing
<b>Bradford city centre as a place for dynamic business and entrepreneurship</b>					
<b><i>E1. The city centre as Bradford's enterprise 'capital'</i></b>					
E1.1 Develop a city centre Enterprise Prospectus highlighting the full range of assets, opportunities and support networks for enterprise development in the city centre			✓	CBMDC	E
E1.2. Provide a transparent Enterprise Enabling process to include regular engagement events through an appointed city centre Enterprise Enabler				CBMDC	E
E1.3. Develop a Marketing Plan for the city centre with partners and the private sector. Establish a public/private sector budget			✓	CBMDC	I
<b><i>E2. A city centre office market capable of meeting a full spectrum of business needs</i></b>					
E2.1 Prepare a 'trading portfolio' of key office development sites in the city centre in order to 'sell' the investment opportunity to developers and occupiers		✓		CBMDC	E
<b><i>E3. Attractive &amp; creative spaces for business &amp; enterprise growth in the city centre</i></b>					
E3.1 Develop plans for a new wave of flexible 'spin-out' business spaces linked to the University and College for graduate entrepreneurs and innovators		✓		University / College	S
E3.2 Deliver targeted and bespoke CDI Sector business support to pre-starts, new and existing SME's within the city centre			✓	CBMDC	E

E3.3. Establish a recognisable brand name for Bradford's CDI sector e.g. Digital Bradford		✓		CBMDC	E
E3.4. Progress the establishment of the Digital Exchange in Little Germany as an open laboratory / business development space for the digital sector		✓		University	I
E3.5. Assess the potential for a post-film production space in the city centre linked to the University / College and the National Media Museum		✓		Bradford Film/Media Museum	E
E3.6. Promote a 'Make Room for Enterprise' programme encouraging re-use of vacant city centre premises		✓		CBMDC	I
E3.7. Present options to connect into decentralised municipal energy networks and the provision of cheaper, cleaner heat and power to business		✓		CBMDC	S
E3.8. Promote the city centre as a key location for digital connectivity based on the provision of superfast broadband services		✓		CBMDC	I
<b>E4. An accessible and effective support system for city centre businesses</b>					
E4.1. Establish key account management services for leading city centre businesses building on the Producer City Key Account Management project			✓		E
E4.2. Develop a 'Business Growth Hub' for coordinated business support delivery and signposting in the city centre. District wide but located in city centre	✓			CBMDC / LEP	E
<b>E5. Young entrepreneurs at the heart of the city centre's enterprise culture</b>					
E5.1. Prepare a city centre Young Enterprise Plan, in conjunction with community based agencies across the city and in conjunction with the University and College. Skills requirements to be based on employment programme			✓	University/College	S
<b>Bradford city centre as a centre of excellence for learning</b>					
<b>L1. - Development of the Learning Quarter enabling Bradford University and College to meet their growth and quality objectives</b>					
L1.1. Ensure a positive policy position for the future of the Learning Quarter by embedding in the CCAAP to afford it formal policy status			✓	CBMDC	I
L1.2. Review University and College land requirements over the next ten years. Apply CPO powers where appropriate to ensure the delivery of key sites for University / College expansion as required			✓	University/ College/ CBMDC	S
L1.3. Work with the University and College to create development briefs for disposal sites in order to build market confidence and encourage maximum return against suitable land uses			✓	University/ College/ CBMDC	S
L1.4. Deliver the Listerhills Triangle Site proposals to include student apartments, core assisted housing and childrens nursery		✓		University/ College/ CBMDC	S
L1.5 Deliver the University Enterprise Zone, comprising an on-campus Healthy Living Centre and a Digital Health Hub based in Little Germany		✓		University/ BT	I
L1.6 Deliver the Bradford College STEM Advanced Technology Centre		✓		Bradford College	I



<b>L2. Integration of the University and College into the city centre</b>					
L2.1. Develop an Evening Economy Strategy which recognises the cultural and ethnic make up of the student and wider population			✓	CBMDC	E
L2.2. Improve physical connections and safety between the Learning Quarter and the rest of the city centre		✓		CBMDC	S
L2.3. Through new development proposals and guidance, reinvent Thornton Road as a vibrant 'Front Door' to the Learning Quarter		✓		University/ College/ CBMDC	S
L2.4. Promote new satellite learning facilities for the University and College in partnership with businesses in locations outside the Learning Quarter		✓		University/ College/ CBMDC / Businesses	S
L2.5. Build on existing relationships with the University/ College Students' Unions to develop a sustainable formal relationship at from which to agree future priorities for action for students. Review current warden arrangements	✓			University/ College/ CBMDC	E
<b>L3. Enhanced relationships between learning establishments and city centre businesses</b>					
L3.1 Target inward investment to key sectors/clusters for businesses which align with University and College's existing and future specialisms			✓	University/ College/ CBMDC	S
L3.2. Secure higher levels of graduate retention by mapping where Bradford's brightest FE and HE graduates go to when they leave full time education. Understand who is lost to the city and why. Use this learning to better inform local employers			✓	University/ College/ CBMDC	E
L3.3. Create many more opportunities for the brightest undergraduates to gain work placements as part of their core studies. Matching of student skills and needs to business needs			✓	University/ College/ CBMDC	E
L3.4. Initiate a programme of physical Innovation Centres for specialisms with the highest potential economic return		✓		University/ College/ CBMDC	S
L3.5. Capitalise on the development of Westfield Broadway to develop learning opportunities for business and retail management, marketing and buying through the Retail Academy			✓	University/ College/ CBMDC/ Westfield	S
L3.6. Maximise the benefits of the University/College's specialisms to support overseas missions and Bradford based events. Maximise benefits of foreign student links to other economies and maximise inward investment opportunities through a programme of international marketing			✓	University/ College/ CBMDC/ LEP/ Chamber	S
L3.7. Collaboration into the design of 21st Century Urban Infrastructure through development of local solutions			✓	CBMDC	E
<b>L4. Increased interaction between city centre learning establishments and wider Bradfordians</b>					
L4.1. Consider the need for post 16 leaving provision to meet the demand for places		✓		CBMDC	S
L4.2. Building on the current policy of establishing integrated learning, establish scope and demand for additional Industrial Centres of Excellence (ICE's)		✓		CBMDC	S
L4.3. Continue to embed a business focus into the wider education curriculum through partnerships with local schools			✓	E3	E

L4.4. Work with the University / College to establish scope for use of facilities by city and district residents to enrich the city centre offer and better integrate the Learning Campus		✓		University/ College	E
<b>L5. Achieve a substantial improvement in adult skills /training through increased involvement</b>					
L5.1. CBMDC to work with partners and critically review success of apprenticeship schemes with a view to developing a coordinated city centre Apprenticeships Programme			✓	CBMDC	E
L5.2. Seek to raise the profile of the new city centre Library or other suitable city centre locations to highlight formal and informal learning opportunities and activities to create an information 'hub' for adult learning		✓		CBMDC	E
<b>Bradford city centre as an exemplar of 21st century urban living</b>					
<b>R1. A valid housing offer for existing and future Bradford households, at any stage in their life.</b>					
R1.1. Direct delivery by the Council, through small scale or pilot developments to stimulate demand, and catalyse activity in the private sector.			✓	CBMDC	I
R1.2. Delivery in partnership with housing developers or housing associations whereby the Council provides the land for housing schemes and bears some of the risks associated with development in a fledgling market.			✓	CBMDC	I
R1.3. Acquisition of land to assemble sites for the purposes of development, potentially using Compulsory Purchase Powers, as an instrument of last resort.		✓		CBMDC	E
R1.4. Direct and sustained delivery by the market following the lead established by the Council.		✓		Private Developers	S
R1.5. A City Centre Area Action Plan (CCAAP) which clearly articulates city centre housing requirements		✓		CBMDC	E
R1.6. CCAPP which provides a clear spatial strategy, allocating housing sites in appropriate locations, as well as sites for social infrastructure.		✓		CBMDC	E
R1.7. Collaboration with Bradford University and its partners to understand and plan to meet student housing need.			✓	University/Mi2	E
<b>R2 A physical concept for development which recognises the benefits of mixed households and supporting uses in close proximity.</b>					
R2.1. Identify and quantify the social infrastructure requirements associated with the anticipated housing mix for the city centre. Identify land in suitable city centre locations for these uses and plan for the delivery of these through the planning process.			✓	CBMDC	I
R2.2. Adopt the principles of the 'Urban Village' model as an approach to planning and design for new city centre housing.			✓	CBMDC	I
R2.3. Pursue and implement the current Green Infrastructure Strategy, including the identification of land for green open spaces and parks at the heart of residential areas.			✓	CBMDC	I
R2.4. Improve mobility between the Top of Town, Oastler Centre and Westfield Broadway shopping centre to ensure access for the elderly and less mobile residents		✓		CBMDC	S
R2.5. Ensure a high quality and affordable fresh food offer is available in close proximity to planned city centre homes.		✓		CBMDC	I
R2.6. Work with relevant organisations to deliver a city centre resource for older people that meets proven demand for health care and social facilities		✓		CBMDC	I



<b>R3 High standards in architecture and urban design.</b>					
R3.1. Establish and articulate the high design standards that the Council expects for all development. Ensure standards are enforced in city centre.			✓	CBMDC	I
R3.2. Ensure cars and car parking is well planned and managed so that vehicles do not detract from the amenity of residential areas.			✓	CBMDC	E
R3.3. Ensure all development led by the Council and In-Communities is well designed in order to demonstrate an acceptable standard of architecture and urban design.			✓	CBMDC	E
<b>R4 A substantial reduction in empty upper floors and vacant buildings through conversion to dwellings.</b>					
R4.1. Pursue and encourage the conversion of suitable premises above ground floor and vacant buildings for residential use.			✓	English Heritage/ CBMDC	S
<b>R5 Appropriate standards of living accommodation, and a reduction in the amount of sub-standard homes.</b>					
R5.1. Ensure housing standards are strictly enforced to ensure safe homes with good levels of residential amenity. Identify and condemn sub-standard housing.			✓	CBMDC	I
R5.2. Instigate a framework for working with letting agents to regulate and maintain appropriate housing standards within the city centre.			✓	CBMDC/ Agents	E
R5.3. Support the University and its partners in the creation of dedicated student housing to enhance the appeal of Bradford as a good place to study.		✓		University	E
R5.4. Align inter-departmental standards in relation to housing, building control and environmental health to ensure consistent and easily accessible advice and regulation of homes.	✓			CBMDC	I
R5.5. Work with house builders to develop schemes that improve the energy efficiency of accommodation.			✓	CMBDC/ House builders	S
<b>Bradford city centre as a Major Transport Hub</b>					
<b>T1. A well connected and adaptable city</b>					
T1.1. Increase the quality and capacity of Bradford's rail network into the city centre in particular the electrification of the Calder Valley line.		✓		Network Rail	S
T1.2. Deliver high quality public transport corridor improvements for "Quality Travel Corridors" into the city centre		✓		Metro/ CBMDC	E
T1.3. Provide a new high quality access connection to businesses in the area between Westgate and Thornton Road as part of the City Ring Road project.		✓		CBMDC	E
T1.4. Reconfigure key gateways on the City Ring Road to improve the connections to the city centre.		✓		CBMDC	E
T1.5. Continue to develop a network of cycle routes which are safe, convenient and attractive with dedicated lanes and other major improvements.		✓		CBMDC	E
T1.6. Simplify the convenience and connectivity of the public transport network to make it easier to use. The requirement is to deliver Smart Mobility and a technology strategy for getting to and moving around the city.			✓	METRO	E

T1.7. Explore Options for improving connections between Bradford City Centre and Leeds Bradford Airport		✓		CBMDC	I
<b>T2 An efficient and legible city.</b>					
T2.1. Improve the efficiency of the existing road network into and around the city centre by delivering the planned improvements to the key junctions on the Outer Ring Road.		✓		CBMDC	E
T2.2. Implement the Bradford city centre Variable Message Signing (VMS) project to reduce congestion in, and help people adapt usage of the city centre thereby making the city centre more accessible.		✓		CBMDC	I
T2.3. Plan, design and deliver the wider package of works associated with the City Ring Road Stage 4 proposals			✓	CBMDC	I
T2.4. Devise and deliver a Car Parking Strategy that includes consideration of car park location, cost, convenience and signage to improve visitor experience and convenience.			✓	CBMDC	I
T2.5. Work with developers and partners to install infrastructure to support the use of low emission vehicles.			✓	CBMDC/ Developers	E
T2.6. Develop a modern Way-Finding Strategy in conjunction with city centre Management, in order to improve legibility of the central area.			✓	CBMDC	I
T2.7. Review the management of freight access and servicing within the city centre and plan/coordinate servicing by working with freight operators and businesses with consideration being given to the use of low/zero emissions vehicles.			✓	CBMDC/ Freight Operators	E
<b>T3 Creating a walkable and bike friendly city</b>					
T3.1. Capitalise on the approach for the Outer Ring road to significantly increase orbital capacity by developing plans and proposals to “lock in” traffic and environmental improvements in the city centre.			✓	CBMDC	I
T3.2. Develop an overall plan for different City Streets typologies from the pedestrian and cyclist perspective in order to identify where improvements are needed and devise a list of priorities.			✓	CBMDC	I
T3.3. Transform the City Ring Road into the City Street. This will involve preparing a City Streets Strategy with the principle aim of carefully enhancing the quality of the public realm by reconfiguring highway infrastructure.			✓	CBMDC	I
T3.4. Support a step change in cycling by promoting a City that creates bicycle-friendly communities investing in the city centre including raising driver awareness in order to improve safety for cyclists and installing secure cycle parking facilities within or immediately adjacent to key destinations and public transport facilities.			✓	CBMDC	E
T3.5. Enhancing the urban environmental quality of the streets in the city centre, through careful use of funding and investment on a consistent approach to street design, furniture and lighting through the city centre Design Guide and public realm strategy.			✓	CBMDC	E/S
T3.6. Address air quality issues in the city centre (in particular not pollution) by planning for a longer term reduction in city centre through-traffic in order to improve the quality of the city centre experience and improved visitor experience.			✓	CBMDC	S



Bradford city centre as a destination and experience					
<b>D1 A viable and attractive retail experience with an excellent choice of convenience and comparison shopping.</b>					
D1.1. Establish a Retail Strategy for the primary shopping area and in particular highlight those areas where comparison retail activity should be focussed.			✓	CBMDC	I
D1.2. Encourage a much richer and more diverse mix of activities beyond the primary shopping area, including business and employment use, and, where appropriate, residential use.			✓	CBMDC	I
D1.3. Identify a new role for Top-of-Town as convenience and independent retail destination anchored by Morrisons and the Oastler Centre.			✓	CBMDC	I
D1.4. Maintain attractive, safe and clean physical connections throughout the city centre.		✓		CBMDC	E
D1.5. Identify opportunities for temporary activities to keep streets animated.		✓		CBMDC	I
D1.6. Clearly communicate the quality of the new shopping experience to visitors as part of the broader marketing of the city centre.			✓	CBMDC	E
D1.7. Establish plans and proposals for the future markets provision in the city centre		CBMDC		Metro/ CBMDC	E
<b>D2: A thriving evening economy which attracts all types of visitors including families.</b>					
D2.1. Encourage diverse uses through careful planning, design and management			✓	CBMDC	I
D2.2. Pursue a diverse dining offer which introduces new choices within the city, but also provides scope for the city centre to showcase its renowned Asian cuisine			✓	CBMDC / Bradford Matters	E
D2.3. Establish a clear physical and functional link between dining and the cultural offer.			✓	CBMDC / Bradford Matters	I
D2.4. Work with centre managers, retailers and businesses to secure extended shop opening hours to increase shopper dwell time.			✓	CBMDC, Westfield Broadway, Kirkgate	E
D2.5. Work to ensure a reputation for safety and security so that the city centre is attractive to all visitors regardless of age, gender and ethnicity.			✓	CBMDC, Police	E
<b>D3: A world class, vibrant cultural experience.</b>					
D3.1. Improve and develop cultural venues as attractors of people and generators of economic as well as cultural activity.		✓		Arts Council / CBMDC/ Venues	E
D3.2. Develop and grow cultural animation within the city centre and aim to become a 'Festival City'.			✓	CBMDC	E
D3.3. Support the growth of the creative industries.			✓	CBMDC / University / College	E
D3.4. Devise a digital strategy for the city centre which is tailored to the needs and priorities of regeneration.			✓	CBMDC	E
D3.5. Create space for artists and makers which offer low rents.		✓		CBMDC	E
D3.6. Invest in learning and skills development in the creative activities. Skills are a pre-condition for innovation.			✓	University / College	S

D3.7. Support community arts development to feed grassroots enthusiasm, potentially through formal training and education.			✓	CBMDC	E
D3.8. Continue to improve the public realm as a cultural entity which signifies the confidence and re-emergence of the city centre. Include public art as an integral part of this process.		✓		CBMDC	S
<b>D4: A regional, national and international reputation, reflected by increased visitor numbers.</b>					
D4.1. Prepare a Tourism Strategy for the city centre			✓	Visit Bradford	E
D4.2. Prepare and implement Marketing Strategy.			✓	Visit Bradford/ CBMDC	E
D4.3. Increase the total number of tourist related jobs in the district, by growing the jobs in the city centre.		✓		CBMDC	S
D4.4. Development of a Destination Management Plan with Partners.		✓		Visit Bradford/ CBMDC/ Hotels/ Attractions/ Eateries	S

The table above sets out broad timeframes for each identified action. Based on this, set out below are the recommended 5 priority actions for each of the City Plan themes.

**THEME 1: BRADFORD CITY CENTRE AS A PLACE FOR DYNAMIC BUSINESS AND ENTREPRENEURSHIP**

**THEME 2: BRADFORD CITY CENTRE AS A CENTRE OF EXCELLENCE FOR LEARNING**

- |  |  |   |
|--|--|---|
| <ol style="list-style-type: none"> <li>1. <i>Develop a city centre Enterprise Prospectus highlighting the full range of assets, opportunities and support networks for enterprise development in the city centre.</i></li> <li>2. <i>Deliver targeted and bespoke CDI sector business support to pre-starts, new and existing SME's in the city centre.</i></li> <li>3. <i>Prepare a 'trading portfolio' of key development sites in the city centre in order to 'sell' the investment opportunity to developers, agents and potential occupiers.</i></li> <li>4. <i>Deliver the 'Digital Exchange' business incubator in Little Germany as the first project of the University Enterprise Zone in digital health innovation.</i></li> <li>5. <i>Develop a film production hub (including post film production) in the city centre linked to the university/ Bradford College/ City of Film and Bradford Film Office.</i></li> </ol> | <ol style="list-style-type: none"> <li>1. <i>Continue to support the university and Bradford College's plans to deliver the next phases of the Learning Quarter (including Listerhills Triangle; the University Enterprise Zone Health and Well-Being Centre; and the Bradford College Advanced Technology Centre) including assistance with site assembly, policy alignment, and enhanced key account management.</i></li> <li>2. <i>Target inward investment to key sectors/clusters for businesses which align with the university and college's existing and future specialisms and support business to business opportunities.</i></li> </ol> | <ol style="list-style-type: none"> <li>3. <i>Establish enhanced physical links and integration of the Learning Quarter with the rest of the city centre including the reinvention of the Thornton Road and the establishment of satellite learning facilities. Encourage integration of student life and participation in the wider city centre.</i></li> <li>4. <i>Work with Westfield and others to develop learning opportunities to develop retail, leisure and hospitality skills through the establishment of a city centre retail academy.</i></li> <li>5. <i>Create more opportunities for work placements in local businesses for undergraduates and other students to gain experience of business needs as part of their core studies.</i></li> </ol> |
|--|--|---|





THEME 3: BRADFORD CITY CENTRE AS AN EXEMPLAR OF 21ST CENTURY URBAN LIVING

THEME 4: BRADFORD CITY CENTRE AS A MAJOR TRANSPORT HUB

THEME 5: BRADFORD CITY CENTRE AS A DESTINATION AND EXPERIENCE

1. *Direct delivery by the Council through small scale developments or pilot schemes, to stimulate demand and catalyse activity by the private sector.*
2. *In association with UNIPOL, Incommunities, other key housing partners and the university, develop a housing strategy and delivery plan for the delivery of 3,500 quality homes in the city centre by 2030.*
3. *Prepare outline plans for the creation of 'urban villages' at the 'Top of Town' and Little Germany/ Cathedral Quarter.*
4. *Explore the feasibility for the conversion of upper floors and vacant buildings for residential use. Establish and implement a pilot scheme for the upper floor development of a vacant listed building.*
5. *Prioritise and articulate the high standards that the Council expects for all development. Ensure standards are enforced in the city centre.*

1. *Develop a single action plan for transport based on City Plan recommendations.*
2. *Pursue measures that will enhance the quality and capacity of Bradford's rail network into the city centre in particular through improvements to the quality and service of the Caldervale line and making the city centre 'HS2 ready'.*
3. *Deliver high quality public transport corridor improvements into the city centre*
4. *Prepare a car parking strategy for the city centre in the light of current and predicted user numbers. Implement the Bradford city centre Variable Message Signing (VMS) project as an initial measure to reduce congestion in, and help people adapt to changes in usage of the city centre.*
5. *Develop a modern pedestrian way-finding strategy in conjunction with city centre management, in order to improve legibility of the central area.*

1. *Establish a retail strategy for the primary shopping streets and highlight those areas where comparison retail activity should be focussed. To include plans and proposals for the future markets offer in the city centre.*
2. *Reinforce the 'Top of Town' as an important convenience and independent retail destination, and as a key arrival point with excellent public transport connections, car parking capacity, and accessible public realm.*
3. *Manage and maintain the city centre to the highest standards. Develop a Destination Management Plan with partners*
4. *Work with centre managers, retailers and businesses to develop an Evening/ Night time Economy Strategy that is family friendly and appeals to all.*
5. *Seek to grow the cultural offer in the city including venues, festivals and events. Pursue the redevelopment of the Odeon site as a modern music venue.*

## 7.4 CITY CENTRE PULSE PLAN

### 7.4.1 PULSE PLAN

The 'City Centre Pulse Plan' and supporting drawings is not a 'masterplan'. Rather they identify principles and illustrate propositions for catalytic locations in the city centre where a focussed concentration of time, money and activity will result in the highest regeneration impact. These identified locations have been termed 'Pulses' on the basis that by intervening in this targeted way the benefits to the wider centre will 'pulse' outward. Each Pulse location will interface, integrate and connect recently completed, current and planned development

activity.

The Pulse Plan and supporting drawings are not land use zoning plans or site identification plans or master plans. Rather they draw together the key interventions from the five City Plan themes into a series of multi-faceted priority locations for action. For each location, we have:

- » Established a set of development and design principles that should be adhered to in securing a successful outcome; and
- » Provided a visual illustration of how these principles might be applied.

The 'Pulse' Locations can be summarised as follows:

CITY PULSE 1:  
TOP OF TOWN

CITY PULSE 2: FORSTER  
SQUARE/CATHEDRAL QUARTER

CITY PULSE 5:  
CENTRAL AREA

CITY PULSE 3:  
THORNTON ROAD

CITY PULSE 4: BUSINESS/  
CULTURE CLUSTER AND  
INTERCHANGE GATEWAY

## 7.4.2 CITY PULSE 1: TOP OF TOWN

This area is currently characterised by a dense urban grain, a wide mix of uses and a current ‘anchor’ created by Morrisons and the Oastler Centre Market. In addition, new housing at Chain Street and an improving independent retail and leisure offer on North Parade all contribute to potential for the area to develop along ‘urban village’ lines.

The key challenge is to ensure that the area remains vibrant and resilient following the development of the Westfield Broadway shopping centre. Key to this will be to ensure that Top of Town remains an attractive arrival point in the city centre.

A critical location in the city centre that should act as the heart of the new residential communities proposed in this part of the city and a point of connection to Goitside in the west, Forster Square in the East and Manningham northwards.

Intervention in this part of the city centre responds to the gravitational pull of The Broadway in retail terms, and seeks to promote the retention of the Oastler Market as a food and convenience offer alongside an enhanced Morrisons and a developing independent retail sector.

### Development/Design Principles

- » Establish a new urban residential community through development of opportunity sites
- » Reinvigorate the market and convenience retail offer at the heart of the new residential community
- » Encourage the ongoing establishment of independent retail
- » Target public realm investments to respond to the new mixed use offer and better link to the Primary Shopping area and Goitside
- » Develop new opportunity sites to the northern edge of the area to secure quality new frontage and activity
- » Facilitate greater integration / connectivity with wider residential communities including Manningham through implementation of the city ring road.



1. Consider new pedestrian crossing to connect Manningham and Chain Street development.
2. Infirmary Fields Recreation Ground.
3. Listed Simes Street Chapel to become centre piece for a sensitive residential led mixed development.
4. Paradise Street – new section of street to provide an additional link for the inner Ring Road. Attractive landscaping treatment and new development to establish a high quality corridor in the City.
5. Arrival point. Carry out improvements that help develop 'Top of Town' as a point of arrival to city including refurbishment of Westgate car park and retention of Morrisons and the Oastler Centre.
6. Chain Street – new residential development and new landscaped linear park will help connect 'Top of Town' with Goitside.
7. Improved links between 'Top of Town' and Manningham via new super crossing over Drewton Road.
8. Potential new residential development to help establish Tetley Street as a link between 'Top of Town' and Thornton Road.
9. Environmental enhancements around former YBS building to help connect 'Top of Town' with Tetley Street and Goitside (potential road closures or road narrowing to improve pedestrian cycling priority).
10. Conversion of former YBS Building. Potential use for hotel, residential, retail mixed development.
11. Potential for landmark gateway building.
12. New residential development on Grammar School Street completing the existing residential development of Cliff Side.
13. New public realm improvements to create a new space with better crossing over Rawson Square.
14. Environmental improvements to improve connections between 'Top of Town' and Kirkgate.
15. Improve pedestrian priority over Westgate through reduction of through traffic and new improved crossing.
16. New mixed-use development to include residential and retail, to include potential location for bazaar.

### 7.4.3 CITY PULSE 2: FORSTER SQUARE/CATHEDRAL QUARTER

This area is characterised by a mix of old Victorian buildings set in a dense road network and significant development land. It is a key location for the provision of housing in the city centre (conversions and new build) and also vital in ensuring that the eastern side of the city is connected effectively to the city centre, both Westfield Broadway and the Top of Town.

A critical location for the future of this part of the city centre focussed on the station approach and former Royal Mail sorting office site. This location has the potential to provide linkages to a number of important regeneration areas which could help unlock investment. By creating strong north/south and east/west linkages through the development of this area it will act as an effective point of interface between the Little Germany/ Cathedral Quarter Urban Village, Westfield Broadway, Forster Square Station and the new residential communities at the Top of Town.

Crucially, this area also represents a one off opportunity to create a new gateway for the city from Forster Square station. By pursuing an approach to this location that includes a mix of uses, permeable built form and highest quality public realm, the long held aspiration of an enhanced sense of arrival to the city from Forster Square Station can be achieved.

#### Development/Design Principles

- » Facilitate transition from Westfield Broadway, to Forster Square and the residential communities in Little Germany / the Cathedral Quarter.
- » Mixed use redevelopment of the former Royal Mail Sorting Office to enhance pedestrian connectivity north/south and east/west through the site.
- » Delivery of new high quality public realm through the redevelopment of the former Royal Mail Sorting Office to create a new gateway location for the city linked to the enhancements to Forster Square station.
- » Creation of new urban spaces and water features through redevelopment of sites off Canal road to reflect former canal alignment.
- » New residential development to create link between Stott Hill and Church Bank.
- » Incorporation of new linear parks and green spaces into residential development.
- » Conversion of key buildings including the Midland Mill and Conditioning House to be facilitated.



1. Northbrook Sites – New residential led mixed-use development located around a central open space with green linear parks, SuD's, rills and water features. Strong green links to establish northern links to Midland Mills and Forster Square Station. SuD's and rills to enhance the presence of water within the development.
2. New public space as landmark on enhanced connections between North Brook and Forster Square.
3. Redesign of Forster Square Station to include new ticket office, cafe, bus drop off and cycle hub. New twin lifts to dramatically improve connectivity to Manor Row.
4. New landscape response to Hamm Strasse infrastructure.
5. Valley Road South - Seek to create a new linear park which will connect the Northbrook site with Lower Kirkgate and Westfield Broadway. Access to former Royal mail site to be off Balme Street / St.Blaise Way. Alternatively, this road could be retained and reconfigured with a wider landscape treatment to accommodate a shared footpath and cycleway.
6. New development focussed around a new open space opposite existing Midland Mill building.
7. Proposed usable park area for new residents (Sun Street Park).
8. Potential for bus only link between Valley Road and Mill Street.
9. Potential for new open space created at top of North Street.
10. New residential development to create link between Stott Hill and Church Bank. Development to exploit benefits of site topography.
11. Former Royal Mail Sorting Office – developed to facilitate strong pedestrian links in N-S and E-W. Potential for larger building relate to Lower Kirkgate onto lower Kirkgate to balance with Westfield Broadway.
12. New mixed use development of Westfield Site to allow for pedestrian movements N-S an E-W.
13. Landscape removed to reveal façade of Midland Mill and open up a new pedestrian route across Hamm Strasse with the Northbrook Residential Area.
14. New residential led development to address a new high quality landscaped edge facing Canal Road. Wharf Street to be stopped up and incorporated into development in order to create sizeable development plots.
15. New residential development at junction of North Street and Captain Street.
16. New public space created at junction of Stott Hill, to act as a counter balance to new green space at top of North Street.
17. Potential for new super crossing to strengthen pedestrian links between Westfield Broadway and Cathedral Quarter.
18. Westfield Broadway.

#### 7.4.4 CITY PULSE 3: THORNTON ROAD

This location is characterised by the University and Bradford College 'Learning Quarter' to the south of Thornton Road and the mixed use area of Goitside to the north. The Learning Quarter has recently seen (and will continue to see) significant investment in its estate. However, in strategic terms the key challenge is to ensure that these institutions remain attractive to students, and that they 'reach out' and more effectively engage both physically and functionally with the wider city centre.

This linear pulse location is of vital importance to create a more outward face to the Learning Quarter, and also to strengthen connections to the redevelopment of Goitside through to the new communities and facilities at the Top of Town. By also facilitating new development opportunities on both sides of Thornton Road building on the 'dumbbell effect of City Park at the eastern end and new development opportunities at the west, this key street can become a connector for the city centre rather than a point of severance.

There is also the potential to reconfigure this city street to ensure that pedestrian linkages are improved whilst ensuring that traffic can continue to flow in and out of the city centre. By delivering a greatly enhanced public realm experience alongside the identified development of key sites, Thornton Road can become a new front door to the Learning Quarter and an active destination in its own right.

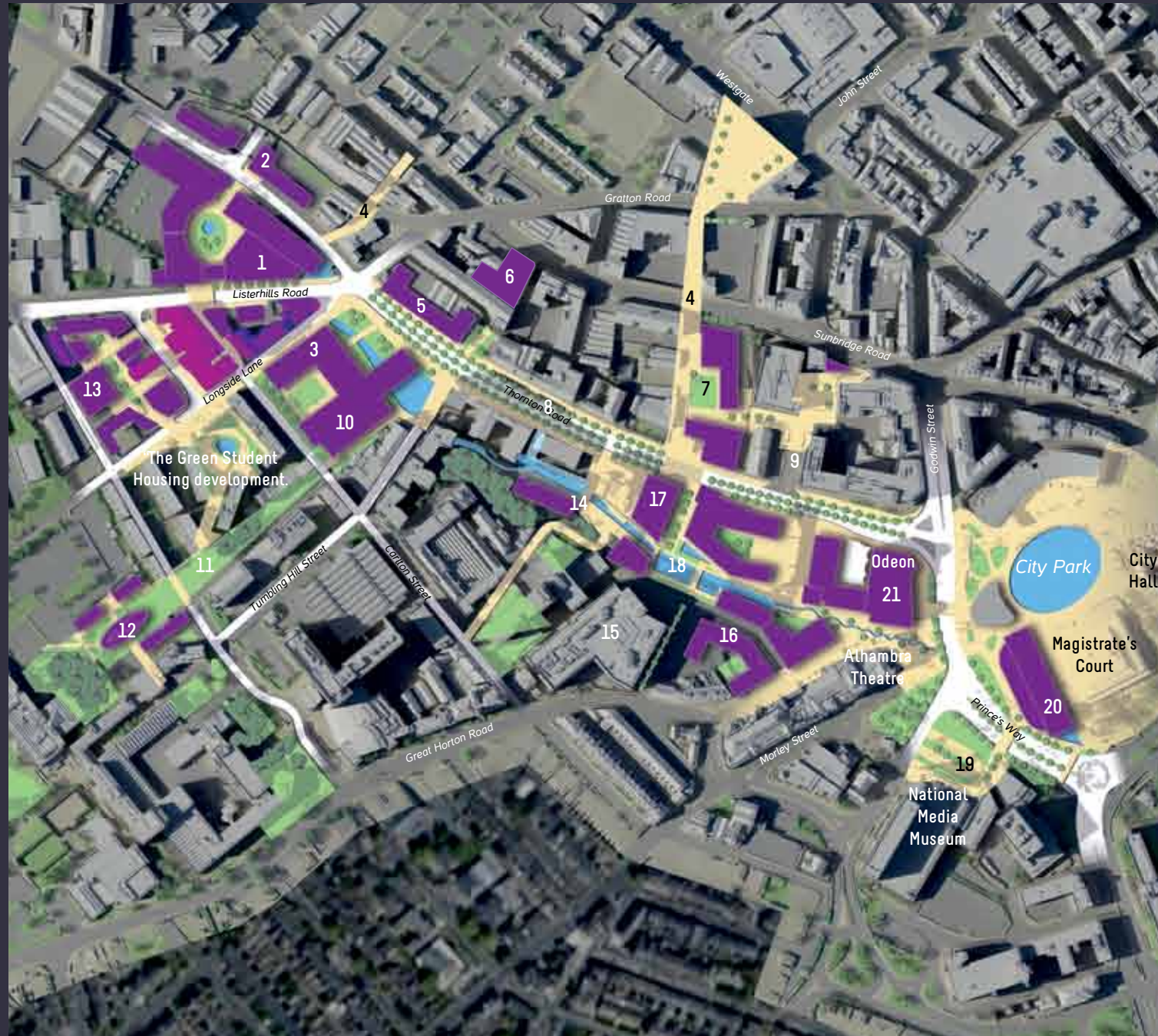
##### Development/Design Principles

- » Reinvention of Thornton Road corridor as a new city street connecting the University and College to the wider city centre through public realm investment.
- » Facilitate a new 'front door' for the Learning Quarter onto Thornton Road and through the redevelopment of key sites.
- » Ensure sufficient development land for the continued

expansion of the University and College.

- » Identify and bring forward development opportunities on both Sides of Thornton Road for education and related investment e.g. Sunbridge Mill.
- » Deliver key development proposals including Advanced Technology Centre, the Health and Well Being Centre and David Hockney Building.
- » Deliver a new sense of city arrival through the development of the Listerhills site as a key gateway location for Bradford city centre.
- » Improve connectivity between the Learning Quarter and City Park through the refurbishment or redevelopment of the Odeon and the surface car parking in this location.
- » Public realm improvement to Tetley Street as a key connection between the Learning Quarter through Goitside to the Top of Town.
- » Enhancement of public realm internally to the Learning Quarter 'campus' to create greater continuity and sense of place.





1. Key 'City Gateway' location. Potential for 'star' building mixed use – education led.
2. New commercial developments to create new crossing over Thornton Road.
3. Beehive Mills – major development opportunity for university campus to create a high profile presence on Thornton Road. Building design to respond to revealing of Bradford Beck to create attractive urban setting.
4. Improved links up to Chain Street residential development.
5. New frontage (prominent) to be provided to Sunbridge Mills complex off Thornton Road.
6. Sunbridge Mill – major redevelopment opportunity to help instigate a critical mass of development at western end of Thornton Road.
7. Public realm improvements to ensure existing properties are integrated with new developments.
8. Re-configure Thornton Road as a new City Street.
9. Public realm improvements to link Goitside with Sunbridge Road and Thornton Road.
10. University expansion site.
11. Existing landscape area to provide basis for new link through University to Thornton Road.
12. University development opportunities making the most of the natural setting. Landmark building could be situated at the top of the hill.
13. Student accommodation and university expansion sites linked to The Green across Longside Lane.
14. New development to overlook new public realm improvements on Westbrook Street.
15. New Bradford College – David Hockney building opened September 2014.
16. New Bradford College – Advanced Technology Centre.
17. Landmark building to terminate view down Tetley Street and also to relate to former YBS building on hill at Sackville Street.
18. Revealing Bradford Beck to help create a linear park
19. New landscape setting and improved links between National Media Museum and City Park.
20. Former Tyrels office site redevelopment.
21. Refurbishment or redevelopment of the Odeon Site to contribute to improving links as a new venue or mixed use development between Learning Quarter and City Park.

#### 7.4.5 CITY PULSE 4: CITY PARK BUSINESS/ CULTURE CLUSTER AND INTERCHANGE GATEWAY

This area lies at the heart of the city centre and is characterised by its proximity to Bradford Interchange, City Park, Westfield Broadway and the primary shopping area.

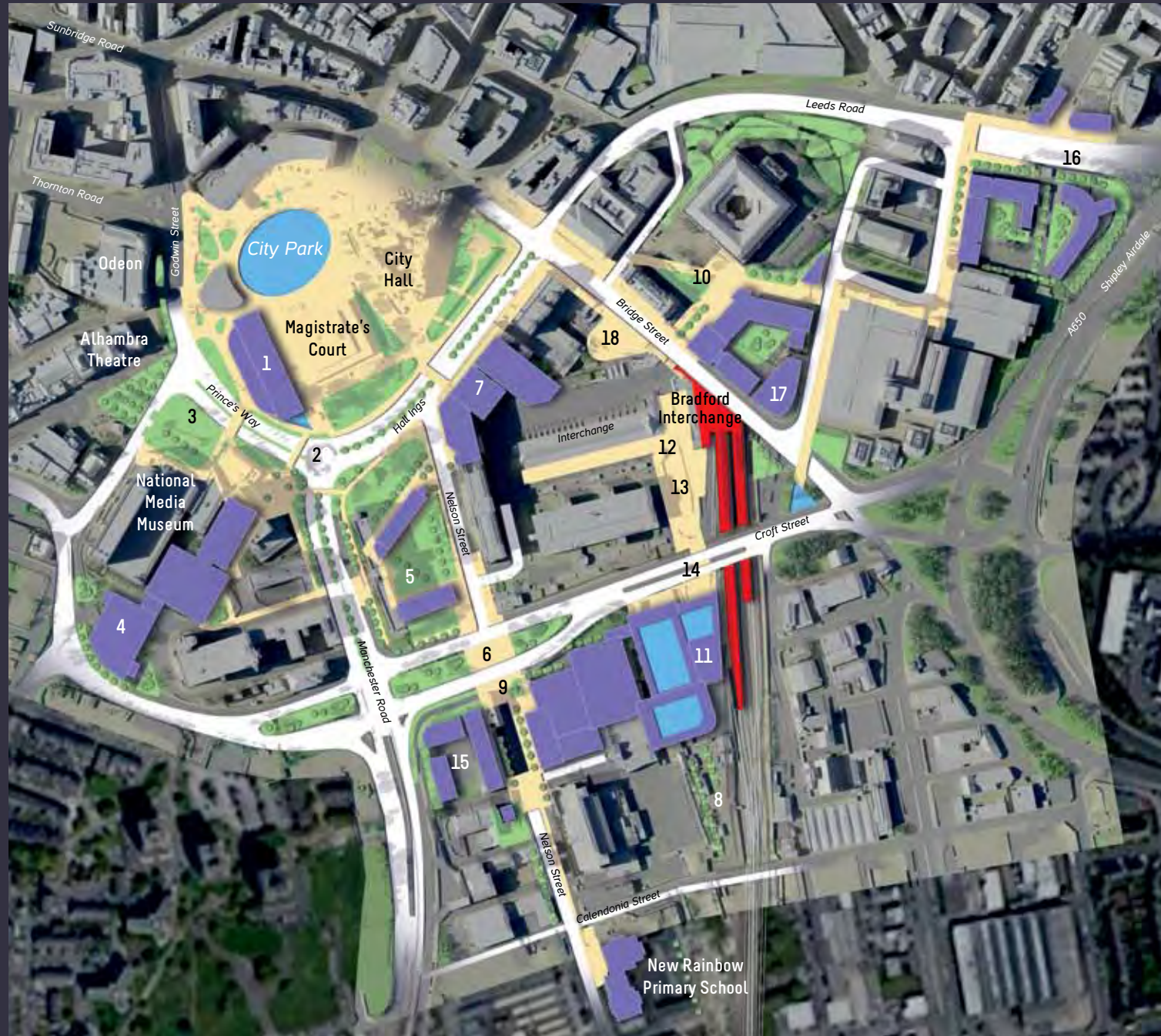
This pulse location has emerged as the prime location for the development of commercial district within the city centre. With City Park as a driver of value and prime location for Grade A office development, and a concentration of current and planned commercial space already at this location, a number of further priority sites have been identified. At the same time, the Destination and Experience theme of City Plan identifies a 'collar' of cultural facilities that surround the City Park. These provide the potential for interaction and vibrancy between the park and the other key attractions that exist including the Alhambra Theatre and the National Media Museum.

In addition, this pulse location also incorporates the Interchange and the potential to create a new gateway for the City, through the rationalisation of land uses, bringing forward new development opportunities and public realm investment.

#### Development/Design Principles

- » Creation of an enhanced gateway to the city centre through the rationalisation of movements and public realm investment at the Interchange
- » Re-use / redevelopment of key sites for business use including - The Tyrls, Exchange Court, Jacobs Well Site and Burnet Street Car Park
- » Transforming the pedestrian connectivity across Princes Way to effect greater interface between business uses, City Park and the wider city centre
- » Delivery of new city centre leisure facilities through landmark building adjacent to the rail line south of Croft Street
- » Creation of a series of new public spaces/squares through re-use / redevelopment to include Interchange approach, between the Courts and Great Victoria Hotel and through the redevelopment of the Jacobs Well site.

# CITY PULSE 4 - BUSINESS/CULTURE CLUSTER AND INTERCHANGE GATEWAY



1. The Tyrls: New landmark development on approach from the south along Manchester Road.
2. Prince's Way roundabout and underpasses removed and replaced with surface crossings.
3. New landscape setting and improved links between NMM and City Park.
4. Potential for new multi-storey car parks to serve NMM and other cultural destinations.
5. Major opportunity for the redevelopment of the Jacob's Well site to concentrate public sector services in this part of the City. This could include the upgrading and extension of existing buildings, the development of a new bespoke Public Sector Hub facilities and a more pleasant connection to other civic and commercial areas of the City.
6. Improved crossing facilities across Croft Street to enhance connectivity between City core and the southern gateway.
7. Refurbishment of existing buildings to provide leisure / retail use at ground floor. Retain parking above.
8. Car Parking.
9. Environmental improvements along Nelson Street to improve experience and movement towards Rainbow Primary School.
10. Existing square to be refurbished to establish improved pedestrian flows and stronger relationships with adjacent buildings.
11. Potential location for Leisure Centre / Swimming Pool. Opportunity for landmark building to define arrival into City along rail line and A647 Croft Road facility. Would also help encourage links from City Park over Croft Street (and towards Rainbow Primary School).
12. New pedestrian only frontage to the interchange.
13. New taxi and drop off area for the Interchange.
14. Improved links to Britannia Street site.
15. Potential for mixed development incorporating leisure / residential on the ground floor.
16. New landmark commercial development off George Street (former Yorkshire Water Depot Site). Possible office HQ.
17. New commercial led development on Exchange Square. New development to present a colonnade edge to public space and routes through site. Basement car parking to make use of site levels.
18. New public space to provide pedestrian focussed gateway to the Interchange.

#### 7.4.6 CITY PULSE 5: CENTRAL AREA

This 'pulse' location seeks to build on the energy and interest that is already being generated as a result of Westfield Broadway commencing construction and to marry this with the existing driver of City Park.

City Plan recognises the shift in geography that will occur as a result of Westfield Broadway and the importance of the streets and spaces between this development and City Park as taking on a new and greater significance.

This location is therefore the point at which the city moves from a business, culture and civic focus into a leisure and retail offer. Again connectivity with a new Interchange Gateway is reflected. At the heart of the pulse proposition for this location is a focus on the delivery of new restaurant and leisure attractions on key streets such as Market Street, Charles Street and the Broadway. At the same time the City Plan transport theme identifies Bridge Street and Sunbridge Road as new interchange streets where there is the highest concentration of interchange activity in the city. The planning and design of these particular streets is of major importance and their reconfiguration will be fundamental to facilitating the interface and connectivity between these city centre assets.

#### Development/Design Principles

- » Delivery of new interchange streets between the Interchange and Forster Square stations
- » Targeted public realm improvements on The Broadway to facilitate greater interaction between City Park and Westfield Broadway
- » Reconfiguration of the Interchange and facilitation of new station plaza gateway to city centre
- » Encouragement of new restaurant and leisure uses on the Broadway, Hall Ings and Bank Street
- » Enhanced use of the City Library as a focus for learning and training
- » Rejuvenation of City Hall as a place of active frontage onto City Park.

# CITY PULSE 5 - CENTRAL AREA



1. Public realm works to improve links between Westfield Broadway and Kirkgate Centre.
2. Interchange Street – A programme of improvements for public transport, pedestrians and cyclists to connect Forster Square Rail Station with Bradford Interchange.
3. Re-use/Redevelopment of former Odeon site as new music venue or mixed use development.
4. Redesign of Forster Square station to include new ticket office, cafe, bus drop-off and cycle hub. New twin lifts to dramatically improve connectivity to Manor Row.
5. New public space to improve connections between North Brook and Forster Square.
6. Potential for bus only link between Valley Road and Mill Street.
7. Improved crossing over South Road.
8. Valley Road South - Seek to create a new linear park which will connect the Northbrook site with Lower Kirkgate and Westfield Broadway. Access to former Royal mail site to be off Balme Street / St. Blaise Way. Alternatively, this road could be retained and reconfigured with a wider landscape treatment to accommodate a shared footpath and cycleway.
9. Proposed public realm works to enhance connections between Westfield Broadway and City Park.
10. Former Royal Mail Sorting Office – Future retail and leisure use developed to facilitate strong pedestrian links in N-S and E-W. Potential for larger building to face onto lower Kirkgate to balance massing with Westfield Broadway.

The background of the page is a high-contrast, black and white aerial photograph of a city street grid. A large, semi-transparent grey circle is overlaid on the right side of the image, partially obscuring the map. The word "APPENDIX" is printed in a colorful, multi-colored font on the left side of the page.

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- Bradford City Centre Local Development Order Justification Statement LDO 1, 2, CBMDC
- Quarterly City Park and Retail Centre Footfall Data reports, CBMDC

The background of the page is a high-contrast, black and white aerial map of a city, showing a dense grid of streets and building footprints. A large, semi-transparent grey circle is centered on the right side of the page. Inside this circle, a white arrow points horizontally to the right, starting from the center of the circle and extending towards its right edge. The word "APPENDIX" is printed in a colorful, multi-colored font on the left side of the page, overlapping the map background.

# APPENDIX

# Glossary of Terms

TERM	DEFINITION
AAP	<i>Area Action Plan - Statutory Planning Document to guide development.</i>
Bradford's Living Street	<i>Project to deliver a new bridge across Manchester Road giving both pedestrians and cyclists better access.</i>
Breaking the Collar	<i>transport term to describe the effect of breaking through the 'collar' of a city ring road to create better links to surrounding communities.</i>
CDI	<i>Creative and Digital Industries defined as industries based on individual creativity, skill and talent that also have the potential to create wealth and jobs through developing and exploiting intellectual property.</i>

TERM	DEFINITION
CIL	<i>Community Infrastructure Levy - is a new levy, which allows local authorities in England and Wales to fund infrastructure by charging on new developments, based on the size and type. The money can be used to support growth by paying for a wide range of infrastructure that is needed as a result of new development.</i>
City Centre BID	<i>A business improvement district (BID) is a defined area within which businesses pay an additional tax (or levy) in order to fund projects within the district's boundaries.</i>
City Centre Growth Zone	<i>170 hectare area of the city centre offering unique financial incentives and benefits to businesses.</i>

TERM	DEFINITION
City Centre Learning Quarter	<i>Area of growth focussed on the Bradford University and College.</i>
City Region	<i>Functional region around a city, consisting of several areas of local government.</i>
City Ring Road	<i>The City Ring Road includes a series of streets and major roads including Goodwin Street, Croft Street, Shipley Airedale Road, Hamm Strasse, Drewton Road and Goodwin Street.</i>
City Streets	<i>City Streets include a variety of different street types which are required to perform different movement and place functions.</i>

TERM	DEFINITION
CPO	<i>Compulsory Purchase Order.</i>
Evening Economy	<i>Economic activity taking place in the evening after many people finish daytime employment,[1][2] such as eating and drinking, entertainment, and nightlife.</i>
Grade A offices	<i>The most prized and sought-after office space. Typically, office buildings within the Grade A bracket are brand new or have been recently redeveloped, or experienced a thorough refurbishment.</i>
Interchange Street	<i>Interchange streets are where large volumes of public transport journeys start, end or change direction. The planning and design of these particular streets is of major importance.</i>
Local Enterprise Partnership	<i>Local Enterprise Partnership - voluntary partnerships between local authorities and businesses set up in 2011 by the Department for Business, Innovation and Skills to help determine local economic priorities and lead economic growth and job creation within the local area.</i>

TERM	DEFINITION
LDO	<i>Local Development Order - made by local planning authorities and give a grant of planning permission to specific types of development within a defined area.</i>
LEP	<i>Local Enterprise Partnership.</i>
Listed Building Consent Order	<i>Grants listed building consent in respect of works of any description for the alteration or extension ( but not demolition) of listed buildings.</i>
Mixed Use	<i>Development, or even a single building, that blends a combination of land uses such as residential, commercial, cultural, institutional, or industrial uses.</i>

TERM	DEFINITION
Outer Ring Road	<i>The outer ring road (A6177) is not a city street, but it does have a close relationship with movement in Bradford City centre.</i>
Pedestrian Priority Streets	<i>Pedestrian Priority Streets are places where pedestrian movement is prioritised.</i>
Primary Shopping Area	<i>The mains shopping streets in the city centre.</i>
Producer City	<i>Strategy setting out Bradford's economic ambition for the city and district.</i>
Public Realm	<i>City Streets and spaces.</i>

TERM	DEFINITION
Quality Travel Corridors	<i>Quality Travel Corridors will address improvements including public transport, walking and cycling improvements, Urban Traffic Management and Control, Intelligent Transport Systems and Real Time Passenger Information schemes and softer measures.</i>
Road bottlenecks	<i>Locations on the road network where congestion occurs.</i>
S106	<i>Section of the Town &amp; Country Planning Act of 1990 where the local planning authority can enter into an agreement for planning obligation with a landowner, the developer and others parties with interest in the land.</i>
SEP	<i>Strategic Economic Plan.</i>

TERM	DEFINITION
Sequential Test	<i>Requires that applications for main town centre uses (e.g. shops) should be located in town centre locations. If that is not possible, then they should locate in edge of centre locations, and only if suitable sites are not available should out of centre sites be considered.</i>
Smart Mobility	<i>Using new technology to make public transport easier to use.</i>
SPD	<i>Supplementary Planning Document.</i>
Spin out business space	<i>Offices to accommodate new independent companies through the sale or distribution of new shares of an existing business or division of a parent company.</i>
Strategic Economic Plan	<i>Plan prepared by the Local Enterprise Partnership setting out how to achieve greeter economic prosperity.</i>

TERM	DEFINITION
Super Crossings	<i>Enhanced pedestrian crossings to allow greater numbers of people to cross busy streets.</i>
Supply Chains	<i>System of organizations, people, activities, information, and resources involved in moving a product or service from supplier to customer.</i>
UKTI	<i>UK Trade &amp; Investment (UKTI) is a UK Government department working with businesses based in the United Kingdom.</i>
Way Finding	<i>The ways in which people orientate themselves in physical space and navigate from place to place.</i>
Westside City Streets	<i>Westside City Streets is a traffic, environmental and public realm improvements project that covers Thornton Road, Sunbridge Road and Drewton Road.</i>

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# APPENDIX

# List of Stakeholders

The following is a list of organisations businesses and individuals consulted in the preparation of City Plan many of whom will be involved in its implementation.

Bradford Matters  
Bradford Civic Society  
Bradford Chamber  
Bradford Employment and Skills Board  
Bradford Breakthrough  
Bradford Property Forum  
Bradford Professionals Network  
Council for Mosques  
Bishop of Bradford, Church of England  
WY Police  
Bradford Chamber of Trade  
Cultural Consortium/Artworks Creative  
Hidden Bradford  
Bradford One  
BORG  
Bradford Live  
University of Bradford  
Bradford Hotels

Seafresh Foods  
Rex Procter & Partners  
Incommunities  
Bradford Metro  
Provident  
Borg Warner  
Fabric  
Arnold Lavers  
Vic Properties  
Regeneration and Prosperity Forum CNET  
Malik House  
Inspired Neighbourhoods  
Bradford Trident  
Positive Bradford  
Bombay Stores  
Little Germany Action  
Aagrah  
National Media Museum

Royds  
Bradford Young Professional Network  
Bradford Kirkgate Centre  
Westfield  
Bradford College  
Morrisons  
Destination Bradford  
Y Property Ltd.  
The Cellar Trust  
Mi7  
Bradford City of Film  
Mind the Gap  
NHS  
David Lock Associates  
Genecon  
Kevin Murray Associates  
Gillespies  
BNP Parabis

