

Town Investment Plan 2021





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Executive Summary

01

Morley is a town of approximately 31,600 people five miles south-west of Leeds City Centre. A district in its own right until the 1970s and now forming part of the Leeds metropolitan district, Morley has retained distinctiveness, sense of civic pride and community identity. A place of huge potential, this investment plan will enable the town to build on its sense of identity and capitalise on its great history while confidently facing the future.

“*This Town Investment Plan sets out a strategy to build upon the proud and successful history of the town, and outlines a plan for the delivery of seven key moves which will deliver substantially on Morley’s fantastic potential*”

As the city economy of Leeds has grown this has created new jobs, skills and education opportunities, leisure, arts and culture to the benefit of Morley. The town has also benefited from its location, close to wider economic growth in Bradford, Huddersfield and Wakefield, offering access to the new jobs created in these surrounding centres and, through its rail connectivity, to Manchester.

Morley has a strong asset base: historic buildings that are a positive legacy of its past success, a rail station connecting the town to Leeds and Manchester, a swathe of green belt that helps preserves its distinctive identity within the Leeds Metropolitan area, and a string of employment hubs that frame its eastern boundary. Yet these assets have not driven the growth of opportunity or economic uplift that they could. Many of the town’s heritage buildings are vacant or underused, its station is disconnected from the town and is inaccessible to many residents. The town lacks meaningful greenspace provision and has low tree canopy coverage, and the employment hubs are poorly connected to the town and its residents. As a result, Morley faces core challenges relating to its economic resilience, health and wellbeing, declining built environment and skills levels.

This Town Investment Plan sets out a strategy to build upon the proud and successful history of the town, and outlines a plan for the delivery of seven key moves which will deliver substantially on Morley’s fantastic potential. By 2030 Morley will have a vibrant and resilient economy that provides opportunities for all its communities. It will have developed a reputation as an attractive and exciting destination for visitors from wider West Yorkshire and beyond, strengthening its retail, leisure and arts and culture offer. Morley will be at the forefront of developing and adopting new technologies, with a focus on those that can address local societal challenges and help the town to develop a strong future.



02

Vision and Objectives

Vision

Morley has many of the ingredients to make it a really successful place but creating and strengthening connections will be the key to unlocking the town's untapped potential.

CONNECTED to opportunities

CONNECTED to our past

CONNECTED to nature

CONNECTED to each other

CONNECTED we are more than a place. We are Morley.

Our vision for Morley in 2030 is a vibrant town with an independent spirit. The buildings of our past will have helped pioneer an exciting modern future creating a healthy, sustainable and successful place where all ages can live, work and play.

Our vision is based upon a recognition of the value of our past – the strong foundations which Morley was built upon. Our heritage, our industrious past and our unique independence inform our identity and our ambitions for the future.

Morley is a welcoming community. It has an emotional pull that draws people back, strengthening the bonds between the generations - a supportive, healthy community. We care for each other. Our patchwork of high-quality parks and green spaces weave through the urban landscape – oases of greenspace that enhance our ability to connect with each other and contribute to a happier and healthier Morley.

With strong connectivity to Leeds and Kirklees, Morley is a place for business, attracting innovative and resilient industries invested for the long term and connected to the community. They are supported by an education and skills offer that produces talent – highly skilled, bold, bright, and unique individuals with a drive to succeed.

Our independent spirit is reflected in our unique and creative town centre retail offer and evening economy. The heart of Morley is enhanced by an arts and cultural scene which adds an unrivalled vibrancy to the town centre and is reflected in our green public realm.



Objectives

Connected to opportunities

1. Improve the physical connections between Morley town centre, Capitol Business Park, the White Rose and Morley's train stations
2. Create new job and entrepreneurial opportunities with greater diversity, enabling the town to develop resilience to economic shocks
3. Address skills gaps in the town through collaborative work between education and training providers, and local employers

Connected to our past

4. Address the deterioration of the historic built environment in Morley
5. Bring key assets back into use, restoring important buildings and developing vibrant anchor uses that will support the wider town centre economy

Connected to nature

6. Create and stitch together a network of parks and green spaces across Morley
7. Plant more trees, improving the air quality and greening the grey environment in the town centre
8. Improve health and wellbeing indicators through the provision of high quality spaces for active leisure

Connected to each other

9. Create accessible and inclusive spaces for people to come together, embedding a shared sense of community and identity
10. Develop new vibrant and well used spaces for community, and for arts and culture to flourish



We will...

Invest significantly in local skills resilience, supporting the town to respond to economic changes and shocks. This will comprise a multi-layered approach including a new adult vocational skills campus, an employer-led skills partnership, and digital skills training

Create economic and employment diversity through new business and innovation space, generating entrepreneur and inward investment opportunities in the technology and creative sectors

Build and stitch together a network of greenspace, improving local health indicators and creating a legacy asset for future generations in Morley

Support the resilience of the town centre, bringing locally cherished buildings back into use, restoring important assets and attracting new and vibrant uses for Morley’s historic buildings

Better connect Morley’s employment centres and economic assets, developing a sustainable network of walking and cycling routes between Morley station, the town centre, the White Rose and Capitol Business Park

This will create...

- + 700 new jobs (gross)
- + 440 learning opportunities
- + 40 hectares of greenspace
- + 180,000 new trees planted
- + 12,300sqm of floorspace developed or refurbished
- + 2km of green streets
- + £33m annual contribution to GVA (gross)
- + £254m in GVA over 30 years (present value)

The above figures are based on a broad, initial assessment without the benefit of the full business case process but provide confidence that benefits will outweigh costs, and that the combined impact of the projects outlined in this bid will be significant.

In addition to the projects outlined in this bid, more than £100m of wider investment is in the pipeline in Morley, including a new rail station at White Rose Park, Network Rail upgrades at Morley station, expansions of Capitol Business Park and White Rose Park, and continuing investment at the White Rose Shopping Centre.

Summary of projects

PROJECT	DESCRIPTION	ASK
The New Pavilion Skills Campus	Redeveloping the gateway New Pavilion site into a high quality adult skills hub, and supporting wider regeneration of the town centre	£4.5m
Morley Town Hall	Delivering a high quality refurbishment of a key civic Grade 1 listed asset, developing a cluster of arts and cultural uses to anchor the town centre economy	£4.2m
Morley Station Gateway	Building upon Network Rail investment to better connect the station to the town centre and wider Morley	£3.01m
Heritage Investment Fund	Supporting an emerging economic hub in the town centre through building restoration and appropriate re-use, place marketing and business support	£1.81m
A Greener Town	Delivering a network of new and upgraded greenspace across Morley, tackling local air quality and health challenges	£4.3m
White Rose Innovation Hub	The co-ordinated delivery of new enterprise space, learning space and a high quality smart cities development centre in Morley – linked to local societal challenges. Creating high quality skills and employment opportunities for Morley residents	£1.98m
Connecting Morley	A comprehensive upgrade of infrastructure with a particular focus on delivering exemplar active travel routes to connect the people of Morley with opportunities to learn, work and exercise	£5.2m
Total		£25m





03

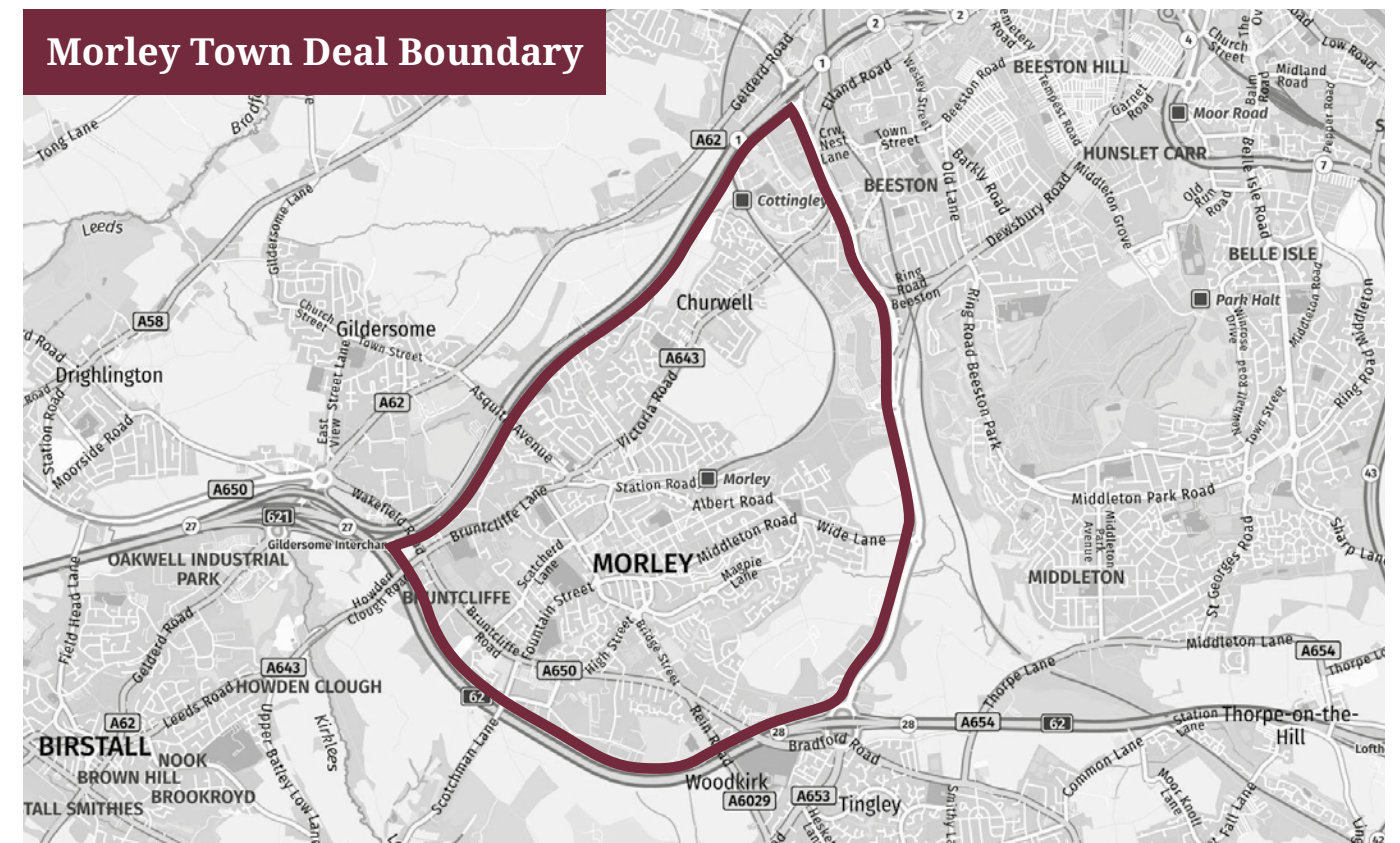
Our town

Geographic context

Morley lies at the heart of West Yorkshire, five miles to the south west of Leeds city centre and between the surrounding major towns and cities of Wakefield, Huddersfield, Halifax and Bradford. The town is positioned at the crossroads of two major strategic highways; the north-south M1 and the east-west M62. The transpennine railway runs through Morley, connecting the town to Leeds and Manchester and the economic opportunities that these cities offer. Topographically, Morley shares a feature with Rome and Lisbon, and is built on seven hills; Scatcherd Hill, Dawson Hill, Daisy Hill, Chapel Hill, Hunger Hill, Troy Hill and Banks Hill.

The boundary used to define the Morley Town Investment Plan reflects local social and economic functionality, and encompasses key employment hubs at the edges of the town as well as the residential neighbourhoods and local centre. The Towns Fund boundary does not align exactly with LSOA boundaries, particularly to the north and south, and therefore 20 LSOAs which best fit the boundary and best represent the population have been selected. Where data allows, this definition of Morley has been used throughout with the exception of Health and Wellbeing data which considers the Morley North and Morley South wards. Further detail on these datasets can be found in the Morley Socioeconomic Baseline report.

Morley Town Deal Boundary



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The main challenges facing Morley

The following section will set out the macro and local level challenges facing Morley as a town, and which it must overcome in order to provide a resilient and sustainable future for its communities. Our Town Investment Plan will directly address these challenges, and set out a strategy and series of projects through which Morley may unlock its potential. This Investment Plan is written at a time of exceptional circumstances, with significant economic stresses and rapid changes defining the current social and economic landscape and so flexibility, adaptability and sustainability will be key principles of the town’s strategy.

Macro economic challenges

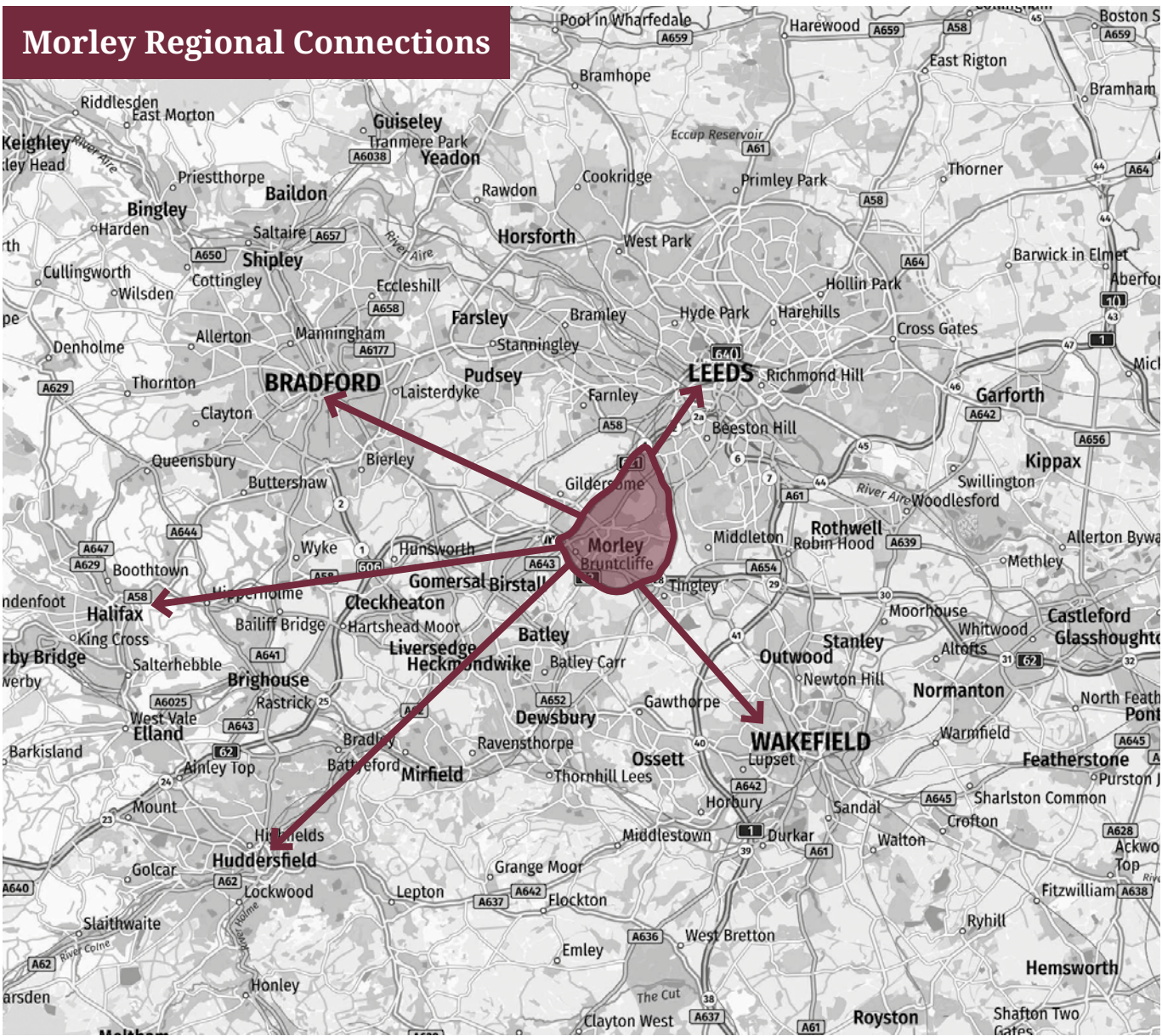
There are a number of prevailing challenges for the UK economy which may provide particular obstacles to sustainable inclusive growth in Morley. The United Kingdom has, like so many other countries, been tested by the global COVID-19 pandemic, and from January 2021 will redefine its relationship with Europe and the rest of the world. These sudden economic shifts fall against a backdrop of dramatic technological transformations that will continue to change the way businesses operate, people work and communicate, and how we engage with the world around us.

Technological change

Artificial intelligence, machine learning, robotics and new communications technologies are rapidly changing the shape of the global economy. Technology companies dominate stock exchanges and are key drivers of economic growth. But these changes risk undermining the stability of the local economy in Morley. The continuing adoption and refinement of these technologies create opportunities for business efficiency and in turn erode the symbiotic relationships between people, place and business.

Morley has a strong employment base, which is highly reliant on a core set of industries; financial and insurance services, wholesale and retail and to a lesser extent manufacturing, public sector and transportation and storage. Morley’s GVA has been dominated by financial and insurance services and distribution, transport, accommodation and food. As set out in the following section, Morley’s employees are concentrated in lower skilled white and blue collar occupations - in administrative and secretarial occupations (14.3%), sales and customer service occupations (10.3%) and process, plant and machine operatives (7.8%).

There is a very real threat that technological change in these industries may lead to business withdrawal and loss of employment. It is these roles that are most exposed to replacement, and where the locational advantages to businesses of strong labour markets are perhaps weakest. The impact of this change will mean a further ‘hollowing out’ of the local labour market and economy.



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COVID-19 Recovery

The UK has faced an unprecedented crisis in 2020, and it is clear the impacts from this crisis will continue to be felt and continue to shape the economy for a long period. A recovery from this crisis must address both the health and economic impacts of COVID-19 as well as the inequalities and structural issues it has exposed. The full impacts remain to be understood, but it is clear that COVID-19 has had an enormous impression on unemployment rates in Morley. In October 2020 an annual increase in the claimant count of 148% had been recorded in Morley, compared to a 128% across Leeds as a whole and 134% nationally. It is unclear whether these recently redundant employees may be absorbed elsewhere in the economy but this does demonstrate a rapid and significant shift in the local labour market.

The business closure impacts of COVID-19 will become apparent as the crisis continues to develop and may become sharpest as national support programmes are withdrawn. However, a sectoral analysis of the Morley economy demonstrates that the town will be acutely exposed. 33.5% of Morley employees are concentrated in vulnerable sub-sectors, with particularly large numbers working in the retail trade, and food and beverage services.

The COVID-19 pandemic has primary impacts on health, and is most devastating among elderly populations. The following section will provide greater detail on Morley's population structure and the health challenges in the town, however, a high proportion of over 65s, at 16.9%, which is larger than Leeds (15.6%), signals a vulnerability to COVID-19 in Morley. This may be borne out in the long term impacts among the local population.

COVID-19 has already impacted the ways people work, live and interact and, while some of these changes are temporary, there are likely to be long term shifts in behaviours which will demand adaptability. Demand for office space has fallen in the short term, and may rebound as public safety factors are addressed. However, the scale and configuration of demand may change permanently. It is likely that businesses will review their fixed cost base and the role that office space plays in their operations, with the strongest continuing demand focused on functions that demand collaboration, client interaction or high security.

Social interaction has also changed in the short term, adapting to public health considerations and national guidance. Mass vaccinations and relaxed guidance may mean that much of this change is temporary, however the increased demand for useable outdoor space both in the form of greenspace and woodlands, and to support hospitality businesses, may persist. Likewise, increased time within the home may permanently shift homebuyer expectations around gardens and outdoor space. Successful and resilient places will respond to these wider changes.

BREXIT

International trade is vital to many UK businesses; therefore many may seek to quickly adjust their supply chains and distribution networks to accommodate post-Brexit trading relationships. Due to the size and geography of the town, the level of exposure Morley has to post-Brexit impacts is likely to be low, but may change in the coming months as the town adapts to the demands of the new trading relationship with the EU.

Morley economic sub sectors that are most exposed, and where the highest impact may be felt are likely to be financial intermediation (-6.2% GVA fall, retail trade (-2.3%) and education (-2.2%) (Dhingra et al, 2017). However, while these represent sub

sectors of significant employment in Morley, it is challenging to predict the precise impacts locally, which will be highly dependent on the activities undertaken within these sectors. Metal manufacturing, which is a sub sector of particular note in Morley may benefit from import substitution, with a potential +5.1% impact from Brexit.

A report undertaken by Hatch Regeneris and Leeds City Council analysed the potential impact of Brexit at a local level across four core areas; trade, regulation, investment and migration. This thematic analysis indicated potential positive opportunities arising in the regulatory and investment landscape in logistics and transport, health and social care, construction, and retail and the visitor economy. Marginal effects on employment composition locally may result from new immigration systems.

While the localised impacts of Britain's exit from the European Union will remain to be seen, it is clear that businesses in Morley face a dual challenge of a significant shift in this trading landscape alongside a global recession. However, new trade deals may also offer opportunities for local businesses to diversify and capitalise on new markets.

Climate Change

The UK's presidency of the COP26 summit will bring parties together to accelerate action towards the goals of the Paris Agreement and the UN Framework Convention on Climate Change. Local action is required to respond to the Global Climate Emergency and to help deliver on the government's commitment to working with all countries and joining forces with civil society, companies and people on the frontline of climate change to inspire climate action. The UK government, Leeds City Council and the West Yorkshire Combined Authority have all declared a Climate Emergency and Morley can play a key role in responding, not just mitigating negative impacts but in making a positive contribution to carbon

reduction and environmental uplift. The town has a deficiency of greenspace and tree cover, poor air quality and poor connectivity within and beyond the town for sustainable transport modes. These are weaknesses that limit the town's resilience to the localised environmental impacts of extreme weather events, unpredictable seasons, falling biodiversity levels and habitat erosion. But they provide opportunities for investment to make a real difference and there is ambition and energy in Morley to address these challenges, reduce its environmental impacts, support Leeds' targets to reach zero net carbon emissions by 2030 and play a positive role in the national green economic recovery.





Strengths

Morley is a net importer of employment

Morley has major employment hubs and proactive developers

Morley has a good business base with strong local and national/global employers

Pupil attainment in Morley is high

Morley has a large and popular town centre

Morley has a large working age population

Morley has a growing arts and culture sector

Morley has strong rail connectivity

Morley has a strong community, passion and identity



Opportunities

Growth of employment hubs will present jobs, skills and innovation opportunities

Better connectivity will enable the town centre to benefit from the proximity of these employment hubs

Repurposing historic assets will create a stronger town centre economy reflecting local identity

Morley could attract more visitors to its retail and leisure offer

Grow reputation as an attractive place for professionals and young families

Build unique and successful cultural offer

Enhance connection between town centre and rail station



Weaknesses

Health indicators in Morley are poor

There is a deficiency of greenspace in Morley

Skills levels in Morley are lower than the Leeds average

Morley's employment base is concentrated in vulnerable sectors

Morley's town centre offer is relatively mono-cultural

Morley's economic centres are disconnected

Morley has a number of vacant and underused buildings and spaces

Morley has an ageing population, creating a potential cliff edge for the town



Challenges

The town is vulnerable to current economic shocks, including COVID19 employment and business impacts

Morley's large town centre is highly reliant on retail, at a time when the sector is under severe pressure

The town's relatively low skills base means it is not well placed to adapt to economic and skills shifts

Morley's ageing population, may create a high dependency ratio and implies specific future demands for services

The climate emergency may have particularly high impact in Morley due to the deficiency of greenspace and poor health of the local population

Local Challenges

In addition to the macro trends and events that provide challenges to Morley, the town’s socio-economic structure, built environment and infrastructure create a range of obstacles to sustainable inclusive growth. These are challenges that will be directly tackled through the framework of the Morley Town Investment Plan. These challenges demonstrate evidence of local needs, which the projects proposed in this Plan will address.

Economic snapshot- key indicators

INDICATORS	MORLEY	LEEDS	YORKSHIRE & THE HUMBER	GB
Population, 000s, 2019	31.6	793.1	5,503.0	64,903.1
Employment, 000s, 2018 (Workplace based)	24	478	2,490	30,815
GVA, total, £m, 2018	£1,348	£26,239	£142,121	£3,616,968
GVA per worker, £, 2018	£53,218**	£53,311	£46,869	£52,441
Claimant count, aged 16-64, August 2019	445	15,910	106,075	1,126,995
Claimant count, aged 16-64, August 2020	1,105	36,205	227,330	2,638,780
Change in claimant count, 2019-2020, %*	148%	128%	114%	134%
Economic activity rate, %	76.2%	69.5%	68.4%	69.7%
Employment rate, %	69.8%	59.4%	60.0%	61.9%
Unemployment rate, %	3.8%	4.8%	4.8%	4.4%
Self-employment rate, %	7.2%	7.5%	8.4%	9.7%
No qualifications	24.4%	23.2%	22.7%	25.8%
NVQ Level 1 qualifications	15.1%	12.6%	13.3%	13.6%
NVQ Level 2 qualifications	16.2%	14.1%	15.3%	15.5%
NVQ Level 3 qualifications	12.4%	14.7%	12.3%	12.8%
NVQ Level 4 qualifications and above	23.3%	26.9%	27.2%	23.3%
Apprenticeship and other qualifications	8.7%	8.4%	9.2%	9.1%

Source: Population Estimates, 2019; BRES, Subregional Productivity, Gross Value Added (balanced) by Industry, all 2018, Annual Population Survey 2019, Claimant Count, 2019-2020 and Census, 2011, all ONS.

Note: *Compares August 2019 and August 2020. ** Calculated by using Mott MacDonald high level estimate of GVA in Morley for the numerator and dividing by an estimate of Morley filled jobs. Morley filled jobs is estimated by applying Morley employees as a percentage of Leeds district employees multiplied by Leeds district productivity jobs. GVA per worker is driven by the sectoral mix, with the large Financial & insurance activities sector relative to total employment in Morley a primary cause for Morley’s GVA per worker being comparable to Leeds district.

Skills and productivity challenges

Morley is a net importer of employment, retaining and importing more people to work within its boundary than leave to work elsewhere. This concentration of employment is particularly driven by the string of employment centres that lie at the town’s eastern edge and along Dewsbury Road: Millshaw Industrial Estate, White Rose Office Park, White Rose Shopping Centre and Capitol Business Park. These are key assets

that support both local employment and provide benefits to the wider district economy. However, even with the two business parks (White Rose and Capitol) removed from the data, Morley remains a net importer of labour.

Based on 2011 data, qualification levels of Morley residents are comparatively low. Although the proportion of residents qualified to NVQ Level 1 (GCSEs grades D-G), NVQ Level 2 (five GCSEs A*-C) is higher in Morley than in Leeds as a whole, beyond this level there are worse than Leeds average outcomes for higher or no qualifications. There is a suggestion that this reflects either less progression after secondary education or more likely a hollowing out of the local skills base as those seeking and attaining higher level qualifications leave the town, at least for residential purposes.

“ In spite of the strength of the local labour market, Morley faces skills and productivity challenges relating to start-up rates, qualification levels, sector diversity and the occupational employment mix. ”

Occupation structure as a proportion of total employment, 2011

OCCUPATION	MORLEY	LEEDS	WEST YORKSHIRE	YORKSHIRE & HUMBER	ENGLAND & WALES
1. Managers, directors and senior officials	9.6%	9.5%	9.8%	9.9%	10.8%
2. Professional occupations	15.5%	18.5%	16.0%	15.4%	17.4%
3. Associate professional and technical occupations	13.8%	13.1%	11.9%	11.4%	12.7%
4. Administrative and secretarial occupations	14.3%	12.0%	11.6%	10.9%	11.4%
5. Skilled trades occupations	11.4%	10.1%	11.4%	12.3%	11.5%
6. Caring, leisure and other service occupations	7.4%	9.1%	9.5%	9.7%	9.4%
7. Sales and customer service occupations	10.3%	9.4%	8.9%	9.1%	8.4%
8. Process, plant and machine operatives	7.8%	6.6%	8.7%	8.8%	7.2%
9. Elementary occupations	10.0%	11.6%	12.2%	12.5%	11.1%

Source: Census 2011, Note: shading means over-represented compared to England and Wales.

In Morley there are fewer residents in the most highly skilled occupations (SOC major groups 1-3) compared to the wider Leeds district, and a higher proportion of administrative and secretarial occupations (14.3%), sales and customer service occupations (10.3%) and process, plant and machine operatives (7.8%) compared to Leeds and nationally. This reflects the economic structure of the town and surrounding area which is more geared towards administrative support, retail and sales.

In Morley, the key employee numbers by sectors are in Professional services (33.0%), Wholesale & retail trade (25.0%) and the Public sector (10.6%). Not including these sectors, only Transport & storage is overrepresented compared to the comparator areas. Exploring Morley’s employment base in more detail reconfirms the town’s important economic role as a key service centre for Retail and Wholesale trade, Financial services, Professional services and the Public sector.

In particular, the retail sectors are driven by the White Rose shopping centre in Morley, which contains major retailers such as M&S, H&M, JD Sports, Primark and Zara, as well as by the town centre. Morley also has key sectors of employment in Transport and storage services, Manufacturing and specialised construction.

The ability to start and grow business is an important indicator of a strong economy. Start-up rates of 51.5 per 10,000 population for Leeds, and 54.7 per 10,000 for Morley in 2018, are considerably lower than national rates, at 58.0 per 10,000 population. This suggests factors are hindering entrepreneurial confidence in Leeds and the surrounding region. While Morley performs slightly better than the district average, the town lags the national rate of entrepreneurship.

Morley’s GVA per worker is lower than that of Leeds as a whole or the figure for Great Britain, and it is clear that the town underperforms in terms of productivity in spite of the scale of its employment base.

Ageing population and health challenges

Morley’s population has a higher proportion of working age people than West Yorkshire, although the proportion is slightly lower than the Leeds figure. However, it has a much smaller young adult population (16-24), which at 9.0%, is 6.0% lower than the Leeds average, and lower than West Yorkshire. The town also has a higher proportion of 65+ people than either Leeds or West Yorkshire.

While the town appears to provide an offer for working age residents, particularly those in older age brackets, the numbers of children in the town (0-15) is lower than the rate in Leeds as a whole, or across West Yorkshire, suggesting that the offer for young families may not be as strong.

Table 1: Population age breakdown, as % of total, 2019

AGE	MORLEY	LEEDS	WEST YORKSHIRE
0-15	18.7%	19.4%	20.6%
16-24	9.0%	14.9%	11.9%
25-49	36.4%	33.6%	32.8%
50-64	19.0%	16.5%	18.1%
65+	16.9%	15.6%	16.7%
Total	100.0%	100.0%	100.0%
Working age population (16-64)	64.4%	65.1%	62.8%

Source: Population Estimates, ONS, 2018. Shading denotes top 3 age bands by area. Note totals do not add completely to 100% due to rounding within the dataset.

The combination of lower numbers of children, far lower numbers of young adults, and far higher numbers of 50+ residents indicates an ageing population which presents a series of challenges for the town: a potential skills and jobs cliff edge as greater numbers of residents near retirement, an increasing dependency ratio, demand on primary care, specialised housing and other services, and potential implications for local consumption and expenditure.

Health indicators in Morley are poorer than across Leeds, particularly in relation to chronic diseases. Across Morley North and Morley South, GP reported adult obesity and cancer rates exceed the average across Leeds, indicating potential health problems for these residents. Morley South performs worse than Morley North and Leeds on the health indicators considered, with the exception of rates of smoking and diabetes, where it performs better.

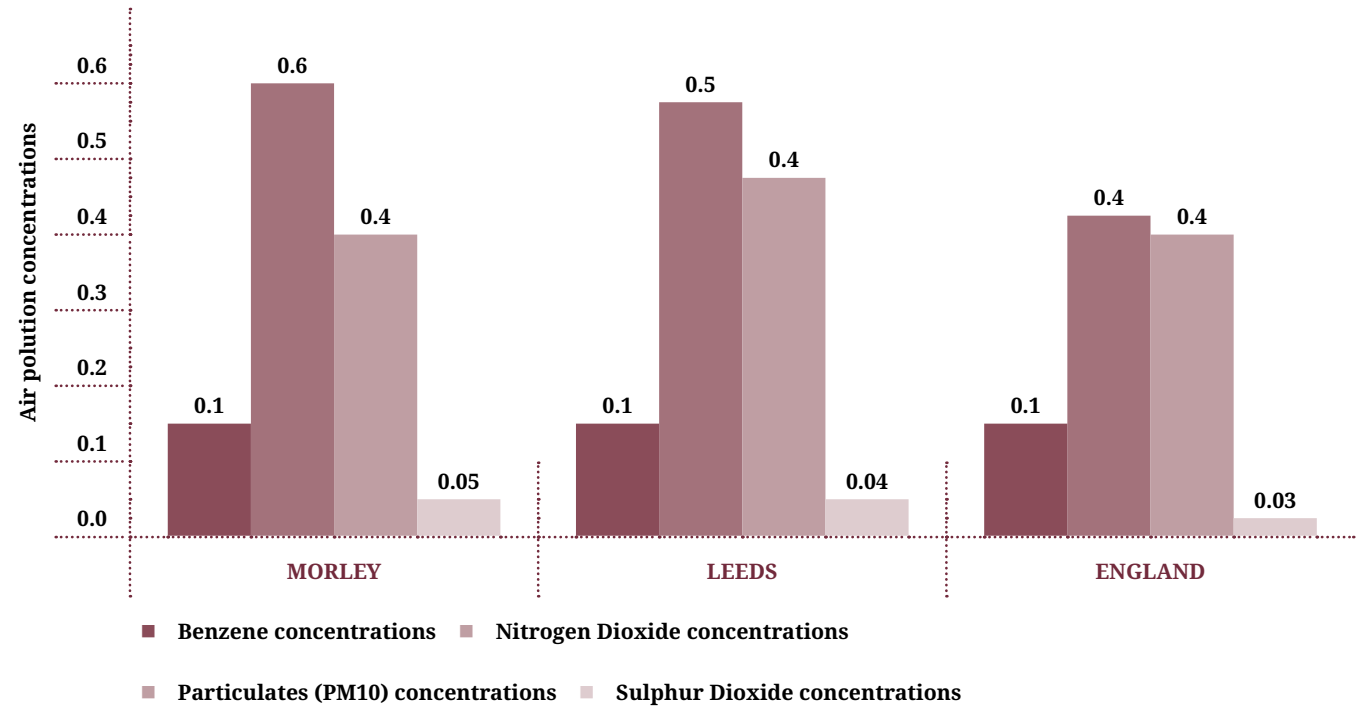
The proportion of fatal road accidents within Morley is higher than the local and national average at 1.9%, compared to 0.9% in Leeds and 1.3% across Great Britain. Within Morley,

five of the six fatal accidents were on two roads, the A650 and the A6123, indicating scope for road safety improvements in these areas.

Air pollution levels are also higher than across Leeds or the England average, with concentrations of Nitrous Dioxide and Sulphur Dioxide in particular higher than comparators.

“Morley North Ward is the most under provided ward, (within the Outer South area) being in deficit in 3 typologies whilst all the other wards are deficit in only 2 typologies (para 4.10.1)”

Figure: Air pollution concentrations for four pollutants



Source: Communities and Local Government (Indices of Deprivation 2019 - from National Air Quality Archive 2016)

A recent study commissioned by the Office for National Statistics (ONS) found that in 2015, it is estimated there were 5,800 fewer respiratory hospital admissions, 1,300 fewer cardiovascular hospital admissions, 27,000 fewer life years lost and 1,900 fewer premature deaths as a result of pollution removal by plants. This resulted in an estimated saving of over £1 billion of avoided health costs in 2015 alone.

(White Rose Forest Strategy Leeds, 2020)

Greenspace deficiencies

There is also a clear need for more greenspace within Morley. The Site Allocations Plan Green Space Background paper (March 2017) identifies that:

There is a deficiency of outdoor sports, amenity and allotment space within Morley North and of allotments and natural greenspace within Morley South. An analysis performed using i-Tree Canopy by H. Mooney during a Placement Project at the University of Leeds indicated that Morley North has the lowest canopy tree cover of all the Wards in Leeds (<10%). In addition, a recent Friends of the Earth study rated Morley North as an 'E rated' neighbourhood (on a scale of A to E) being the most deprived of green space, including gardens and parks.

Sport England research indicates that adults in Morley are less likely to be physically active than across the wider district, are more likely to be physically inactive and are less likely to be physically active multiple times a month. To some extent this may be a reflection of the availability of appropriate infrastructure including green space, and running and cycling routes.

Town centre economy

Morley town centre was historically one of the largest freestanding town centre economies in Leeds. The town has a relatively strong core, centred on Queen Street with a particularly dense concentration of retail between Morley Town Hall and the New Pavilion, along a partially pedestrianised stretch of high street.

The town centre economy is anchored by a Morrison's superstore which sits at the rear of the Town Hall, and has a privately owned and well occupied, indoor market also anchoring this northern end of the high street. The town centre economy has weathered a number of challenges and has formed a symbiotic relationship with the out-of-town White Rose Shopping Centre which provides a qualitatively different offer.

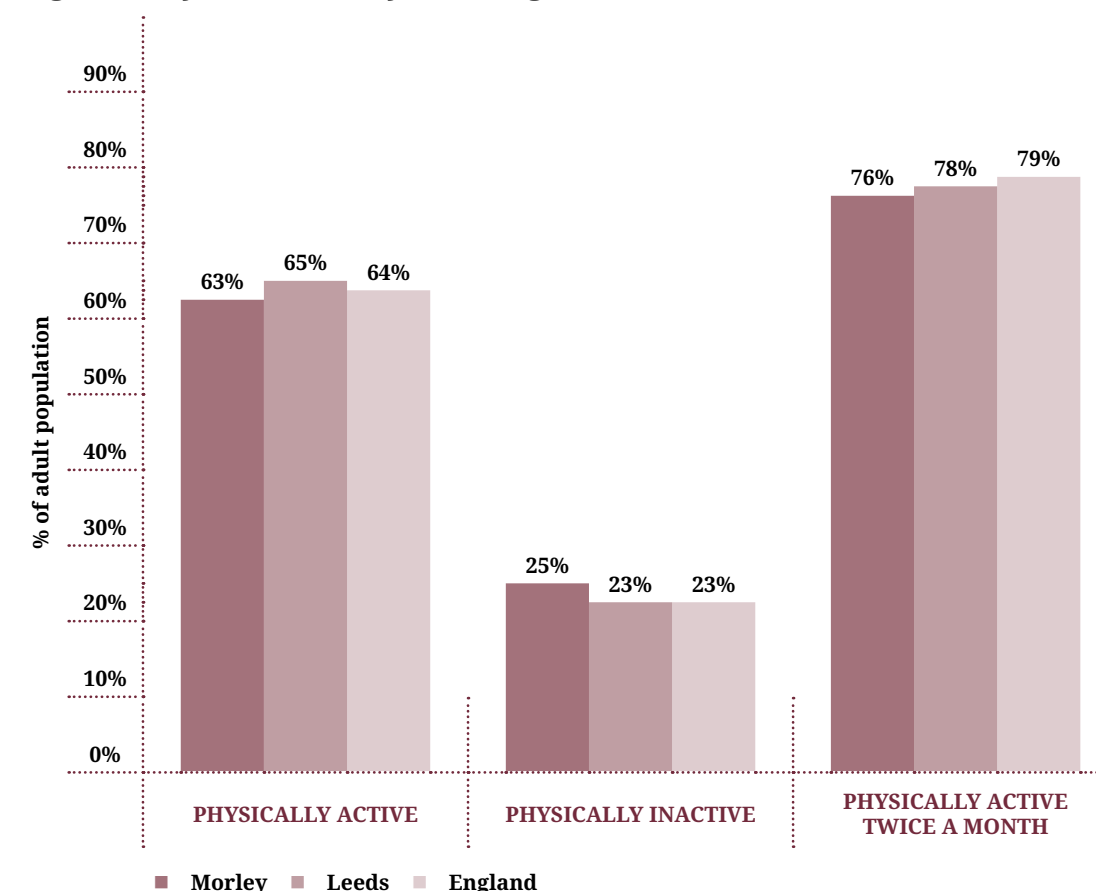
However, underlying retail trends and fundamental shifts in the role and function of local centres provide a critical risk to the future of this part of the town, and it will be vital that Morley adapts to these broader changes. While the town centre has retained a vital and viable density of retail and service occupiers, there is a substantial risk that many of these businesses may withdraw over time

as retail and services continue to shift online. Banks, estate agents and retailers are unlikely to continue to invest in their branches in the same form that has shaped local centres over the last century. The high street is relatively mono-cultural, providing a retail-led offer with a mix of cafes, restaurants and bars punctuating the Queen Street parade. As the role of high streets and local centres changes, Morley may lack the diversity and strength of offer to forge a sustainable future. Anchor uses in the town centre with a wider gravitational pull, such as unique cultural or leisure hubs, may bring greater sustainability and vibrancy to the centre. Pre-Covid the Morley Bottoms area of the town centre had started to emerge as a good quality evening economy destination, though this has lost momentum through business restrictions associated with the pandemic response. Density of employment in the local centre may also create a more sustainable footfall to support retail and hospitality in the town.

Physical connections

Morley benefits from three key significant economic hubs; the town centre, the White Rose and Capitol Business Park. However, the points of this triangle do not function as cohesively as they might, severed by major highways and served by poor connections. While the physical distances are short, these three points do not feel walkable and cycle routes are limited. As a result, journeys between these destinations are made by car and significant parts of the town are dedicated to surface parking. New investment in a rail halt at the White Rose through the West Yorkshire Combined Authority and the owner of the site will strengthen the area's connectivity, particularly to Leeds and Manchester. In parallel, active travel routes and upgraded infrastructure within the town will enable the its assets to work harder in partnership.

Figure: Physical activity among adults



Source: Sport England (Active Lives Survey 2020) - small area data 2018/19



Morley's assets and strengths

Morley has a strong asset base that has been developed through periods of growth and investment. However, in many cases these assets are not well connected or coordinated, lacking the investment and attention required to leverage their economic potential. This has created a hollowing out of the town's economy and environment. Some assets have been the focus of historic or recent investment, and may provide an enhanced impact if complementary investment is made.

Heritage buildings

Morley's town centre is dominated by the dramatic 19th century transformation from an agricultural village to an industrial town, powered by textile manufacture, coal mining and stone quarrying.

Morley's impressive heritage has much to offer for the future success of the town as part of the government's levelling-up agenda and Covid 19 recovery. It's rich heritage assets show Morley's prosperous and independent past that was founded on technical innovation and the industrial growth of its many textile mills, and its civic pride and strong sense of community shown in its civic, religious and commercial

buildings many of which are recognised as nationally important by their listed status and conservation area designations.

However, currently these assets are underperforming and in some cases are in need of urgent attention to address poor condition, underuse and inappropriate change and loss of historic detail that reduce the vitality of the town.

Key heritage assets including the Town Hall, St Mary's in the Woods and the New Pavilion form the narrative thread of Morley's social and economic development through time. The current underperformance of these sites is not only an opportunity cost in economic terms, but represents an erosion of identity and community.

Growing arts and culture sector

Morley has developed a strong local arts and culture sector, encompassing a number of significant organisations and events. The town has seen an influx of art organisations making Morley their base and we have further ambitions to become a hub for the arts with modernised and alternative spaces and places providing a stage for artists to showcase their work and enable the community to engage with all artforms.

The town centre plays host to a pro-active events calendar, celebrating key national dates throughout the year including St George's Day Festival Weekend, Yorkshire Day outdoor cinema, October Lantern Festival and our annual Christmas spectacular!

At the heart of this sector locally is the annual Morley Arts Festival, which has developed over 15 years and supported the growth of a wider community and sector in the town. The Festival began with a literature focus celebrating the written word and after a rebrand in 2015, now incorporates all art forms, hosting first class events and opportunities.

Morley Arts Festival is leading on the advancement of education in the arts for the local community by providing and promoting opportunity for participation in, and the appreciation and enjoyment of arts and culture, including visual art, music, dance, film, literature and cultural heritage. With a number of artist-led events and workshops, pop up theatre in the parks, poetry events and more, the Festival works with a number of other art organisations and stakeholders who help to shape this cultural offer and move towards putting Morley firmly on the map as a destination for arts and culture to be enjoyed by everyone.

Large employment hubs and key employers

The White Rose Office Park is a significant contributor to both employment and economic output in South Leeds and is recognised in the Leeds Inclusive Growth Strategy and West Yorkshire Strategic Economic Framework as a key site for future economic growth. The site provides a location for a number of high quality global businesses including HSBC, Capita and DAZN, employing 5,300 people across 500,000 sqm of office space. The Park is also home to the Elliott Hudson Sixth Form College with plans to expand the skills offer. The future investment in a new rail station

at the White Rose Office Park will provide an opportunity for the Park to deepen its role as an employment and skills hub in the city.

The White Rose Shopping Centre is a well-established retail and leisure destination with over 886,000 sq ft of active floorspace, making it one of the largest in the country. It has recently completed a major expansion incorporating additional retail, cinema and further food and beverage outlets, which means it now employs 3,500 people, around 40% of which are from adjoining communities. It is served by a small bus interchange.

Capitol Business Park is also recognised in the Leeds Inclusive Growth Strategy as an important growth opportunity for the city. The site provides well connected office and employment space with high quality occupiers including the NHS, Carlsberg Tetley and James Latham Advanced Technical Panels.

Millshaw Industrial Estate is one of the largest inner area industrial estates in the city extending over 28 acres. It offers around 480,000 sq ft of industrial and warehouse accommodation across 29 separate units, accommodating 20 businesses, and employing around 500 people. Schrodgers acquired the site in 2016 and has embarked on a programme of refurbishments to revitalise the estate and refurbish vacant units.

Transport infrastructure

Morley benefits from a town centre rail station, and an additional station is planned at the White Rose, on the same trans-pennine line. Cottingley, at the north of the intervention area, also has a rail station. The centre of Morley is connected to Leeds city centre directly with a 12 minute journey time by rail and station usage has increased significantly in recent years, with a 545% growth of use at Morley between 2002 and 2018.

Morley also benefits from bus service connections to Leeds city centre, providing an important link to the region's largest economic centre. The White Rose Shopping Centre and nearby Office Park is also well served by frequent bus connections, with around 60 arrivals or departures from 11 routes at the dedicated bus station per hour with destinations including Leeds, Huddersfield, Cleckheaton, and Wakefield.

The existing transport infrastructure connections provide a solid basis for Morley to strengthen its function as a key economic hub in the wider region. Morley is already a net importer of jobs, and these assets offer

an opportunity to develop a deeper and more diverse role, drawing in visitors, shoppers and businesses. Connectivity cold spots remain with areas to the south and east of Morley less well served by public transport. In addition, the rail station feels disconnected from the wider town and its centre and does not provide an attractive or welcoming gateway to the town.

School level skills

Morley's local schools are driving positive change in local skills levels and pupil attainment at key stages 1, 2 and 4 is higher than Leeds and at stages 2 and 4 is higher than England.

Key opportunities for the town

Develop a vibrant and diverse town centre, build a unique and successful cultural offer and attract growing visitor numbers

Morley's heritage buildings are diverse and highly valuable assets that can accommodate modern and vibrant uses. The town's emerging arts and culture sector can benefit from the wider growth of this industry across Leeds and the wider North, and leverage the opportunity of Leeds 2023.

Benefit from greater local spend of Morley employment base

The town is already a net importer of labour, providing a positive economic impact on the wider region. Providing strong physical connections and a compelling local offer can enable the town to benefit from this local employment base.

Grow reputation as an attractive place to live for young professionals and young families

Morley has a strong housing offer but can benefit from a more vibrant and culturally rich town centre offer, and a greener and more child friendly environment. Attracting young families and young professionals will balance the dependency ratio in the town and create a sustainable base for the economy to grow. Growing success in the town's secondary schools can also become a catalyst to drawing in a supporting retention of young families.

Develop a strong skills offer - uplifting local skills levels

While local skills levels are lower than those of the wider district or the national average, the strength of local employment offers an

opportunity to address this through employer-led skills development. Vocational provision locally could further boost local skills.

Create a strong basis for future investment from public and private sectors

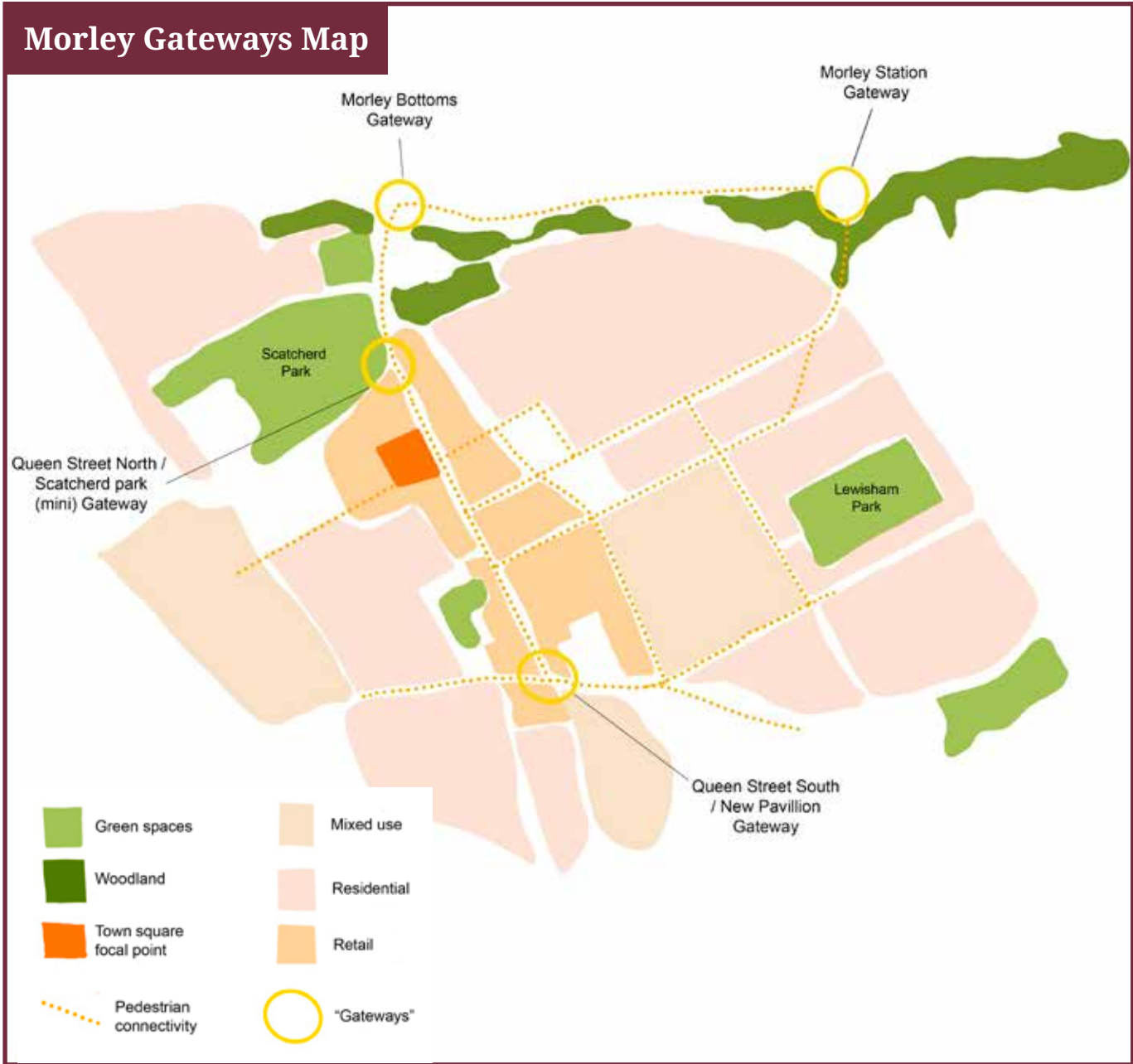
Morley's locational advantage places the town in a strong position to benefit from inward investment across a number of industries. The growth of business space across Morley can enable the town to attract new employers in high growth sectors. Existing employers could be engaged with a consistent and strategic approach, enabling partnerships to develop and future investment opportunities to be identified and optimised.

Maximise the benefits of a town centre train station - for commuting and as a destination

The train station in Morley is an important asset that connects the town with opportunities across the north of England. Strengthening the functionality and role of this asset within the town could create new benefits for Morley, generating greater visits to the town centre and better connecting residents to employment and learning in Leeds, West Yorkshire and beyond.

Leverage a strong sense of community and identity

Morley has a passionate community with a strong sense of local identity and pride. This creates a strong basis for community partnerships to be forged to support and embed the Town Investment Plan and to continue engagement with resident and stakeholder groups.





04

Strategy

This Town Investment Plan has been informed by national, regional and local policies and strategies and is aligned with the Government's Towns Fund objectives and priorities. The Morley Plan sets out an overarching strategy and vision, and key moves which will deliver against this ambition. However, there are areas of long term vision and delivery which sit beyond the timescales and remit of the Towns Fund. Wider strategies and partnerships may be developed over time to create and deliver these areas of focus. As new planning, environmental and economic policy emerges this will provide ongoing opportunities to lever new funding and investment, extending the impact of the Town Investment Plan.

Developing strategies

This Town Investment Plan is a strategic map, which sets out the key moves that will act as the catalyst to realising a sustainable and successful future for Morley. However, there are a number of areas where a greater level of detail, study or consultation may be required to interpret and apply these overarching ambitions, or to identify further multiplier effects that will arise.

In addition there are areas of wider ambition that may not be delivered within the timescales or remit of the Towns Fund but a foundation can be laid. It may therefore be appropriate to form, over time, wider strategies and partnerships that can develop opportunities to deliver against these ambitions.

The strategy underpinning our Town Investment Plan is set out throughout this document: in our vision and our objectives (Section 2), our spatial approach (gateways map, Section 3, and projects map Section 6), and in our theory of change (Section 6). This strategy identifies the key challenges and opportunities in the town (Section 3) and sets out a series of projects that will support the town to respond positively, generating clear transformative impacts (Section 6).

The diagram on the following page sets out how each of the projects in our Town Investment Plan meet strategy and policy objectives at national, regional and local level. This Plan has been developed with particular acknowledgement of the impact of Covid19 and the role that Morley may play in supporting economic recovery. In addition this Plan forms part of a wider local and national response to the Climate Emergency and Leeds' ambition to reach net zero carbon by 2030.

		NATIONAL			REGIONAL			LOCAL						
		NPPF	UK Industrial Strategy	Nature Recovery Network / A Green Future	Local Inclusive Industrial Strategy	West Yorkshire Economic Recovery Framework	White Rose Forest Strategy	Leeds Local Plan Core Strategy	Leeds Inclusive Growth Strategy	Leeds Health and Wellbeing Strategy	Leeds Net Zero 2030	Draft Transport Strategy	Leeds Covid19 Recovery Framework	Leeds Culture Strategy
The New Pavilion Skills Campus	Address skills gaps in the town through a comprehensive approach to skills and in partnership with local employers	The wider social, cultural, economic and environmental benefits that conservation can bring	We will help people develop the skills needed for jobs of the future		Ensure education and training meets local needs	Ensuring all residents & communities have the skills required to be able to take up high quality employment or start in enterprise			Employers and people at the centre of the education and skills system	People's quality of life will be improved by access to quality services			Retraining and support to those moving between sectors	
	Bring key assets back into use, restoring important buildings and developing vibrant anchor uses that will support the wider town centre economy	Desirability of sustaining and enhancing the significance of heritage assets, and putting them to viable uses consistent with their conservation						Policy P.11 Conservation-led regeneration schemes will be promoted as a catalyst for wider regeneration	Maximising the economic benefits of culture		Re-use of existing building, reducing call on natural resources through new build and realising embedded carbon benefits		Promoting our identity and cultural assets	
Morley Town Hall	Bring key assets back into use, restoring important buildings and developing vibrant anchor uses that will support the wider town centre economy	Desirability of sustaining and enhancing the significance of heritage assets, and putting them to viable uses consistent with their conservation						Policy P.11 Conservation-led regeneration schemes will be promoted as a catalyst for wider regeneration	Maximising the economic benefits of culture		Improve building efficiency and Reduce the level of greenhouse gas emissions from buildings in the city		Promoting our identity and cultural assets	
	Create accessible and inclusive spaces for people to come together, embedding shared sense of community and identity													Ensure that our cultural venues will be generous with the spaces at their disposal, opening them up for community groups, rehearsal space, business and civic life.
	Develop new vibrant and well used spaces for community, and for art and culture	Opportunities to draw on the contribution made by the historic environment to the character of a place							Creating jobs close to communities					Plan for the public realm of Leeds to be its greatest cultural asset by 2030
Heritage Investment Fund	Address the deterioration of the historic built environment in Morley	Desirability of sustaining and enhancing the significance of heritage assets, and putting them to viable uses consistent with their conservation						Policy P.11 Conservation-led regeneration schemes will be promoted as a catalyst for wider regeneration			Re-use of existing buildings, reducing call on natural resources through new build and realising embedded carbon benefits		Promoting our identity and cultural assets	
	Bring key assets back into use, restoring important buildings and developing vibrant anchor uses that will support the wider town centre economy	The wider social, cultural, economic and environmental benefits that conservation can bring						Policy P.11 Conservation-led regeneration schemes will be promoted as a catalyst for wider regeneration						
A Greener Town	Create and stitch together a network of parks and green spaces across Morley			Create or restore 500,000 hectares of additional wildlife-rich habitats outside of protected sites	Build greener, healthier communities	Embedding and enabling climate-friendly behaviour, new patterns of travel, work and use of public space	Green infrastructure promotion	Policy G.1 Green infrastructure/corridor function is retained and improved		People will live longer and have healthier lives	reduce pollution and noise			Plan for the public realm of Leeds to be its greatest cultural asset by 2030.
	Plant more trees, improving the air quality and greening the grey environment in the town centre		Tackling air pollution through the Clean Air Fund	Support work to increase woodland cover	Build greener, healthier communities	Transition to Net Zero, tackling the climate emergency	Create a genuinely sustainable, well wooded landscape to benefit the people, economy and wildlife of Leeds	Policy G.1 Increase appropriate species of woodland cover in the District		People will live in healthy, safe and sustainable communities	Reduce the carbon footprint of Leeds		Leading the way towards becoming a net zero city	
	Improve health and wellbeing indicators through the provision of usable spaces for active leisure	Enable and support healthy lifestyles, especially where this would address identified local health and well-being needs – for example through the provision of safe and accessible green infrastructure		Connecting people with the environment to improve health and wellbeing	Put health at the heart of the region		Carbon emission offsetting	Policy G.1 Green infrastructure/corridor function is retained and improved	Best city for health and well being	People's quality of life will be improved by access to quality services				
White Rose Innovation Hub	Address skills gaps in the town through a comprehensive approach to skills and in partnership with local employers		We will help people develop the skills needed for the jobs of the future		Ensure education & training meets local needs	Addressing digital skills and access gaps						Smart Cities, Technology and Information	Retraining and support to those moving between sectors	Protect the creative spaces that already exist as well as creating new spaces and venues.
	Create new job and entrepreneurial opportunities with greater diversity, enabling the town to develop resilience to economic shocks		UK Grand Challenges (particularly data, mobility and ageing society)		Accelerate economic growth through technology & innovation	Unlocking entrepreneurs from diverse communities, building on MIT REAP, reuse of empty spaces, innovative start-up training		Spatial policy 8 Promoting the development of a strong local economy through enterprise and innovation	Leeds as a digital city			Smart Cities, Technology and Information	Building more resilience into our broad base economy.	Create new opportunities for culture and art to collaborate with technology and the digital world,
Connecting Morley	Improve the physical connections between Morley town centre, Capitol Business Park, the White Rose and Morley's train stations				Address productivity challenges			Spatial Policy 11 Expansion of cycle and walking networks		People will live in healthy, safe and sustainable communities	promote cycling, walking and the use of public transport	"Connected Neighbourhoods "	Supporting a healthy city that allows more people to walk, cycle and be more active	
Morley Station Gateway	Improve the physical connections between Morley town centre, Capitol Business Park, the White Rose and Morley's train stations					Embedding and enabling climate-friendly behaviour, new patterns of travel, work and use of public space		Spatial Policy 11 Public transport improvements for the bus and rail networks	Working together to create better jobs, tackling low pay and boosting productivity		promote cycling, walking and the use of public transport	Towards a Transport System Fit for a 21st Century City- Developing our rail networks	Improving transport linking easily accessible neighbourhoods and the city centre	



05

Engagement & Delivery

Background and consultation approach in Morley

Leeds initiated and led a Commission on the Future of Local Government in 2012 which sought to examine the role of local government in the 21st century. Central to the work of the commission was the concept of ‘civic enterprise’: a new leadership style for local government where councils become more innovative and enterprising, business and other partners becomes more civic and communities become more engaged. The findings of the commission are reflected in our ambition to be the best council: one that is efficient, enterprising and healthy and reflects our wider positive outlook for the role of local government in working with our communities to shape and strengthen the prospects of the city and its residents.

“ *Working with communities is one of our core values at the heart of everything we do and the way we design and deliver our services* ”

In Morley the council’s Communities Team engage closely with local communities and local businesses through the Outer South Community Committee which holds at least four public meetings a year where ward councillors make decisions about services and priorities for the local area. There is also an active Morley Town Council with 26 members representing seven wards, undertaking projects and operating through a range of committees including Community Development, Planning, Highways and Transportation. They also partly fund a Morley Town Centre Management Board and Town Centre Manager.

This Town Investment Plan builds on and adds to these existing partnerships and plans for the Town Deal Board which, under our private sector Chair, includes representatives from the Town Council, Ward Members and the Town Centre Manager amongst the members. Local business interests and significant employers are also represented on the Board to ensure significant links to the private sector and to reflect its central role in driving the town’s growth.



Strategic alignment

We have worked hard to build consensus and ensure that the interventions proposed through the Town Investment Plan are a natural extension of consultation and engagement conversations undertaken previously and have the strong support of local businesses and communities in Morley. Our proposals have been developed in response to comprehensive review of the evidence base and to be cognisant of and complementary to pre-existing strategies such as the adopted Development Plan, the emerging transport strategy and the Local Industrial Strategy.

Our consultation and engagement has been designed to involve people both in generating ideas as well as giving feedback on proposals. The existing sense of pride and identity in Morley has come through strongly in the consultation and is something we will harness through the refinement and delivery of our Investment Plan. The vision and strategy have been directly influenced by feedback from the consultation and developed through an interactive visioning session with the Board. The interventions within the Investment Plan directly relate to the ambitions for Morley expressed in the consultation, through early and ongoing engagement and will be delivered through genuine partnership arrangements.

This commitment to meaningful engagement will continue throughout the next phase with the intention of working closely with the community to co-produce (and hopefully deliver) the plan.



Town Investment Plan consultation and engagement

Our approach to public consultation and engagement is ongoing but for the purposes of developing the Town Investment Plan has been broadly designed in two phases: the first around idea generation and a second phase seeking feedback on project ideas. Due to the impact of COVID-19 we designed a process which utilised primarily digital engagement methods but also ensured we created space for meaningful and in depth conversations and connected with those unlikely to participate in online engagement.

In September 2020, a partnership of Locality and Commonplace was commissioned by the Council on behalf of the Board to undertake a community engagement exercise focussed upon obtaining the views of residents and other stakeholders (business community, voluntary, community, faith and social enterprise (VCFSE) sector etc) to support the development of our Town Investment Plan.

Between September and December 2020, we undertook the following engagement activities:

- **Morley Commonplace Heatmap** - an online engagement exercise (over September and October 2020). enabling participants to place pins on a map to identify places of value to them, and places which they are concerned about
- **Stakeholder & resident interviews** targeting those in community leadership positions within Morley as well as Morley residents
- **Engaging with hard to reach / seldom heard from individuals**, including young people, older people, and those who are economically disadvantaged or vulnerable

- **Business engagement event** - An interactive Zoom event with Morley business owners
- **Received submissions** - reports from several organisations that had undertaken their own engagement exercises
- **Better Morley postcards** promoting the consultation with freepost return envelopes distributed at White Rose Shopping Centre and key locations within the town centre
- **Morley Commonplace Project Consultation** - A second Commonplace platform (over November and December), which provided an overview of project ideas and invited comment

We have also analysed the public posts on the central government Morley Mytown website, and the Connecting Leeds COVID-19 Transport Response (another commonplace site and 'suggest a scheme' heatmap exploring what action can be taken to improve pedestrian and cycling safety).

Outcome of the consultation

Overall, we have engaged with or have received responses from over 1,600 individuals including young people, children, older people, members of the business community, and residents including a high proportion of Morley's South Asian community.



Phase 1 Commonplace:
idea generation

The first stage of the Morley Commonplace Engagement Exercise ran between 27th September and 9th November 2020. There were **2,375 visitors** to the site resulting in **550 individual respondents** (people that completed all or part of the survey information) who took part. The exercise allowed respondents to place pins on a ‘heatmap’ of Morley, which opened a window enabling those responding to:

- Name or describe the area
- Choose from a selection of words which describe what type of place it is (e.g. street, hotel etc)
- Choose from a selection of descriptive words to indicate how they feel about the area (e.g. overcrowded, family friendly etc)

- Indicate whether they feel it should be a priority for Town’s Fund Investment (Yes or No)
- Provide a comment (e.g. what they like, dislike, how it could be improved etc)

As the number of pins grew, clusters of pins began to emerge which enabled us to identify the areas of Morley which are of most concern to the community.

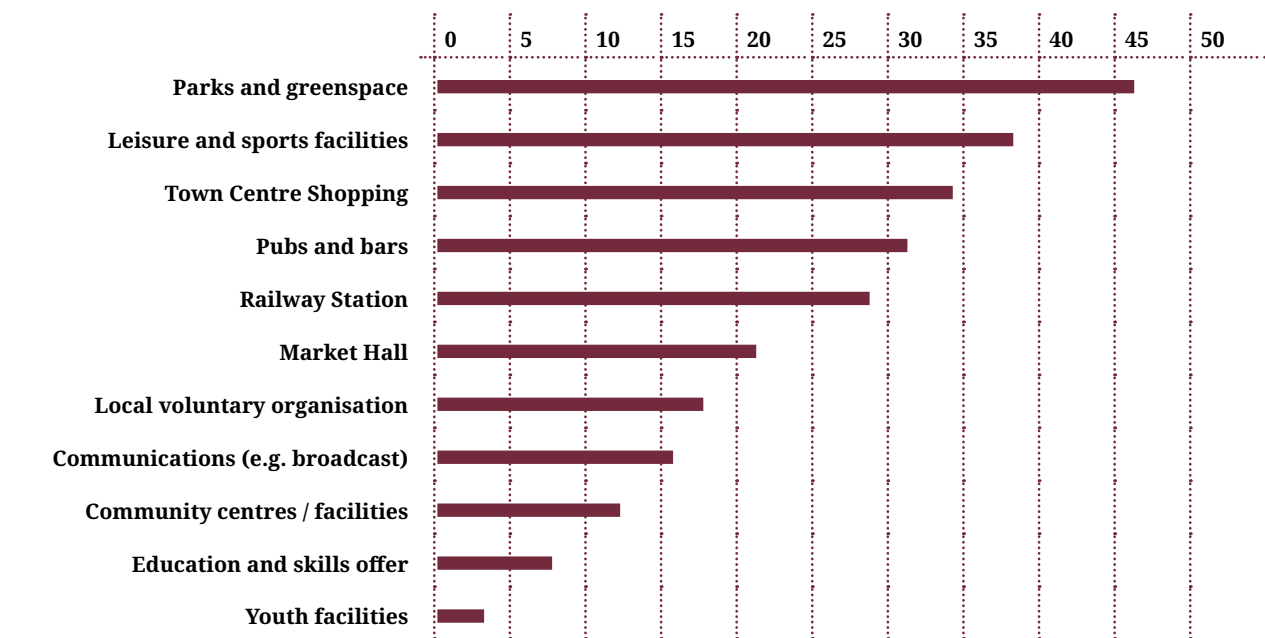
Accompanying the heatmap element of Commonplace were three multiple choice questions to complete:

- What do you like about Morley?
- What do you dislike about Morley?
- We are applying for funding from central government to improve Morley. How should this money be best spent?

Likes

The following graph summarises the results of the question: ‘What do you like about Morley?’

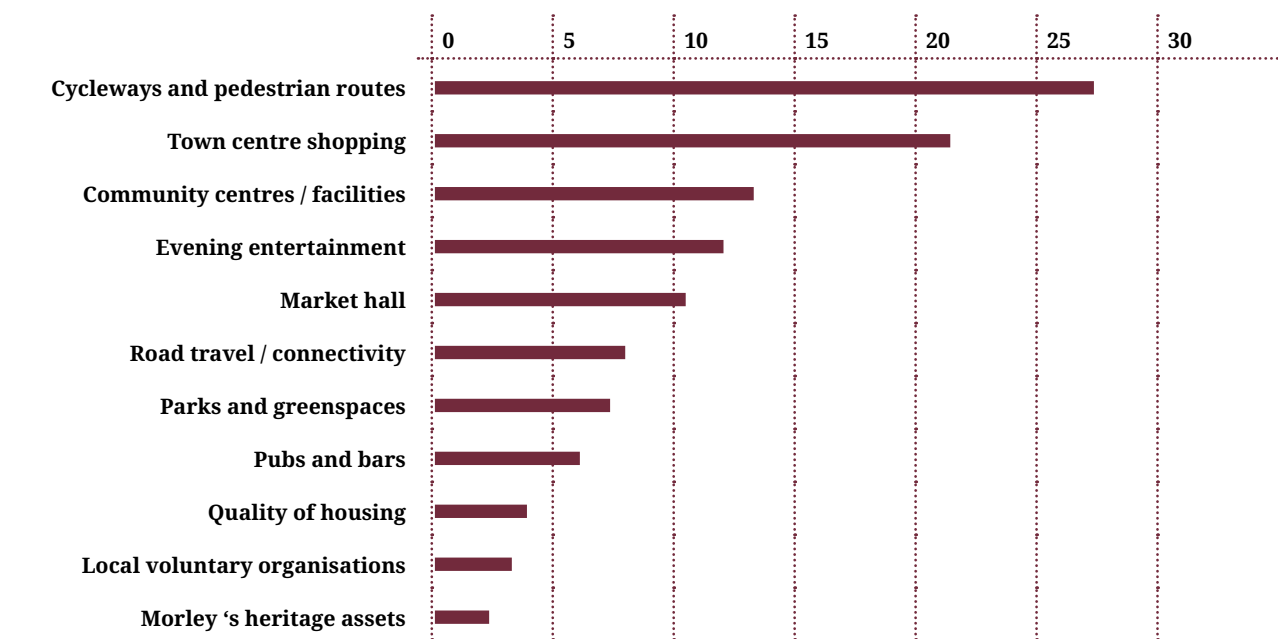
What do you like about Morley (% of those responding selecting an option)



Dislikes

The following graph summarises the results of the question: ‘What do you dislike about Morley?’

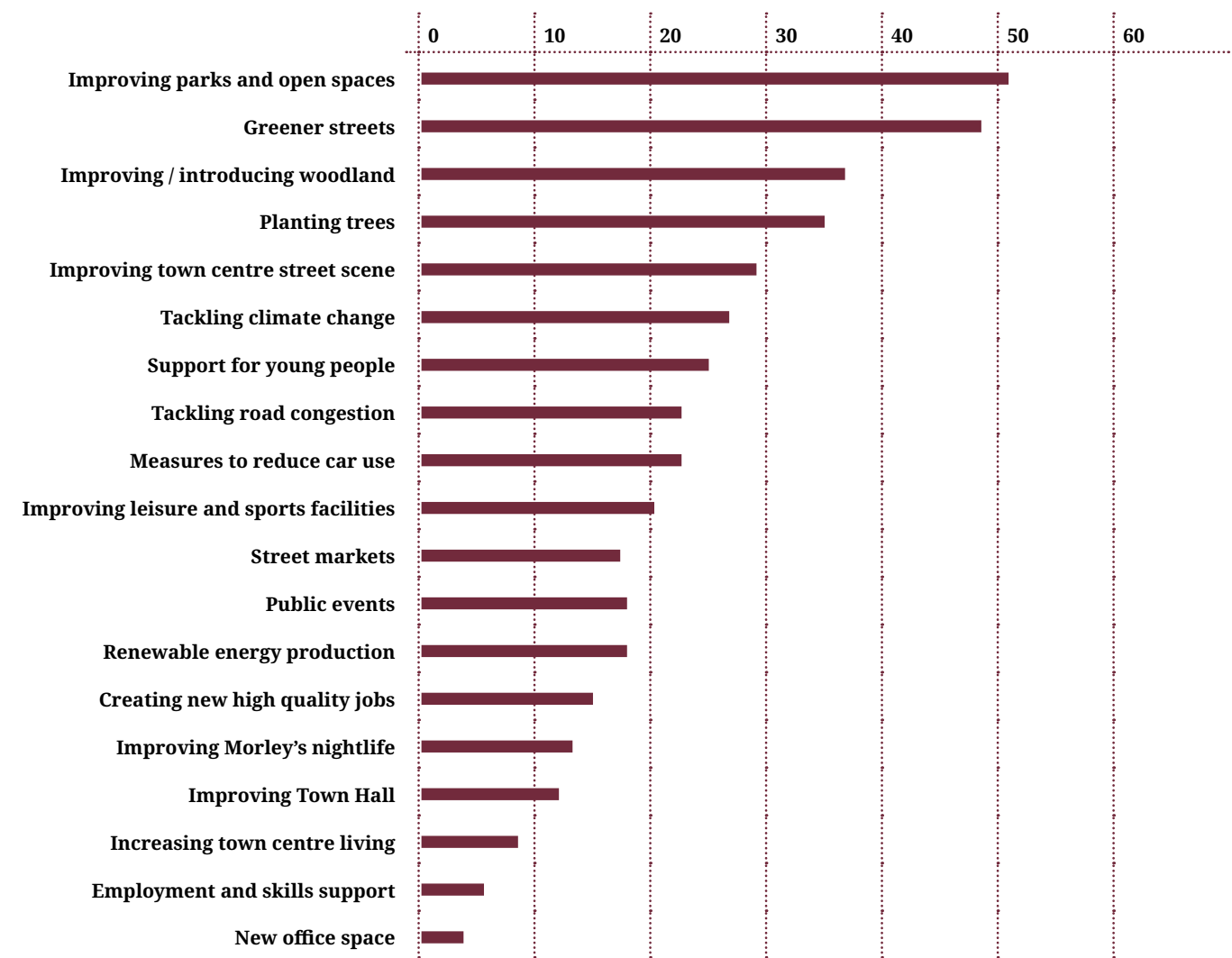
What do you dislike about Morley (% of those responding selecting an option)



Investment Priorities

The following graph summarises the results of the question: “We are applying for funding from central government to improve Morley. How should this money be best spent?”

How should money be spent in Morley (% of those responding selecting an option)



Consultation findings

Across all engagement formats we identified the following priorities:

Parks and open spaces
Town centre
Morley Train Station
Market Hall
New Pavilion
Town Hall
Cycling lanes and facilities
Morley Bottoms
Post 16 education offer
Bus travel

Project prioritisation exercise

The public consultation across the range of platforms resulted in a project longlist of 287 project ideas which were refined through a rigorous project prioritisation exercise with the Morley Town Deal Board and resulted the following short list of 18 project ideas:

- **Events and Arts** - Investing in Morley’s arts and cultural offer including the potential to create workspace for artists, new or improved venues that promote arts and culture, and developing indoor and outdoor spaces for arts and cultural events
- **White Rose Skills and Innovation Hub** - Based at White Rose Office Park, a combination of business space, and business support for start-ups and small and medium enterprises, including digital skills, and the development of new technologies

- **Morley Town Square** - Creating an attractive new civic square in the town centre, providing a focal point for Morley, with the potential for use as gathering place and for community events
- **Business Space Development** - Creating new co-working or office space in Morley, responding to a likely growth in remote working practices, as well as supporting the self-employed and those working in creative industries
- **Heritage Buildings & Shop Fronts** - Support and incentives to improve the appearance of Morley, including improvements to shop fronts, and bringing empty heritage buildings back into use
- **Morley Town Hall** - Refurbishment and alterations to Morley Town Hall, which both preserve its heritage value but also improves public access - supporting a vibrant range of uses
- **New Pavilion** - Restoration and developing support for a new use for the building, alongside wider improvements to the surrounding public realm and highways
- **Town Centre Housing** - Supporting the development of housing at key strategic sites in Morley, with a particular focus upon increasing the amount of housing within the town centre, supporting the regeneration of the town centre and increasing footfall for town centre retail
- **Specialist Housing** - A focus on developing housing within Morley, which has been designed around the needs of specific sections of the population. including older people
- **Greenspace Improvements** - Investing in Morley’s parks and greenspaces, potentially including new spaces, lighting, facilities, footpaths, and planting schemes
- **Community Hub** - The provision of space for community members and community organisations to meet

- **Morley Market** - A refurbishment of the indoor market making it more attractive for a wide range of stall holders and increasing customer footfall
- **Morley Train Station** - Improvements to the accessibility, car parking provision, and the environment around the train station
- **Bus Transport** - Working with bus operators to improve bus service provision and journey times from Morley to surrounding areas
- **Highway Improvements** - Undertaking highways improvements to reduce congestion, improve connectivity and address safety issues
- **Cycling and Pathways** - Improving pedestrian and cycling infrastructure, to encourage healthy, active travel - including cycle lanes and storage, pathway creation and improvements, and measures to improve safety
- **Skills Hub/ Campus** - Developing a Morley based skills development offer, including vocational learning opportunities, connecting local people to local jobs
- **Town Centre Public Realm** - Improving the town centre street scene through a series of public realm enhancements to improve key routes and gateways within the town centre

Phase 2 Commonplace: Project consultation

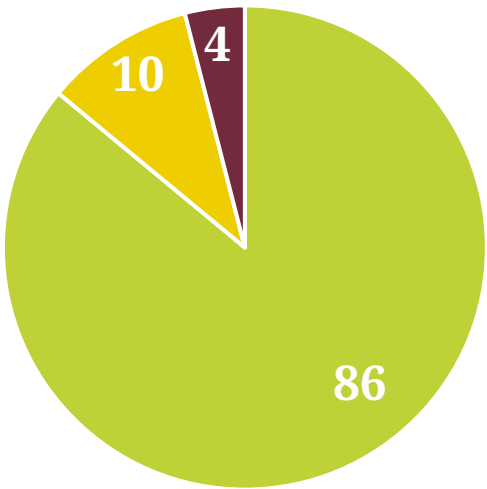
The second Commonplace Platform provided an outline of the shortlisted project ideas. Those responding were asked to indicate, overall how they felt about the list of projects and then asked to select the projects they would most like to see happen.

Between 20th November and 14th December 2020 there were **2,221 visitors** to the second stage of the Morley Commonplace Engagement Exercise resulting in **447 individual respondents** (people that completed all or part of the survey information on the site).



86% of those responding indicated they were very positive or somewhat positive about the overall list of projects being considered using the following scale. The results are displayed in the pie chart below and indicate a significant level of support of the project ideas.

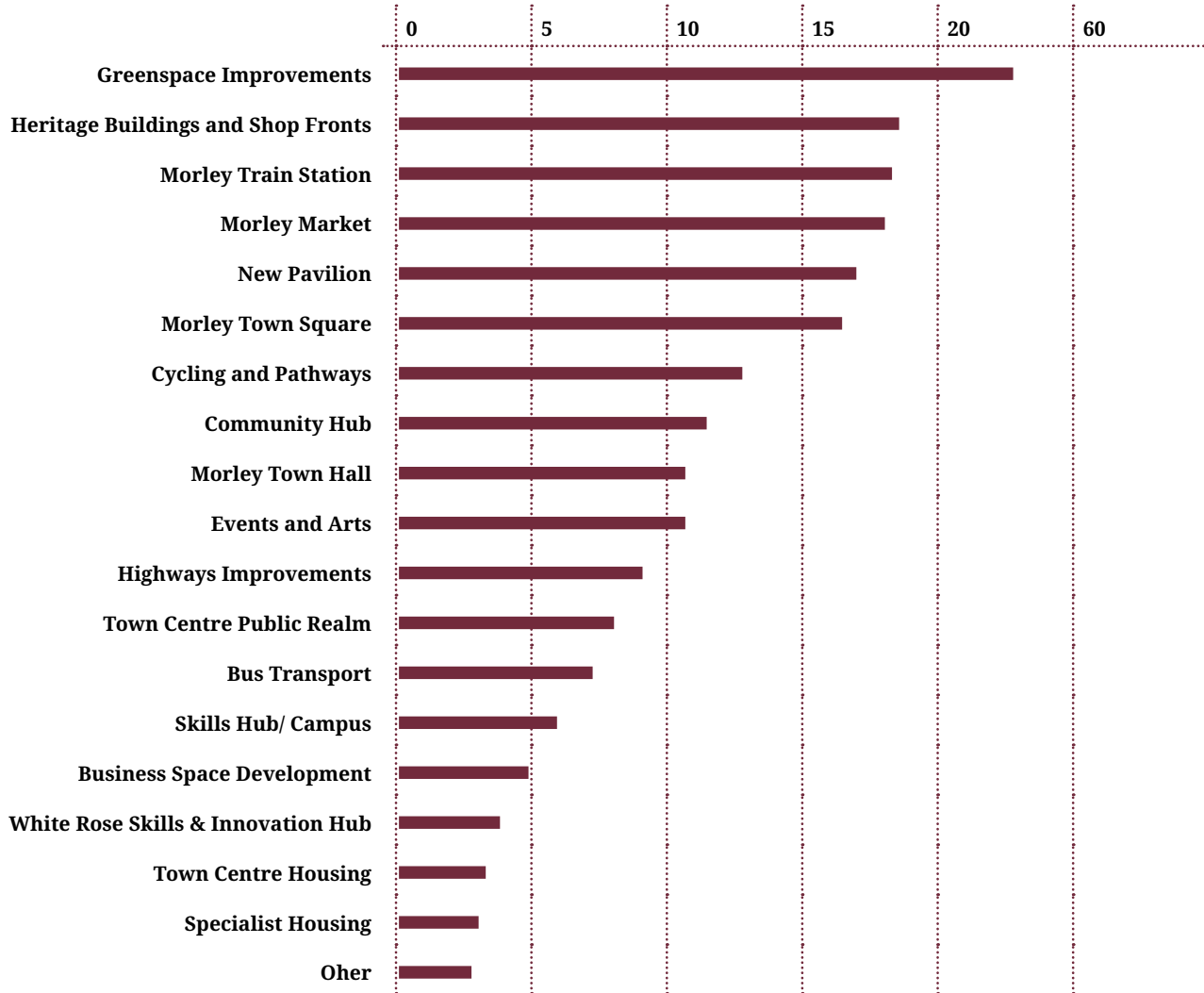
Levels of positivity about projects overall (% of respondents)



Positive Neutral Negative

Respondents were then asked to select the projects they would most like to see happen, which produced the following results:

Projects respondents would most like to see happen (% of those responding selecting an option)



Analysis of the comments of those that expressed an overall dissatisfaction with the projects, priorities revealed that this often related to a specific aspect (e.g. a concern about over-development generally or disagreeing with a single project idea).

The project area identified as the highest priority was greenspace improvements - a consistent priority area, which also featured the highest at stage 1 of the Commonplace online engagement process.

Having brought children up in Morley... we really were drawn to the area because of the parks and green space... just think of how many more families would be drawn to the area to work/live/travel to, if our parks were rethought & extended... the parks were given an injection of life and we could all cycle safely to these places as a family. That would be my dream

The identification of Morley's heritage as a priority area also continued with the second priority area being heritage buildings and shop front improvements.

I would love us to embrace our historical town heritage, create an environment of beauty, and love our history

We need visitors and footfall to spend their time and money here - but for that we need to ensure lighting, transportation and parking is good and that the environment is pleasing - memorable heritage shop fronts, restoration of buildings - further encourage small business to put down roots

The following three project areas (listed in order of their priority place) related to significant Morley buildings and locations:

- Train Station
- Market
- New Pavilion

I tend to avoid Morley train station because it is not a nice place to wait, especially with a young child, and has no access for buggies or wheelchairs to platform 2, also no toilets

Morley market has needed an upgrade for a long time to make it more inviting for shoppers- would be nice to attract more stalls so there are more variety to choose from

Please preserve the iconic New Pavilion. It has a long history of serving the local community and had an international reputation as a pioneering techno club in the 90s-2000s. It would make for a fantastic community hub and potentially a café bar and club space too. So much potential and it's a historic building that dominates the Morley landscape

A new town square for Morley also received a high level of support, as the sixth highest priority

The area outside the town hall should be redeveloped to become the heart of the town, offering space for community projects and events

Consistent with other engagement process outcomes was the identification of the need for improved sustainable transport/ active travel with the inclusion of cycling and pathways as the seventh highest priority.

Morley is surrounded by major roads and car obsessed. It should be possible for everyone in Morley to get to all parts of Morley, neighbouring towns and Leeds via dedicated cycle paths, segregated cycle lanes and 20mph local low-traffic roads

The importance of events and arts (in eighth place) was also recognised by those responding, potentially based upon the view that these would play an important role in revitalising the town.

My personal preference would be for arts, culture, and music. Following the difficult and challenging year we have had with social restrictions and also the impact Covid-19 has had on the landscape of events and arts, I feel the public and the arts and events industry would benefit from investment. Plus, who doesn't feel happy with music and live concerts and events to attend! I imagine Morley has so much potential to be a hotspot as I believe it has been in the past! Let's make it come alive and put it back on the map!

Relating to the view of the importance of Morley's heritage, Morley Town Hall was identified as the ninth highest priority and the Community Hub project was tenth.

“*...the Town Hall of any town is the centre, the heartbeat, of any town. As we have a lovely building it is run down and can see the cracks in the heart of the town. This lovely building needs to keep its historical parts but also bringing it to the 21st century not just for the public, but also for the people that work there*”

Private Sector Investment and Commitment

Due to the nature of the Towns Fund and particularly its overarching aim to support economic regeneration, engagement with the private sector has been a key focus. We have sought to ensure that businesses of different sizes (from the small independent retailer through to major employers) have been included and that the views of different industry sectors have been taken into account also recognising the importance of those that own property and potential investors into Morley. Our approach also recognised the potential to reach individuals through large private sector employers.

The private sector is strongly represented through the make-up of the Town Deal Board and crucially contacts and networks have been leveraged to gain support and partners for the Investment Plan. Specifically, the Board is Chaired by Gerald Jennings who runs a property consultancy and investment business and is also a Non-Executive Director at Yorkshire based businesses, Henry Boot Plc, The Ahead Partnership, PDR Construction and Social Group. His experience is primarily within the Built Environment, but he has also held roles within the Education and Cultural

sectors. Gerald sits on the Leeds Chamber's Leadership Group and the Leeds Property Forum Steering Group and takes a particular interest in promoting investment into the region's transport, housing and skills needs. Gerald has been a Director of the West & North Yorkshire Chamber of Commerce since 2014 and has been President of the Leeds Chamber and Chairman of the Board.

The Board also includes representatives from the West Yorkshire Chamber of Commerce, Landsec a real estate investment trust company and owner of the White Rose Shopping Centre as well as local business Morley Market.

As a result of the engagement the TIP includes amongst its key contributors:

- Land Securities, owner/developer of the White Rose Office Park and one of the UK's top specialist shopping centre and retail property management companies.
- The Luminate Education Group, a group of providers incorporating Leeds City College, committed to outstanding education and skills.
- Sterling Capitol PLC, an award-winning property company and owners of Capitol Park Leeds

Future engagement

We are committed to continuing the level and quality of engagement through the following planning phase, subsequent implementation phase and potentially beyond into the future. Our Stakeholder Engagement Plan demonstrates how we will work through the Town Deal Board to ensure:

- Communities' voices are involved in shaping design and decision making at each phase of the development investment plan
- Ensuring diversity in its engagement with local communities and businesses

Our plan aligns with the guidance and builds on the engagement undertaken to date in preparation of our Town Investment Plan. Our approach is tailored to ensure the community have the opportunity to influence the programme as well as the opportunity to influence projects. We will continue to utilise

the Commonplace site to seek input into projects as they develop and use the 'news' function of the site to raise awareness, share information and keep our database of contacts informed of progress. We will proactively seek opportunities to involve stakeholders and end users into project design, such as creative children's engagement to inform the design of some of Morley's green spaces and parks. We also intend to introduce an element of competition into project design and may run some competitions for pieces of work such as photography, wayfinding and design of public realm features to raise awareness and involve the community.

We will use established structures such as the Community Committee to share information and raise awareness of the Towns Fund as well as distributing information within the library, leisure centre and Town Hall. Many of our Town Deal Board come with well-established contacts and networks and we will work to ensure that they are engagement champions.

Particular attention has been given to overcoming barriers to involvement and to potential support mechanisms to ensure no one is excluded from engaging and influencing the Town's Deal. Subject to lifting of lock down and easing of social distancing restrictions we will diversify our communication and engagement activities into face-to-face and physical channels.



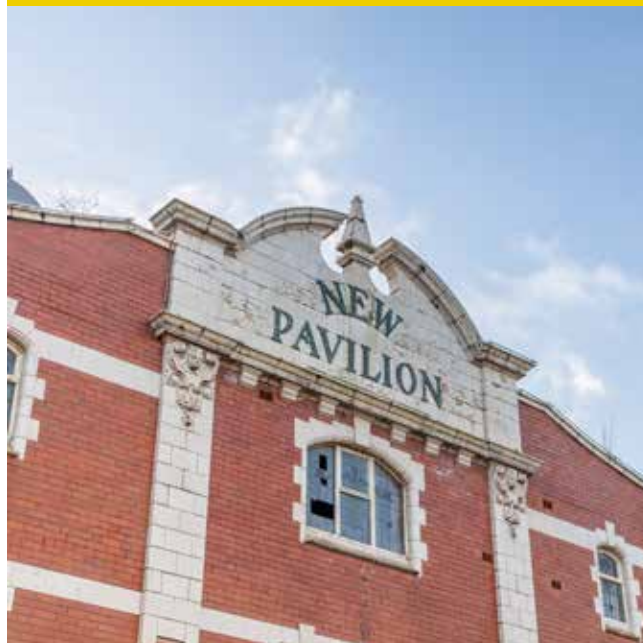


Projects

Summary of projects

PROJECT	DESCRIPTION	ASK
The New Pavilion Skills Campus	Redeveloping the gateway New Pavilion site into a high quality adult skills hub, and supporting wider regeneration of the town centre	£4.5m
Morley Town Hall	Delivering a high quality refurbishment of a key civic Grade 1 listed asset, developing a cluster of arts and cultural uses to anchor the town centre economy	£4.2m
Morley Station Gateway	Building upon Network Rail investment to better connect the station to the town centre and wider Morley	£3.01m
Heritage Investment Fund	Supporting an emerging economic hub in the town centre through building restoration and appropriate re-use, place marketing and business support	£1.81m
A Greener Town	Delivering a network of new and upgraded greenspace across Morley, tackling local air quality and health challenges	£4.3m
White Rose Innovation Hub	The co-ordinated delivery of new enterprise space, learning space and a high quality smart cities development centre in Morley – linked to local societal challenges. Creating high quality skills and employment opportunities for Morley residents	£1.98m
Connecting Morley	A comprehensive upgrade of infrastructure with a particular focus on delivering exemplar active travel routes to connect the people of Morley with opportunities to learn, work and exercise	£5.2m
Total		£25m

The New Pavilion Skills Campus



This project will establish a new high quality Leeds City College learning campus in Morley Town Centre. Restoring and repurposing the locally cherished New Pavilion, this heritage building will be brought back to life as a college. Restoring this building will bring vibrancy to this key gateway to the town centre, generating new footfall throughout the day and into the evening and creating a community hub that will bring place-making benefits to this broken edge of the town centre. Skills provision will particularly address the town's economic resilience with a core focus on digital and emerging technologies, but will also deliver an inclusive and broad range of course provision and wider community activities.

The planned Leeds City College campus here will form a core pillar of a wider Skills Partnership in the town, creating a skills hub which will support local people to improve their skills to be able to take advantage of the post Covid-19 economic changes. The Hub includes an 'Emerging Technology Centre' to develop skills in coding, virtual reality, drone technology, robotics, 3D printing, artificial intelligence, and CAD, developing a wide range of skills for business.

This project will deliver 300 qualifications and wider skills development opportunities each year, as well as creating new local employment opportunities. In addition this will bring 20,000 sq. ft. of floorspace in an important local heritage building back into active use.

Rationale

A new college campus in the town will provide the skills infrastructure required to address local skills challenges. In doing so this will provide the local population with the skills needed to compete in a changing economy, providing resilience to economic shocks and technological change. Uplifting local skills will also drive future business growth and inward investment, ensuring a strong talent pipeline for new businesses and supporting sector diversification.

Linked to initiatives at the White Rose Office Park, to wider Leeds City College provision and to the growth of local employment at both White Rose and Capitol this will develop new opportunities for local people and increase social mobility. The project will support 300 learners each year to access a range of skills opportunities.

Critically, the centre will take a long term (rather than transactional) approach, tackling Level 2 skills needs including English and Maths, basic digital skills, Level 3 and higher level training and apprenticeship provision.

The College will have a strong positive impact on the wider town centre economy, bringing in new footfall and creating a counterbalance at the South of Queen Street.

This model of provision and delivery draws on a prime site opportunity and responds to the need to bring skills provision back to an accessible, prominent central location, where beneficiaries can access learning as part of multi-purpose visits to the town centre.

Investment need

This project will provide a comprehensive and high quality restoration and repurposing of a key heritage asset in a constrained town centre location. Commercial schemes at this site have repeatedly failed to come forward due to the conservation related costs of repair and reuse values associated with 'on-market'

uses, and the viability challenges associated with repurposing the building for new uses. Funding will partly be used to address the conservation deficit on this scheme. The adult learning centre is not a forecast capital scheme in the Luminate Education Group business plan, and new additional capital will be required to meet the costs of fit-out for this purpose from this Town Investment Plan.

Architecturally this is a lovely building and part of Morley's heritage. It is currently derelict which is an absolute shame, and it would be lovely to see it converted for public use



Artist impression: view of the proposed upward extension of New Pavilion Skills Campus

Credit: TH3M Architects



Artist impression: view of main college entrance from Queen Street

Credit: TH3M Architects

Delivery Arrangements

The project will be a collaboration between the building owner, the Council and Luminate, for the delivery of external refurbishment, core, shell, fit out and equipment, which will enable Luminate to bring revenue match funding to support the delivery of services from the finished property. It is envisaged that long lease terms will be agreed between the owner and Luminate, related to obligations on the property completion. The Council as accountable body will manage a grant funding agreement to reflect all related commercial and legal risks and obligations as apportioned appropriately to each party.

Our ask

- £4.5m

Our offer

- Match investment will be leveraged based on a conservation deficit calculation
- Revenue funding will underpin the operational costs

Outputs

- 20,000 sq ft floorspace
- 300 learners each year

Outcomes

- Improvement in local skills levels
- Productivity improvements
- Attractiveness of local area to inward investors
- High street footfall
- Public perception of place

Alignment with intervention framework

Skills infrastructure

- Increase in capacity and accessibility to

new or improved skills facilities

- Availability of new specialist equipment
- Increased and closer collaboration with employers
- Increase in the breadth of the local skills offer that responds to local skills needs

Arts, culture and heritage

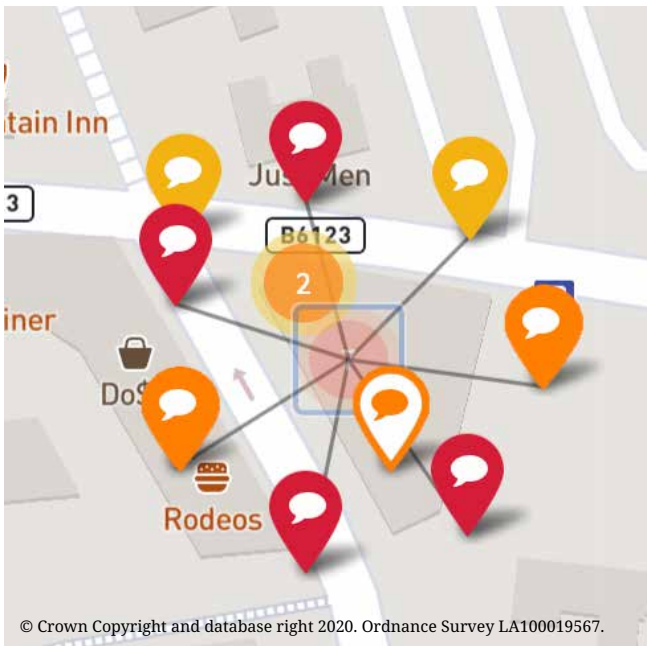
- Upgraded and protected historical building

Urban Regeneration

- Development of abandoned site
- Delivery of new public spaces

Climate Emergency and Carbon Reduction

- Reuse a heritage building in a sustainable location
- Apply high quality conservation and thermal efficiency conservation standards in refurbishment.
- Maximise the benefit of embedded carbon through building re-use
- Its town centre location will maximise opportunities for linked trips and access through sustainable modes



The Town Hall and Town Square



The project will deliver a high quality refurbishment of a key civic Grade 1 listed asset to create a vibrant cultural, community and enterprise centre, to anchor the high street and complement a burgeoning arts and cultural scene and night-time economy.

In the freehold ownership of Leeds City Council, the Town Hall is a magnificent building and the main landmark in Morley, its Baroque domed clock tower visible from miles around and it has stood proudly at the heart of the town centre for more than 125 years. It was opened by one of Morley's most famous sons, the Rt. Hon. Herbert Asquith and is of 'exceptional interest' being in the top 2.5% of listed buildings in the country. Built in a classical style, deliberately reminiscent of Leeds Town Hall, it was a symbol of the confidence and ambition of Morley Borough Council and an expression of the town's pride and identity. Housing Morley Town Council and a range of Leeds City Council services it remains a significant service hub but many functions have been moved out of the building and much of the space within the building is now poorly utilised.

The biggest room in the building is the Alexandra Concert Hall with a gallery round three sides, stone architraves and stained glass windows. Hosting the renowned Leeds Best of Brass concert series this venue has significant potential as a vibrant performance venue but the current poor facilities, in particular the lack of a café/bar within the building are limiting its appeal and functionality. With investment there are a range of activities which could be successfully presented at Morley Town Hall from touring comedy nights, open mic nights, family events, music concerts, author talks and 'An Evening with' events, amateur hires and seasonal performances. There are also significant commercial opportunities within the wider building which can be unlocked through this investment.

The project focuses on:

- improving the Alexandra Hall concert hall, the key cultural asset within the building
- introducing cafe/bar facilities to complement and enhance the cultural offer
- space planning exercise to accommodate new users and uses within the building to increase occupancy and vibrancy
- improving access and accessibility throughout

Linked to a revitalised and vibrant Town Hall this project will also deliver high quality public realm refurbishment to enhance the setting of the listed building and provide an exciting focal point at the heart of Morley town centre. Options have been developed for a high quality space incorporating a distinctive art feature and event space to facilitate a programme of events, creating a new centre of gravity on the high street. The proposals will be refined through options testing, consultation and through the statutory approval process.

Rationale

The Town Hall is an underused asset that is unique to the identity and history of Morley and symbolic of the fortunes of the town. It featured strongly in the public consultation attracting a cluster of pins in the ‘heatmap’ phase and further support and comment in the second project feedback phase with a recognition that its current status does not sufficiently benefit the town.

The economic changes resulting from the Covid19 pandemic include increased levels of home working and a shift in demand away from traditional office space to more flexible provision and collaboration spaces. There is therefore an opportunity to review the office requirements within the building with a view to optimise the offer and realise economic benefits. The cultural sector locally continues to grow as illustrated by the presence of organisations such as Artsbloc, Morley Operatic Society and the successful annual Morley arts festival. This represents an opportunity to breathe new life into the Town Hall whilst providing high quality space and infrastructure to support the growth of the arts and cultural sector, as well as venue space to draw in visitors to the town to support the Town’s food and drink offer and evening economy.

Investment need

While business and venue space will be operated on a sustainable basis by established operators and in conjunction with relevant stakeholders, a significant and one-off up front capital investment is required to comprehensively refurbish and repurpose this space, future-proof it for growth and diversity of uses, to open up new high quality public realm to create an appropriate setting and space for complementary outdoor uses, events and gatherings. Local capital is not in place to support this, however without a viable and sustainable use the Grade 1 asset will continue to be under-utilised and the significant opportunity cost to it and the town centre as a whole will persist.

Delivery Arrangements

Morley Town Hall is entirely within the ownership of Leeds City Council and it is envisaged that this project would be managed through its own in-house professional project and asset management functions, with appropriate recourse to professional conservation architectural, structural and events expertise as needed. The Council has a strong track record in historic building refurbishments including that of Leeds Town Hall.

“It is a super place to have exhibitions and concerts but is also vastly underused. It is also becoming increasingly difficult to access. I think that a combination community centre and heritage centre would be a great improvement”



CONNECTED to each other

Our ask

- £4.2m

Our offer

- Town Hall Refurbishment £300,000 (Leeds City Council)
- Public realm enhancements £455,000 (Morley Town Council, West Yorkshire Combined Authority, Community Infrastructure, Veolia Land Tax Fund, subject to confirmation)
- Capacity building, promotion and support through the Leeds 2023 cultural festival and wider culture network

Outputs

- Upgraded Grade I listed building and prominent landmark, bringing to life Morley’s heritage
- 4780 sqm refurbished floorspace
- Upgraded/new 1 x 800 capacity venue, 1 x 200 capacity small venue
- 1000 sqm new floorspace within the town centre
- Increase in footfall and vibrancy within the town centre

Outcomes

- Uplift in local spend, with benefits to retail and night time economy
- Public perceptions of place
- Cultural sector growth
- Wider economic growth
- Job opportunities

Alignment with intervention framework

Arts, culture and heritage

- Upgraded prominent landmark and historical building, arts venue and theatre space
- New community spaces or assets, where this links to local inclusive growth

Urban regeneration, planning and land use

- Delivery of quality commercial space in key locations (town centre)
- Delivery of new public spaces

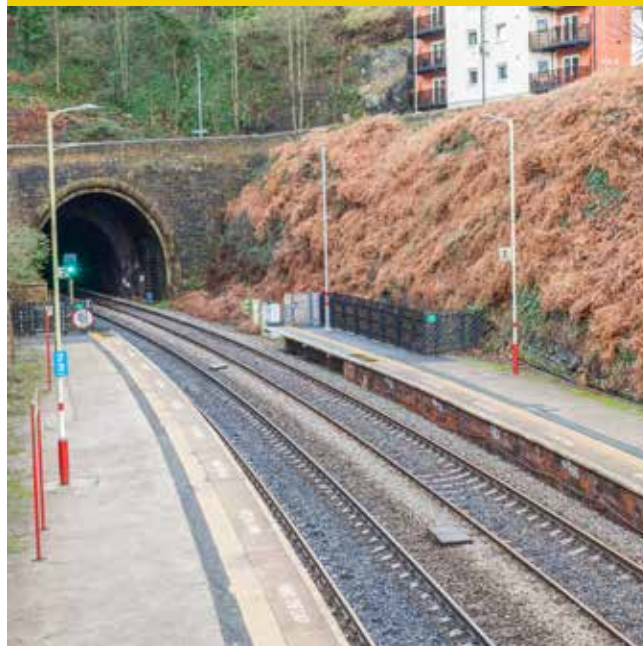
Climate Emergency & Carbon Reduction

- Reuse a heritage building in a sustainable location
- Apply high quality conversation and thermal efficiency standards in refurbishment.
- Maximise the benefit of embedded carbon through building re-use
- Its town centre location will maximise opportunities for linked trips and access through sustainable modes



CONNECTED to each other

Morley Station Gateway



Morley Train station is a critical gateway to the town centre, but is disconnected by poor pedestrian routes which are difficult to navigate and, in places, unsafe. Planned Network Rail Transpennine Route Upgrade (TRU) investment will deliver an upgrade of accessibility and services within the station. However, this will not address the wider function and impact of the station in the town. A new rail station is also in development at the White Rose Office Park, supporting the growth of opportunity at the office park and the shopping centre.

Building upon TRU investment this project will address two key connections between the station and the town centre via Albert Road and Station Road. Highways schemes will create high quality pedestrian and cycle connections, improving unsafe and poor accessibility routes. Legibility and wayfinding will create a sense of arrival and a clear route to the town centre. In addition, it is intended to expand car parking at the station.

Rationale

Morley's town centre economy does not benefit from the town's rail station to the extent it should. Nor does the station adequately provide the high quality connectivity to jobs and learning

opportunities across West Yorkshire for residents that it could. Planned TRU improvements will address station infrastructure, however will not invest beyond the station's red line boundary. This project will therefore tackle wider connectivity issues at the station, stitching this transport asset into the wider town centre economy. This will, in turn, support the wider projects outlined in this bid – creating links to the revitalised Town Hall, to the emerging economy at Morley Bottoms, and providing improved access to the new skills campus at the New Pavilion. Connectivity is also key to productivity in the town, and improving this gateway will enable access to the employment opportunities of the White Rose Shopping Centre and Office Park.

Investment need

The envelope for planned Network Rail investment will not extend beyond the station red line boundary. However, station access and connectivity to the town centre is poor. Towns Fund investment can align with this existing funding to unlock additional benefits for Morley's residents.

Highways schemes to address this connectivity are currently unfunded and Towns Fund money will create clear additionality in unlocking these schemes. While parking extensions at Morley station have been explored in the past by West Yorkshire Combined Authority, plans were not initially progressed due to abnormal site costs. Subject to further feasibility work and a full business case, assessed through the Combined Authority's assurance process, Towns Fund money will unlock additional parking provision.

Delivery Arrangements

The project will be managed and delivered through the in-house highways and transport engineering project management functions of Leeds City Council, working in partnership with WYCA. There will be close collaboration with Network Rail to ensure programme synergies and co-ordination between on and off rail estate works and to maintain public access to continued train services.

The train station is vital for those living and working in Morley. It is quite remote from the town centre and can feel isolated at night. It would benefit from better lighting and perhaps a small cafe or something. It isn't very accessible to all so perhaps this could be improved



Our ask

- £3.01m

Our offer

- Matched West Yorkshire Combined Authority funding to be bid for

Outputs

- 600m upgraded road infrastructure
- 600m new cycle and walking paths
- Delivery of new public spaces, signage
- Delivery of up to 200 new parking spaces

Outcomes

- Better connecting Morley residents to work and skills opportunities
- Better connecting the town centre to the town's main transport hub
- Encouraging visits, generating town centre economic uplift

Alignment with intervention framework

Local Transport

- New or upgraded road infrastructure
- New or upgraded cycle or walking paths
- Wider cycling infrastructure

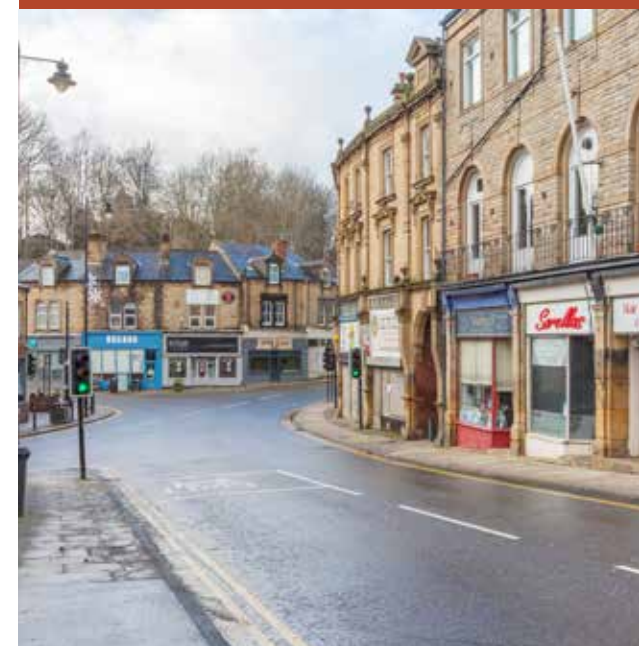
Climate Emergency & Carbon Reduction

- Promotes walking, cycling and the use of public transport as alternatives to car journeys



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Heritage Investment Fund



Morley's town centre is a critical contributor to the wider economy, providing local shops and services, employment, cultural destinations and a growing night time economy. It is a strong centre of gravity for the town and settlements beyond and was traditionally one of the largest freestanding town centres in Leeds. However, the built heritage in the town centre has deteriorated and a number of historic and important buildings have fallen into disuse and disrepair.

This project will stimulate wider investment in a number of key sites across Morley, with a particular focus on Morley Bottoms and Queen Street. The Fund will offer grant support to building owners to tackle viability gaps and to support the restoration of historic properties bringing underused floorspace back into use. The fund will support a portfolio of up to 10 envelope schemes and three refurbishments focusing on schemes that will unlock broader economic benefits; attracting new and diverse uses to the town centre.

The scheme will retain the flexibility to offer targeted bespoke support to unlock sites of specific significance in the town centre, which have been stalled for a number of years. This will include St Mary's in the Woods, a ruined church that offers opportunities for creative re-use, and Crank Mills, Yorkshire's earliest steam powered mill, which occupies a prominent site close to the rail station.

Rationale

This project will consolidate the existing built environment in the town centre and will support the longer term sustainability and resilience of the local centre economy. In the context of Covid19 and a growing reliance on local services and amenities there are opportunities to densify and diversify uses in Morley. Doing so will strengthen demand for the existing retail and service offer in the town, generating new footfall and growing the town centre population.

Delivery Arrangements

The fund will be programme managed by Leeds City Council drawing on substantial experience of heritage-led regeneration programmes in the city, including Townscape Heritage Initiatives and Heritage Action Zones. There is a proven model for engagement and contracting with property owners, gaining commitment and leveraging investment. Headline engagement has already been undertaken with property owners, though restriction associated with Covid have limited the extent to which more detailed scoping could be considered.

Whilst a number of empty buildings have been adapted as commercial ventures several remain vacant and in poor condition. Revitalisation of this area as a bar or eating district would be welcome



Our ask

- £1.81m

Our offer

- Wider funding opportunities will also be assessed, and partnerships with key stakeholders locally and nationally will be drawn upon to support the scheme's delivery.
- On the basis of c60% grant intervention rate, the Heritage Investment Fund would lever £435,000 of private sector investment.

Outputs

- 13 buildings restored
- £435,000 match leveraged
- 4,420 sqm of floorspace brought back into use

Outcomes

- Economic growth in Morley town centre
- Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access
- Improved town centre environment and public perceptions of place

Alignment with intervention framework

Arts, culture and heritage

- Upgraded historical buildings

Urban regeneration, planning and land use

- Remediation and development of abandoned or dilapidated sites
- Delivery of quality residential or commercial space in the town centre
- Delivery of new public spaces

Climate Emergency and Carbon Reduction

- Reuse heritage buildings in a sustainable location
- Apply high quality conversation and thermal efficiency standards in refurbishment.
- Maximise the benefit of embedded carbon through building re-use



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A Greener Town



This scheme will comprehensively stitch together and enhance a network of disconnected greenspaces across Morley. In the process new natural spaces, paths, green streets and pocket parks will be created. Existing spaces will be uplifted with tree planting and wider improvements. The combined scheme will create a green asset base which will substantially improve the town's environment and support local health.

There is currently a deficit of greenspace across Morley. Morley also faces challenges around the health and wellbeing of its residents. This project will tackle these challenges through a range of interventions across the Morley Town Deal Boundary.

The public consultation revealed that Morley residents value the provision of parks and greenspace locally, as this was the most popular response to the question 'what do you like about Morley?' However the relatively poor provision of greenspace locally was also highlighted, as respondents viewed improving parks and open spaces as the highest priority for investment of Towns Fund monies. This project takes an ambitious approach to meeting this need.

Sites around the periphery of Morley will be purchased for large scale tree planting, creating new public greenspace which will help to link Morley effectively with key economic hubs at White Rose Office Park and Capital Park. Council-owned sites across Morley have already been identified for tree planting.

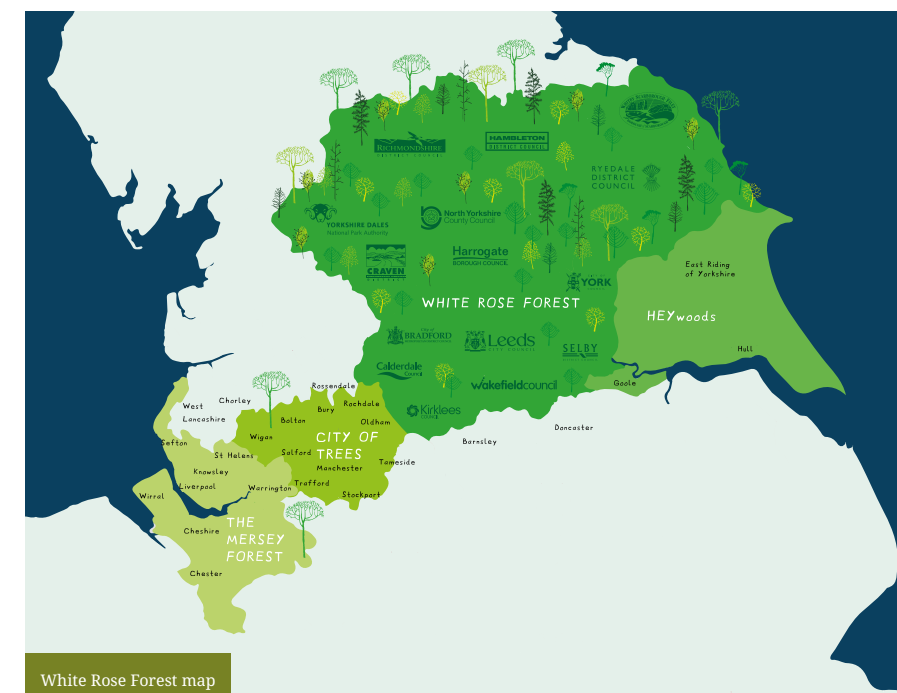
Additionally there will be significant uplift to town centre public realm through green interventions including tree planting to create 'green streets' and pocket parks. These will be strategically located to link existing greenspace in Morley, as well as creating new green routes between the town centre and train station. Important gateways to the town centre will also be targeted for enhanced planting schemes, including Morley Bottoms, the new town square outside of the Town Hall and the New Pavilion.

Rationale

A Key theme of our Town Investment Plan submission is that Morley needs to be better connected to nature. Our objectives are to create a network of parks and greenspaces, matching Leeds' average tree cover canopy and improving health and wellbeing indicators in Morley.

Morley is deficient in good quality greenspace, and has concurrent health challenges. By stitching together existing spaces and creating new and improved green spaces, this project will directly address these challenges by creating a network of attractive and accessible green spaces for sustainable travel, exercise and amenity. New tree planting will also provide air quality improvements, ecological benefits and support the decarbonisation of Morley. These environmental improvements will generate wider value, uplifting the town as a place to live, work and visit.

The skate park is a really valuable facility and is very popular with young people. I think additional facilities like this should be considered in other spaces in Morley...



...investment in new play equipment and then stewardship by local volunteer groups would maximise this asset

Investment need

While long term opportunities to create new greenspace may emerge over time, the Towns Fund represents a critical strategic chance to create a meaningful improvement in the local environment, addressing a core deficiency in the town. This will create a basis on which future land assembly, funding bids and planning gain can further contribute to the greening of Morley.

Council-owned land in Morley has already been identified for tree planting, however in order to provide the transformational enhancement to Morley’s green spaces needed, it is necessary to purchase land currently in private ownership. The White Rose Forest will then supply funding to cover planting and initial maintenance of the new woodland.

Delivery Arrangements

Land assembly will be undertaken by Leeds City Council under the advice of in-house professional surveyors and valuers. Planting and landscaping works will be delivered by the Council’s Parks and Countryside team, which is already responsible for the operation and maintenance of 4,000 ha of parks and greenspace across the district. The Council is an active partner in the White Rose Forest project and these works will be aligned with the WRF ambitions and programme.

Our ask

- £4.3m

Our offer

- S106 and Community Infrastructure Levy contributions to be determined through local review and as developments come forward
- Aligned P&C schemes
- White Rose Forest £700,000 match funding for tree planting

Outputs

- 100 acres of greenspace

- 180,000 trees planted
- Land value uplift on surrounding sites – to be determined through full business case process

Outcomes

- Improved local population health
- Improved quality of environment
- Attractiveness as a location for investment, home ownership, employment etc

Alignment with intervention framework

- Urban regeneration planning and land use – delivery of new public spaces

Climate Emergency and Carbon Reduction

- Direct contribution to enhancing climate resilience through increased tree cover, planting and provision of habitat



White Rose Innovation Hub



Leeds has been identified by the G20 World Economic Forum as one of three pioneering UK Smart Cities. Building on this recognition and mature local sector specialisms in data and digital the White Rose Innovation Hub will create a new centre for Smart Cities and IoT innovation, creating new business space and an environment in which civic challenges can be solved. This project will be driven collaboratively through a public-private partnership between the developer of the White Rose Office Park, Leeds City Council and wider technology partners. The Hub will offer flexible co-working space to growing SMEs in Morley, and will attract global inward investors and innovators to high quality innovation space. The wider White Rose Park will offer a ‘living lab’ environment, creating the opportunity for Smart Cities innovators to test their solutions in working commercial, education, and residential environments. This could include technologies relating to transport and mobility, air quality and climate, flooding, waste management, energy efficiency, or wider applications.

Leeds City Council will provide a dedicated officer to support businesses in this space, setting civic challenges and assisting

innovators to develop products and services that respond to opportunity and need in the city. The first of these challenges will specifically focus on the town of Morley and may relate to health and wellbeing, air quality, the changing retail environment or other issues with particular relevance to the town. Wrapped around this offer, corporate partners will also be identified to set corporate challenges and to work with innovators to develop solutions.

An inclusive, flexible and low cost co-working offer will enable those working remotely, small businesses, and entrepreneurs in Morley to respond to the changing pattern of work. This provision will create the local supply of space needed to underpin Morley’s recovery from the Covid19 pandemic – supporting entrepreneur-led growth.

Rationale

Morley’s population is highly reliant on a small number of comparatively vulnerable sectors for employment. In parallel the town has relatively low skills levels and as a result productivity lags Leeds and wider comparators. This project will create opportunities to diversify and generate sub sector employment growth that will provide greater resilience in the face of challenging economic circumstances. In addition, the focus on solving local societal challenges will provide direct benefits to the town.

Investment need

While operators have been identified to provide skills training, manage co-working space and partner with the Council at the smart cities innovation hub, initial capital investment is required to establish high quality space. The repurposing of this space represents an opportunity cost for the property owner, and while match has been secured, there is a clear funding gap.

Small businesses are the lifeblood of towns and we need to encourage more small businesses into the area. One hurdle for small businesses and start-ups is finding affordable premises. These could be built to make Morley a small business and start up hub. This would bring employment and prosperity to the town at an affordable price



Artist impression: view of proposed White Rose train station



Artist impression: view of proposed new buildings at White Rose Office Park



Artist impression: view of proposed White Rose train station platform

CONNECTED to opportunities

Delivery Arrangements

This project will be delivered through a collaborative partnership between Leeds City Council, the Morley Town Deal Board, Munroe K and wider technology partners. In early 2022 funding will be drawn down to commence capital works, with development management provided by Munroe K in line with a Grant Funding Agreement with Leeds City Council and the Morley Town Deal Board.



CONNECTED to opportunities

Our ask

- £1.98m

Our offer

- £900,000 private sector match funding
- Dedicated Leeds City Council officer time to support businesses and innovators

Outputs

- 100 business users
- 90 innovation users
- 100 learners
- 10 societal challenges 'hacked' over 3 year period
- 1,300 sqm of floorspace developed

Outcomes

- Skills and job diversification in Morley
- Productivity improvements
- Skills improvements
- Innovation outputs
- New enterprises

Alignment with intervention framework

- Enterprise infrastructure (high quality, affordable floor space, shared workspaces and innovation facilities, supporting business productivity)
- Skills infrastructure (capacity to improve skills, new specialist equipment, closer collaboration with employers, breadth of local skills offer)

Climate Emergency & Carbon Reduction

- Development aligned with existing development of new rail station and sustainable connectivity improvements as set out in this TIP

Connecting Morley



This project encompasses a range of interventions creating new pedestrian and cycling routes whilst making existing highways more accessible for pedestrians and cyclists. Improving connectivity in the town will help to unlock Morley's potential, supporting business growth, access to skills and access to employment whilst helping to attract visitors. By focussing on active travel interventions this project will also address some of Morley's health challenges and help make the town less dominated by car use.

Across a range of interventions there is a focus on enhancing public transport infrastructure and routes between key gateways and employment hubs with connectivity schemes targeting the key linkages between Morley Town Centre, Capitol Business Park and the White Rose Shopping Centre and Office Park. This project aligns with the station gateway project as connections will be improved between the train station and the town centre.

The project complements the investment in parks and greenspaces to create active travel connections and exemplar traffic free routes to facilitate both access to employment and opportunities for recreation. Through investing in the public realm and improving walking and cycling infrastructure this will

help to alleviate car dominance in the town, encouraging a modal shift towards walking and cycling in Morley.

Through enhancing linkages between Morley and strategic transport corridors the project improves opportunities for residents of Morley, makes it a more attractive place to live and also supports the productivity of large employment destinations whilst assisting the decarbonisation of the economy.

The town centre economy will be supported through public realm enhancements running through the town between Morley Bottoms and the New Pavilion, transforming the pedestrian environment through the heart of the town. New high-quality public realm will complement Morley's built heritage, increasing accessibility and addressing barriers to pedestrians caused by the existing road infrastructure.

Delivery Arrangements

These connectivity projects will be delivered by Leeds City Council's Highways and Engineering teams in collaboration with WYCA.

Rationale

Morley's economy is driven by three key employment and enterprise clusters, however these are disconnected from one another. In parallel, the town is highly dependent on cars leading to health challenges and a poor environment. In order to realise the productivity potential in Morley, and to enable a behavioural shift to active travel, this project will develop high quality infrastructure for walking and cycling between these disconnected sites.

In the engagement exercise, the highest scoring response to the question 'What do you dislike about Morley?' was 'Cycleways and Pedestrian Routes'. The schemes included within this project will help to address this shortcoming and will also ensure that Morley residents are better connected to opportunities and better connected to nature.

Please build a dedicated cycle highway from Morley into Leeds. This will reduce traffic congestion by giving people a safe alternative to commuting by car and will improve air quality

Investment need

Comprehensive investment is required to create a well-connected network across the town. While piecemeal upgrades are planned, this is not fundable through existing capital funds held locally or regionally. This scheme will build on planned upgrades and will enable a greater additionality of benefits to be realised.

Our ask

- £5.2m

Our offer

- £13m

Outputs

- 6.5km of cycle paths and pedestrian routes

Outcomes

- Improved health, reduced congestion, sustainability of transport options, safety

Alignment with intervention framework

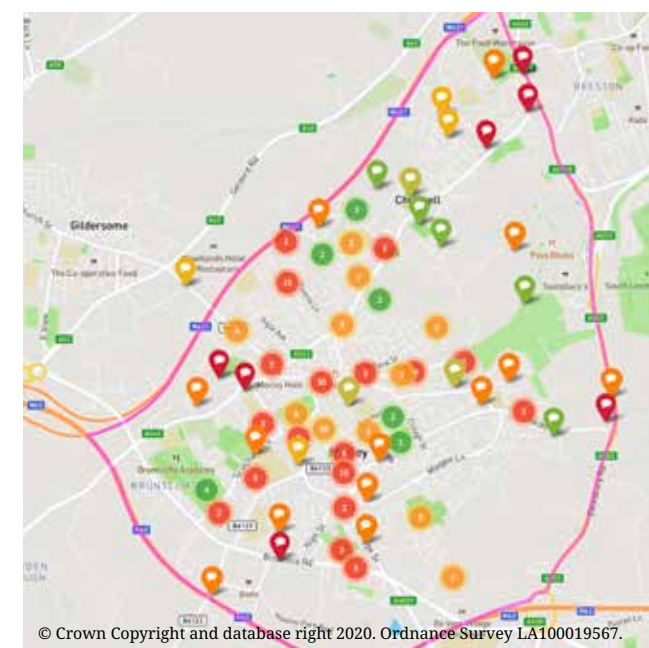
- Local transport (upgraded road infrastructure, new and upgraded cycle and walking paths, wider cycling infrastructure)
- Skills and enterprise infrastructure (accessibility/connectivity to facilities)

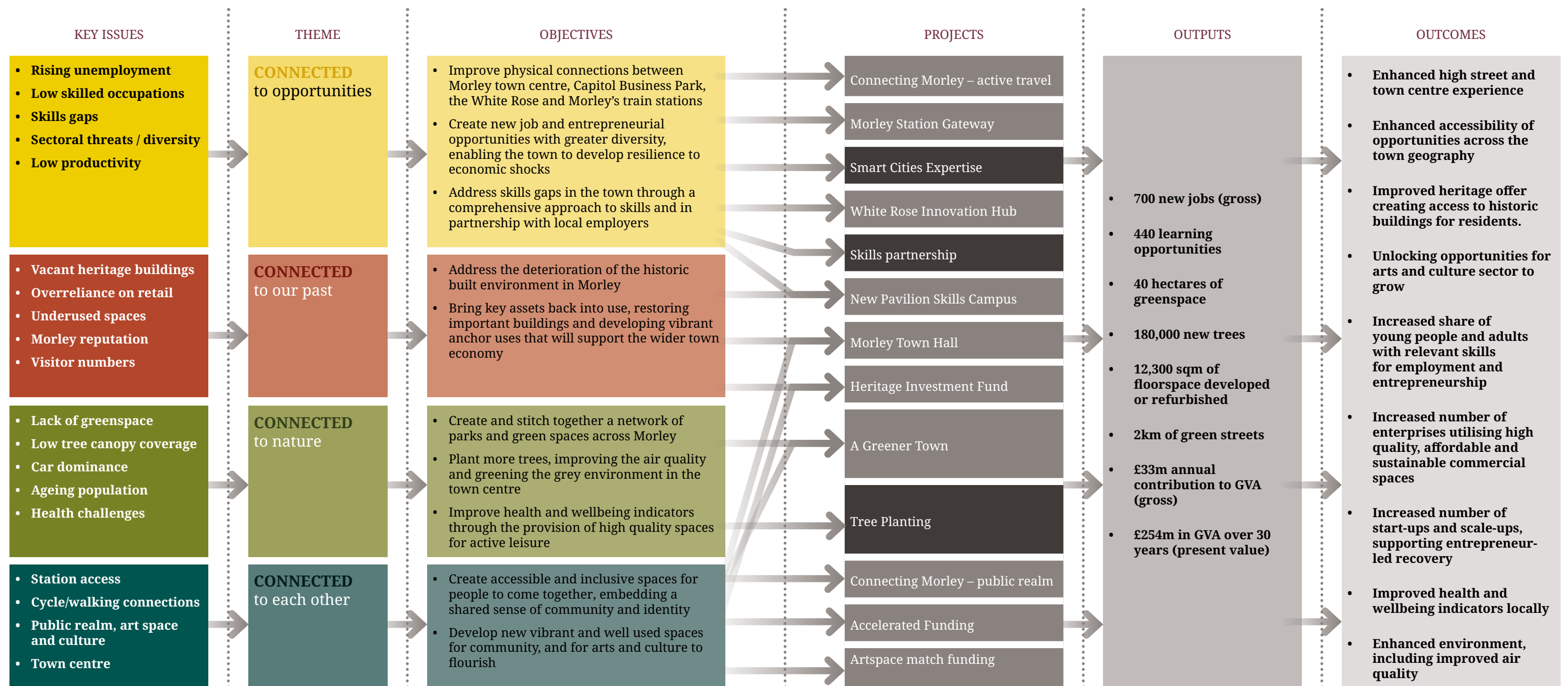
Climate change and carbon reduction

- Development of facilities to encourage and support modal shift to low carbon alternatives



Morley Train Station





Business case development and appraisal

The projects outlined in this Town Investment Plan for Morley have been selected on the basis of a high level appraisal and prioritisation exercise, which has assessed strategic fit, level of impact and deliverability, among other criteria. Projects have been developed to a strategic outline stage and further business case development will follow a Treasury 'Green Book' process, setting out:

- The Strategic Case, with reference to national and local strategy context as well as the Morley Vision, and the Morley Town Investment Plan. Addressing the

overall case for change based on the evidence base

- The Economic Case, with reference to value-for-money assessments and options testing
- The Financial Case, establishing affordability and funding certainty
- The Commercial Case, including the market demand for the project and the procurement strategy for delivery
- The Management Case, including the delivery model and governance structures

A project team has been formed, which is led by Leeds City Council officers, with inputs from a range of areas of expertise

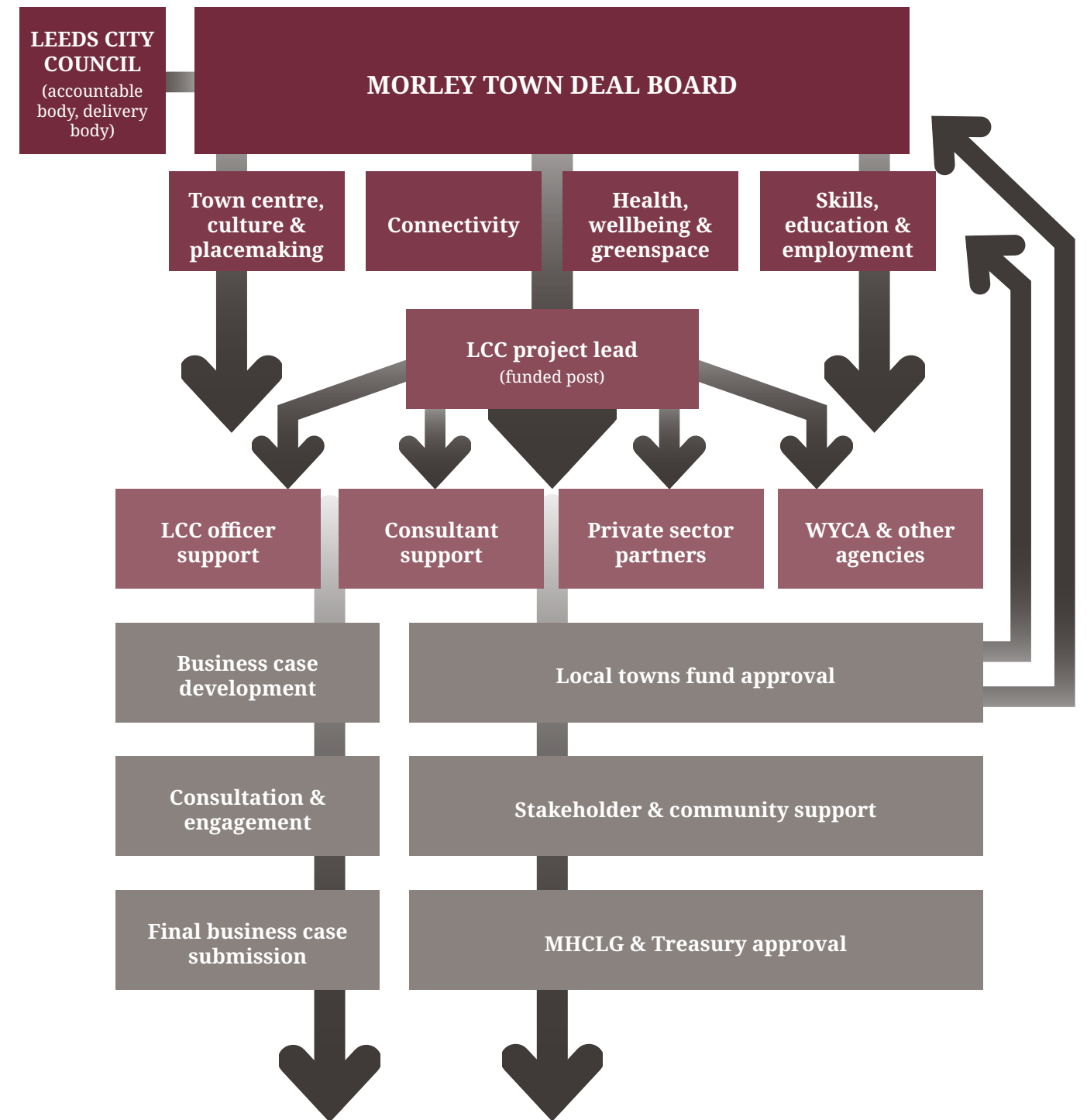
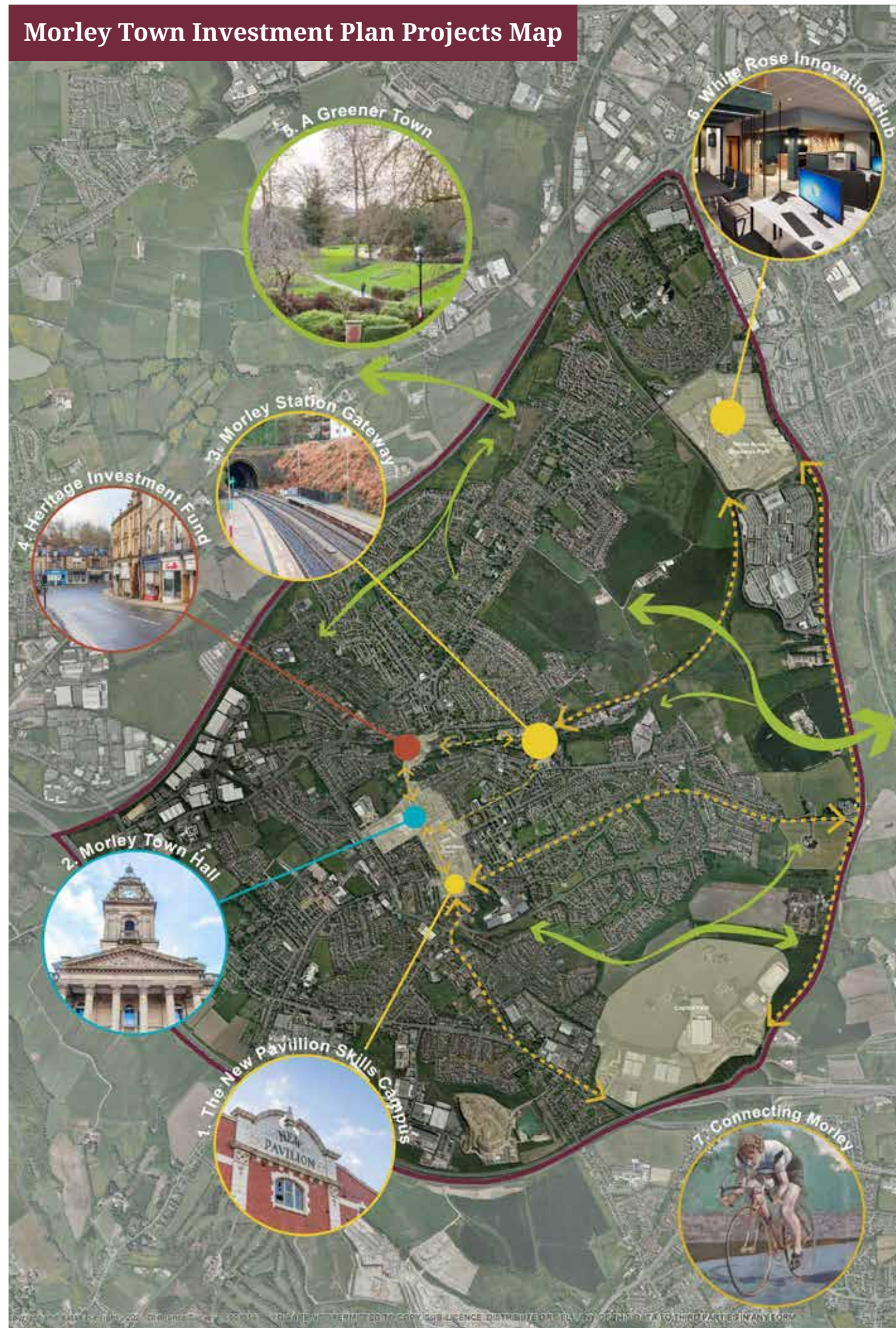
and technical disciplines. This project team reports directly to the Morley Town Deal Board, which meets on a regular basis both as a full Board and through sub-committee groups.

Further project business case development will be progressed following the outcome of Stage 1 of the Towns Fund process and on the basis of agreement of Heads of Terms with government. This process will address the following for each project:

- Further options testing to establish a preferred option, including setting critical success factors, assessing delivery models, outputs, value-for-money, impact assessments, and setting and checking core assumptions.

- Funding, including establishing the final funding mix and terms, funding profiles and revenue costs
- Procurement strategy, including market testing where commercial delivery partners are required
- Deliverability including scheme programme, constraints and mitigations, risk management, communications and stakeholder management
- Monitoring and evaluation at both programme and project level.

Morley Town Investment Plan Projects Map



Local expertise and assurance

The Morley Town Deal Board comprises both deep local knowledge and a broad range of expertise of relevance to the delivery of the Town Investment Plan. This includes:

- Property development and investment
- The retail and leisure sector and the town centre economy
- Skills and education
- Community engagement and the development of social capital
- Transport and connectivity
- Arts and culture sector growth and programming
- Public sector funding and business case development
- National government policy and strategy

This expertise will inform the further development of projects through the Stage 2 process, and further Board recruitment may be undertaken to ensure subject specific expertise and local communities are effectively represented in this process.

Leeds City Council will act as lead accountable body for the delivery of the Town Investment Plan. The Council has deep institutional expertise and technical capabilities across a wide range of disciplines and a strong track record in delivering complex and multi-agency regeneration programmes across the core areas outlined in this bid.

Collaboration is at the centre of Leeds City Council’s civic leadership approach. Working collaboratively the Council has successfully attracted Channel 4 to the city, moved the proposed location of the HS2 Station, developed apprenticeships with all Leeds’ law firms, helped tackle skills gaps in the digital sector, more closely integrated NHS and Social care services and developed citizen-led social enterprises. This collaborative approach will be key in taking forward the projects outlined in the Morley Town Investment Plan.

- The Council is well-versed in following a heritage-led approach to the transformation of places. Most recently the Council has led on Lottery-partnered Townscape Heritage Initiatives across Leeds in Armley, Chapeltown and at Lower Kirkgate. The Council is currently partnering with Historic England on the New Briggate High Street Heritage Action Zone which will transform Leeds’ Grand Quarter.
- The Council also has a strong track record when it comes to skills and innovation. Leeds is at the forefront of the Smart City movement having created Leeds Data Mill, the first public/private Open Data platform in the UK, releasing data to enable smart solutions, connecting Leeds to a global community of analysts and developers.
- Leeds is also connected to global innovation movements. Through the prestigious MIT REAP programme Leeds is collaborating with global leaders from nine countries to drive innovation-driven entrepreneurship in the Leeds city region.
- There have been several high-profile regeneration developments in Leeds over the last decade, including the Trinity shopping centre, Victoria Gate and Leeds Arena.
- Leeds City Council is focused on developing the city’s strong cultural offer. Since the city’s bid to be European Capital of Culture came to an end, Leeds has forged ahead with its plans to host an alternative year-long celebration of culture in 2023. The Leeds 2023 festival of culture will have a strong international focus and will celebrate the diverse cultures from across the globe to be found in the city.

Through the above examples of innovative partnership work the Council has maximised regeneration outcomes, balanced risk, created new funding opportunities and provided sustainable economic benefits for their partners and for the city.

Leeds City Council operates robust internal assurance processes and governance arrangements. These are in line with the Single Appraisal Framework at regional level and Green Book methodology nationally. The Council will ensure assurance and scrutiny processes can be drawn on to assess business cases and other project documents when further developing the projects set out in the TIP.

Wider partners and stakeholders engaged locally and through the Morley Town Deal Board have relevant expertise, and the Morley Town Centre Management Board, Morley Town Council, the North and West Yorkshire Chamber of Commerce, the West Yorkshire Combined Authority and other organisations will provide additional expertise and assurance through the process of project development and delivery.



Credit: Megan Dobbyn



Credit: Ekaterina Sheath