

**Report of the Director of City Development  
Report to Executive Board**

**Date: 17<sup>th</sup> October 2018**

**Subject: Update on the HS2 growth strategy, HS2 and Leeds Integrated Station Masterplan**

Are specific electoral wards affected?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If yes, name(s) of ward(s): Beeston & Holbeck Hunslet & Riverside	
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If relevant, access to information procedure rule number: 10.4(3) Appendix number: 1 – STATION MASTERPLAN Strategic Outline Business Case	

**Summary of main issues**

1. High Speed Two (**HS2**) has the potential to transform the economy of Leeds and Leeds City Region. However we will not realise the full benefits of HS2 unless we have a coherent and proactive plan for doing so. HS2 is part of a coherent strategy for rail improvements for the Leeds City Region, which includes upgrades of existing routes and services, and Northern Powerhouse Rail a new fast east-west rail route across the north.
2. Improving and expanding Leeds Station is essential to ensure HS2 is integrated seamlessly with other rail services to create new rail capacity to support growth in Leeds, and to provide a high quality gateway to, and catalyst for, regeneration in the city. This paper seeks approval to the emerging proposals for a long term masterplan for Leeds Station.
3. It will also be important to ensure Leeds city centre, and our people and businesses are HS2 ready. This paper also seeks approval for the final amendments to the Leeds City Region HS2 Growth Strategy, which will set out proposals for:
  - 3.1 enhancing people's awareness of the future employment opportunities that will be created and their skills to enable them to access these jobs;

- 3.2 actions to support businesses and universities innovate and exploit the supply chain opportunities from HS2;
- 3.3 the strategy for improving connectivity across the city region to spread the benefits of HS2; and
- 3.4 the plans for improving infrastructure to support the growth of the economy of the Leeds City Region, including the regeneration of the South Bank, and the Innovation District project.
4. Leeds Station is the busiest transport hub in the north of England and one of the most important pieces of transport infrastructure in the UK.
5. The Executive Board report of 18<sup>th</sup> October 2017 set out the details of the HS2 Growth Strategy and the Leeds Integrated Station Masterplan (**Station Masterplan**) and committed to provide a report in 2018 with an update on progress.
6. The Southbank Regeneration Framework has now been adopted as Supplementary Planning Guidance (**SPD**) and Station Masterplan has been finalised.
7. A Market Led Proposal has been submitted to Department for Transport (**DfT**) setting out the ambitions for Station Masterplan and seeking support to develop the proposals further.

## Recommendations

Executive Board is asked to:

- i) Note the progress update in respect of the HS2 Growth Strategy, responding to the HS2 design and preparing for the Hybrid Bill process, and the South Bank Regeneration Framework;
- ii) Approve that the Council and partners submit the Station Masterplan Strategic Outline Business Case (**SOBC**) based on the principles set out in confidential Appendix 1 to the Department for Transport (**DfT**) and Ministry of Housing Communities and Local Government (**MHCLG**), and grant delegated authority to the Director of City Development (in consultation with the Council's Executive Member for Regeneration, Transport and Planning, the Chief Financial Services Officer as section 151 officer, West Yorkshire Combined Authority (**WYCA**) and Network Rail) to approve the submission of the final SOBC;
- iii) Approve the principle of the Council entering into Joint Venture Agreements (**JVA**) with London and Continental Railways (**L&CR**) subject to a report on the heads of terms being brought back to Executive Board for approval;
- iv) Endorse the principles set out at Appendix 2 to the HS2 Growth Strategy and grant delegated authority to the Director of City Development to endorse the final document;
- v) Approve the injection of £150k into the capital programme for 2018-19 to support the establishment of a dedicated delivery team..

### 1. Purpose of this report

- 1.1 This paper provides an update on the preparations for bringing HS2 to the region, and delivering transformational change of the existing station to put Leeds integrated station at the centre of the city, the City Region and the Northern Powerhouse. This includes an update on the South Bank SPD, Station Masterplan, the HS2 Growth Strategy, and delivery arrangements.

## 2. Background information

- 2.1 Leeds station is the busiest station in the north of England, with nearly 31 million passengers a year. The station is one of the most important pieces of transport infrastructure in the UK and passenger demand is expected to more than double with growth of over 135% anticipated in the next 30 years.
- 2.2 In order to meet future capacity growth, including our ambitions for Northern Powerhouse Rail, and to create a gateway befitting of the station's national importance, there is a need for investment into the station to secure its redevelopment. Furthermore, the proposed HS2 Station will integrate with the existing station – further driving a need for a proactive plan for the station's redevelopment.
- 2.3 Executive Board will recall that HS2 Ltd's original proposal for a Leeds HS2 station, was 500 metres away from the existing Station, in response the Council submitted that the city and city region deserved better. We worked closely with Sir David Higgins and HS2 Ltd to review the Leeds proposals.
- 2.4 In late 2014, Sir David Higgins and the then Prime Minister launched in Leeds Civic Hall, Sir David's Rebalancing Britain Report, recommending there should be an integrated Leeds Station. He recommended that "*further work by HS2 Ltd, Network Rail, and above all Leeds City Council*" should be undertaken to find the right transport solution in line with the city's vision. The report also recommended that HS2 should be integrated into a national transport strategy which should include a fast east-west rail link across the north.
- 2.5 Following further close joint working between the Council and HS2 Ltd, in late 2015, Sir David Higgins' Yorkshire Hub report was published recommending the "T" solution for Leeds Station bringing together the HS2 and existing station into an integrated station, and the designs for HS2 are being developed to reflect this together with the need for a southern entrance to the HS2 station. Given the importance of Leeds station already and the plans for future growth, on the arrival of HS2 and emerging proposals for Northern Powerhouse Rail there is a transformational opportunity to secure a transport hub at the centre of Leeds critical to the positioning of Leeds as a city of international importance and at the centre of the Northern Powerhouse.
- 2.6 Against this background and negotiated opportunity, there is a need for a long term strategic planned approach, and there are a number of key components which need to be carefully coordinated to ensure the scale of the opportunity is not lost.

These key components include:

- A Supplementary Planning Document – the adoption of the South Bank regeneration framework SPD to ensure there is a clear spatial framework to inform shared comprehensive delivery;
- Station Masterplan – an integrated masterplan for the station ensures that it continues to act as an enabler for economic growth and future demand. To deliver the transformational change outlined in the masterplan, a SOBC and Market Led Proposal have been developed which begin to define the next steps for delivery;
- HS2 Growth Strategy – this is the strategy previously reported to Executive Board which sets the context for economic growth as a result of HS2 and has now been endorsed by key stakeholders including local businesses;
- Delivery arrangements – this is a complex programme which requires delivery across a wide range of partner organisations and it is proposed that we formalise the collaborative working arrangements with L&CR into JVAs.

### 3. Main issues

#### 3.1 South Bank Regeneration Framework Supplementary Planning Document and Station Masterplan

- 3.1.1 Members will recall that a SPD had been developed to provide the spatial framework for the South Bank and Station Masterplan and this has now been adopted as planning guidance under the authority of the Chief Planning Officer on 19<sup>th</sup> July 2018. The document provides a sound platform within which future development proposals can be considered.
- 3.1.2 A six week statutory consultation was held between 8 November - 20 December 2017 on both the Station Masterplan and the South Bank Leeds Regeneration Framework SPD. During the consultation drop-in events were held at locations across the South Bank and twice weekly pop-up information sessions were held at various locations within the train station. These were supported by staff from the Council, WYCA, Transport for the North (TfN) and HS2. The relevant documents were made available for inspection at locations in South Bank, Hunslet and Holbeck as well as at Central Library and the Development Enquiry Centre. Information was made available on both the Council's website and the South Bank website and a Social Media campaign promoted the consultation on Facebook and Twitter and directed people to complete a tailored snap survey online.
- 3.1.3 The consultation period generated 137 responses via the online survey, 22 responses from organisations, and a further 6 responses from individuals via direct email to the South Bank address.
- 3.1.4 The feedback from the consultation was broadly supportive of the plans for South Bank and the Station Masterplan. 92% of respondents to the survey agreed or strongly agreed that it is important that there are a number of entrances to the station and 84% agreed or strongly agreed that it is important for each entrance to the station to be served by high quality public realm. The proposed points of access for pedestrians, buses, cars and taxis were less strongly endorsed but 61% of respondents still agreed or strongly agreed with the proposals. In terms of the role of Neville Street and its proposed pedestrianisation (with passive provision for mass transit) this was endorsed by the respondents to the survey with 75% agreeing or strongly agreeing however key stakeholders highlighted the importance of Neville Street as a public transport route and asserted that the lack of natural light would pose problems, particularly in regards to making it an attractive retail environment, stressing that the 'harsh underpass environment' would be better saved for bus services rather than pedestrianisation.
- 3.1.5 The South Bank Leeds Regeneration Framework SPD is available via the following link: <https://southbankleeds.co.uk/assets/documents/2018.07.19-SBRF-SPD-low-res.pdf>
- 3.1.6 As a result of the consultation feedback the key change to the Station Masterplan plans within the SPD has been to retain public transport access (buses and potential future mass transit) through Neville Street. There were also a number of minor changes made to ensure consistency with other plans within the SPD including adjusting the shape of the City Park and the Sovereign Square footbridge to reflect current proposals. The wealth of consultation feedback and the many detailed comments received have been used by officers to inform the discussions with stakeholders relating to the integrated station and to support the council in its response to the emerging design of the high speed rail infrastructure as it arrives in Leeds.

### 3.2 Leeds Integrated Station Masterplan

- 3.2.1 The Council has undertaken a leadership role and brought together public sector stakeholders who have an interest in redeveloping Leeds Station. They are Network Rail, HS2, WYCA, TfN, MHCLG, DfT and L&CR. The Council has provided coordination and leadership of this work through the Leeds Station Board, chaired by the Council's Director of City Development. The results of the South Bank Regeneration Framework consultation in 2016 has informed the approach (in particular to ensure the views of children and surrounding communities inform the approach), as has continued dialogue with the Chamber of Commerce, Leeds Civic Trust and the Leeds Access Forum.
- 3.2.2 The masterplan has responded to the five objectives set out by Sir David Higgins, the guidance set out in the draft South Bank Regeneration Framework and seeks to create a:
- **World Class Hub** – from quality of architecture and urban design to intermodal connectivity, clarity and delivery;
  - **Distinctive Gateway** – that celebrates travel, proudly announced arrival into Leeds and speaks to the unique characteristics of the city;
  - **Destination Station** – an attractive place to visit in Leeds City Centre, where South Bank meets City Square; and
  - **Connected Place** – that seamlessly integrates national, regional and local transport modes and optimises every form of connectivity for users.

### 3.3 Station Masterplan Strategic Outline Business Case

- 3.3.1 With the spatial vision for Station Masterplan now adopted in Council policy, attention is now focussing on the delivery of the masterplan. This includes setting out clearly the case for investment into the station to secure the necessary funding to deliver the vision.
- 3.3.2 Working with partners, a SOBC is in development and subject to Executive Board approval, this will be submitted in autumn to the Department of Transport.
- 3.3.3 The SOBC details how Station Masterplan enables the continued development of an efficient transport system for the City Region, the delivery of benefits from not just the integrated station but unlocking the benefits from other major infrastructure projects, it enables commercial development leveraging investment and enhances the user experience. Given the critical importance of the station to Leeds, the fulfilment of Station Masterplan will ensure that Leeds Station can continue to drive growth so that capacity constraints at the station do not become a barrier to unlocking future growth.
- 3.3.4 In summary, the SOBC details the strategic importance of the Station to the nation's economy. It sets out how Leeds Station:
- is the busiest in the North of England and is of national significance as the third busiest station outside of London;
  - is a gateway to the North of England, and its redevelopment can promote the region and its placemaking potential, supporting economic growth across the South Bank, Leeds City core and the City Region;
  - is likely to fail without significant investment. It is critical for investment to be made into the current Station to meet forecast passenger demands – passenger numbers

are due to more than double in the next 25 years from the current base of c30m passengers per annum;

- will enable the full realisation of benefits from HS2, Transpennine Rail Upgrade (TRU) and Northern Powerhouse Rail. Without major investment, current capacity constraints in Leeds Station will inhibit expected demand on these routes into Leeds and economic growth across the region will be curtailed;
- will accelerate a programme of transformational connectivity across the city and city region; helping to reshape the regional economy and tackling productivity challenges as set out on the Strategic Economic Plan;
- will directly deliver just under 3 million square feet of new development within the Station Masterplan red line, as proposed in Local Planning Policy Guidance;
- will bring land value uplift of c£9million a hectare within 'the red line' of the station development work;
- will contribute to the delivery of 24,000 new jobs in Leeds city centre and £55bn of additional Gross Value Add across the city region by 2050;
- will contribute to doubling the size and economy of Leeds City Centre by 2050: helping to deliver additional 26,000 homes over a 30 year period, with 8,000 forecast to be delivered by 2028 in the South Bank area.

3.3.5 The investment case for the station will not only achieve objectives in Council and WYCA strategies, but will deliver major objectives of the National Industrial Strategy, and Northern Powerhouse Rail proposals.

3.3.6 The overall Integrated Station concept has been shaped in the Station Masterplan, the adaptation of the existing Network Rail owned estate is being refined through the stages of business case development. This will divide into a series of investment packages, each forming a valuable part of the Integrated Station design framework and business cases development. Thus, once the SOBC is finalised, more detailed business cases will be produced to move component parts of Station Masterplan towards delivery.

3.3.7 At this stage, and subject to more detailed technical work and business case development, the SOBC outlines how the Station will

- a) By 2033, deliver a joined-up and wholly integrated Station Masterplan programme of works so that the benefits of HS2, Northern Powerhouse Rail and other transport related investments can be optimised and economic growth accelerated across the North of England;
- b) Complete the enabling works, decant traffic from Neville Street and install a new river crossing as a temporary diversion of pedestrians / cyclists as part of the delivery of Zone 0, by April 2023;
- c) By 2023 to have begun the development of future Zones of the Station Masterplan
- d) By 2033, create a single, integrated station that is easy to understand and navigate with a strong and purposeful common concourse, and an impressive entrance that creates a gateway to the Leeds City Region

3.3.8 Members are also asked to note that the DfT sought proposals under the Market Led Proposal process for rail related schemes and in consultation with Network Rail the Council submitted a proposal to log this significant investment opportunity.

### **3.4 HS2 Growth Strategy**

- 3.4.1 Executive Board has already agreed the principle of the 'HS2 Growth Strategy – Draft for Engagement'. This was published for consultation on 15th January 2018 and responses were accepted up until April. The consultation was primarily targeted towards stakeholders, but responses from the public were also welcomed. The consultation process was managed by WYCA with support from the Council.
- 3.4.2 The responses to the strategy were broadly positive and showed strong support for the visions and principles in the document. Objections tended to be against the principle of HS2 rather than criticism of the strategy and its objectives. Following the period of consultation the strategy has been updated to reflect the comments submitted. The main change to the document is a greater emphasis on business and stakeholder support, some of which have been incorporated into a new Partners page within the strategy. Work is continuing to further engage with businesses moving forwards.
- 3.4.3 Accordingly, Executive Board are asked to endorse the principles set out at Appendix 2 with any final modifications being delegated for approval to the Director of City Development.

### **3.5 Consultation on the HS2 Working Draft Environmental Statement**

- 3.5.1 HS2 Ltd are preparing an Environmental Statement for the scheme, as required by the Environmental Impact Assessment (EIA) regulations, which will be submitted to Parliament in support of the planning element of the Hybrid Bill. The Environmental Statement will provide a description of the environment as it is at the moment; an evaluation of the anticipated significant environmental impacts of the scheme and the measures proposed to avoid or reduce these impacts.
- 3.5.2 HS2 Ltd have indicated that the working draft Environmental Statement will be submitted to the Council sometime this autumn. The Council will then have eight weeks in which to respond. HS2 Ltd has advised that they will consult ward members on the document as part of this process.

### **3.6 Hybrid Bill Process and Petitioning**

- 3.6.1 The Hybrid Bill is the method of granting HS2 the necessary powers to undertake phase 2b (e.g. in relation to construction, CPO, planning and railway regimes).
- 3.6.2 The Council and partners continue to work collaboratively with HS2 Ltd to mitigate and minimise the impact of the proposed scheme. The delay to the submission of the Hybrid Bill from autumn 2019 to June 2020 is a benefit as it gives more time for joint working. Should the Council need to submit a petition then section 239 of the Local Government Act 1972 (s239) requires that such submission is approved by full Council (on a majority basis). Therefore, it should be noted that a resolution of the full Council (which complies with the procedural requirements of s239) is required before any Hybrid Bill petition may be submitted.
- 3.6.3 Following submission of a petition, the Council would continue to work with HS2 Ltd with a view to reaching a satisfactory position relating to the Council's "asks" and achieve appropriate amendments to the Hybrid Bill, but should this not be achieved, the petition will be heard by a Parliamentary select committee who will form a view on the merits (or otherwise) of the Council's "asks". At present it is not possible to predict when the Committee would hear the Council's petition, as it depends among other things, on whether the Committee decides to prioritise issues relating to the Western or Eastern leg of the Phase 2b route first and whether it decides to proceed North to South, or South to North along each leg thereafter.

### 3.7 Delivery Arrangements

- 3.7.1 In March 2015, Executive Board approved the proposal for the Council to formalise its working arrangements with L&CR through a Collaboration Agreement. Since then the Council has been working closely and proactively with L&CR on how Leeds may develop its proposals for delivery of the HS2 station, the current station redevelopment and other related commercial ventures.
- 3.7.2 L&CR is a UK Government (DfT) owned company which specialises in railway led regeneration. L&CR played a leading role in facilitating the exemplar transformation around Kings Cross station and, as a publicly owned body, has national and international expertise in delivering complex regeneration associated with major infrastructure. L&CR has a skill set that is not available in house but that is complementary to the Council's expertise and leadership role in driving forward regeneration. In addition, L&CR has unique access to HS2, Network Rail and DfT to support and promote the Council's ambitions.
- 3.7.3 The Collaboration Agreement anticipated that as we move towards delivery of projects, the parties would develop JVAs which would map out their various roles and responsibilities moving forward, in order to be able to maximise the economic growth, job creation and regeneration opportunities, and to facilitate the station development to meet increasing demand.
- 3.7.4 The principles of an overarching contractual JV with L&CR are set out below:
- An overarching contractual JV between the Council and L&CR to deliver the following:
- adoption of overarching strategic plan, and regular business plans for redevelopment of the station;
  - clear definition of roles, responsibilities and contribution of the Council and L&CR, and governance processes;
  - day to day management of the projects under development (i.e. meetings, delivery of operational plans etc.);
  - strategic oversight of any subsequent formal JV vehicles;
  - provide a framework for evolution of intended approach to delivery of a further contractual JV for current station (Network Rail, L&CR, the Council, and in due course potentially HS2 Limited) (see paragraph 3.8.4.3, below);
  - agreed triggers for action on certain future activities;
  - agreed compensation for value or resource contributed by the parties (including value contributed to date) or ability for both parties to roll-up as equity stake in or loan to formal JV vehicles, and ability to make investments in future projects.
- 3.7.5 In essence, this contract provides a legally binding, overarching framework which allows for early progress in delivering benefits relating to the station regeneration. It provides clarity on the core principles governing future activities and establishes an appropriate level of control for a 20 year partnership (noting the anticipated HS2 delivery date of 2033), while being sufficiently flexible to respond to the particular circumstances that may arise in due course or adopt alternative structures. This flexibility includes the ability for the Council to pursue its own development activities, or activities with other partners.
- 3.7.6 Looking forward to how the programme of projects may develop, there is potential for formal property JV entities to be developed as detailed work comes forward.



- 3.7.7 It is proposed that an over-arching collaboration agreement be entered into between the Council, L&CR and Network Rail. In anticipation of this being developed, L&CR and Network Rail are entering into an initial collaboration agreement which provides a duty of care to the Council.
- 3.7.8 Members are asked to note the principles of entering into JVAs and a report will be brought back to Executive Board seeking approval to the heads of terms for the agreements.
- 3.7.9 In addition to developing delivery arrangement with L&CR, the Council has also established a dedicated team to support the delivery of this programme. Approval is sought to inject £150k into 2018-19 capital programme to support this.

## **4 Corporate considerations**

### **4.1 Consultation and engagement**

- 4.1.1 The proposals in the HS2 Growth Strategy have been updated to reflect the feedback from consultation. Station Masterplan has been updated to reflect consultation with city partners to refine plans ahead of implementation commencing on the proposals.
- 4.1.2 Consultation with the Executive Member for Regeneration Planning and has taken place who has confirmed support for the proposals.
- 4.1.3 Consultation with key stakeholders, businesses and the public has taken place in respect of the Southbank Regeneration Framework SPD and HS2 Growth Strategy and this is outlined at sections 3.1 and 3.4 above.

### **4.2 Equality and diversity / cohesion and integration**

- 4.1.1 Themes running through this report have an impact on equality and diversity. The Council aims to improve the lives of all its citizens and foster good relations between different groups in the community. The HS2 Growth Strategy encourages inclusive growth, aiming to ensure that the benefits of a prosperous economy impact on all Leeds citizens, this includes supporting young people, increasing women and BME groups into HS2 related jobs (that are currently underrepresented), also supporting career changes and those returning to work.
- 4.1.2 An Equality Diversity, Cohesion and Integration screening has been undertaken to assess the impact of this report on equality and diversity and is attached as Appendix 3.

### **4.2 Council policies and best council plan**

- 4.3.1 The vision from the Best Council Plan is for Leeds to be a compassionate, caring city that helps all its residents benefit from the effects of the city's economic growth. These values frame the HS2 Growth Strategy which will be a complementary addition to the council plan. The proposals build upon themes contained within the Leeds Inclusive Growth Strategy.
- 4.3.2 The proposed investments in the station and infrastructure to drive growth will make a direct contribution to the Best Council Plan 2018/19 – 2020/21 priorities on 21st-Century Infrastructure (notably the focus on improving transport connections and air quality) and Housing. The proposals will also help to support the delivery of the

Best Council Plan outcome of 'Move around a well-planned city easily'. This includes objectives around Tackling Poverty and Reducing Inequalities / Strong Economy Compassionate City.

- 4.3.3 The proposed investments in the Station and infrastructure to drive growth will make a direct contribution to the Best Council Plan Priority of 'Transport & Infrastructure' - Connecting people and places, improving air quality, meeting housing needs. The proposals will also help to support the delivery of the Best Council Plan outcome of 'Move around a well-planned city easily'.

### **4.3 Resources and value for money**

- 4.4.1 The SOBC development is being funded by the Leeds Public Transport Investment Programme and Network Rail. At this stage, the Council is not making any financial commitments to deliver any aspects of the plan and any such decisions will be made as per the Council's constitution and decision making procedures.
- 4.4.2 The work is being delivered through a mix of Council, L&CR, Network Rail and WYCA personnel. A dedicated delivery team has been established in the Council and is integrated with colleagues in these partner organisations.

### **4.4 Legal implications, access to information, and call-in**

- 4.5.1 This report is eligible for Call-In.
- 4.5.2 Squire Patton Boggs (supported by Bircham Dyson Bell in respect of Hybrid Bill issues) have been appointed to advise in respect of these complex parliamentary and commercial arrangements. Appropriate advice and support will be sought throughout, and will underpin the actions of the Council (including in respect of the proposed regeneration activities, and feeding into/submitting a petition in respect of the Hybrid Bill process). In terms of the Hybrid Bill process, the need to comply with the provisions of s239 (i.e. process for approval of petition by full Council) should be noted.
- 4.5.3 The proposed JV arrangements with L&CR and the proposed additional collaboration with Network Rail, is considered to be development activity, in order to maximise the economic growth, job creation and regeneration opportunities, and to facilitate the station development to meet increasing demand. To the extent that it may be considered that any of the parties involved are providing services to the other parties, given that all parties concerned are public bodies for the purposes of the Public Contract Regulations, it is considered that the parties are able to do so as public contracts between entities within the public sector.
- 4.5.4 Confirmation of continued compliance with legal requirements (including procurement law, vires and state aid/competition) will be undertaken as part of the decision making process in respect of individual regeneration projects.
- 4.5.5 The information in Appendix 1 of this report has been identified as being exempt from publication in accordance with Access to Information rule 10.4(3) because it is commercially sensitive relating to the business affairs of the Council and third parties, publication of which at this time may prejudice the Council's negotiating position if published at this stage. It is therefore considered that the public interest in maintaining the exemption at this time outweighs the public interest in disclosing the information.

## **4.5 Risk management**

- 4.6.1 Failure to progress the Station Masterplan proposals would reduce the growth of the city significantly.
- 4.6.2 Leeds station is the busiest station in the north with capacity projected to increase by 49% by 2023 and 135% by 2043 it also needs to adapt to receive additional services from Northern Powerhouse Rail and TRU. Incremental changes to the station would not be sufficient to meet this increasing demand, it requires comprehensive redevelopment phased to minimise disruption for passengers, to support the needs of the city.
- 4.6.3 Failure to submit the SOBC in November 2018 could result in the city not being ready for HS2 construction to commence in 2024 as programmed, and could also result in increasing capacity pressures at the existing station.
- 4.6.4 The SOBC identifies the need for a phased approach over 15 years for the delivery of the programme projects. It is proposed that the overall cost envelope for the programme will be offset by future funding and income streams and it is proposed that the Council meet the early funding gap. The next stage of the programme will analyse and value engineer the costs as well as reviewing the potential funding sources and this will be reported back to Executive Board with individual project outline business cases.
- 4.6.5 A risk register exists for the programme and risks are reported to the Station Programme Board via the Highlight Report on a monthly basis.

## **5 Conclusions**

- 5.1 The next stage of the proposals for the integration and redevelopment of the existing station with HS2 station are progressing and a SOBC is being developed.
- 5.2 Further design development is being procured by L&CR and Network Rail including a review of costs to enable the development of OBCs.
- 5.3 The JV arrangements with L&CR support the development of the Station Masterplan proposals.

## **6 Recommendations**

- 6.1 Executive Board is asked to:
  - 6.1.1 Note the progress update in respect of the HS2 Growth Strategy, responding to the HS2 design and preparing for the Hybrid Bill process, and the South Bank Regeneration Framework;
  - 6.1.2 Approve that the Council and partners submit the Station Masterplan SOBC based on the principles set out in confidential Appendix 1 to the DfT and MHCLG, and grant delegated authority to the Director of City Development (in consultation with the Council's Executive Member for Regeneration, Transport and Planning, the Chief Financial Services Officer as section 151 officer, WYCA and Network Rail) to approve the submission of the final SOBC;
  - 6.1.3 Approve the principle of the Council entering into JVAs with L&CR subject to a report on the heads of terms being brought back to Executive Board for approval;
  - 6.1.4 Endorse the principles set out at Appendix 2 to the HS2 Growth Strategy and grant delegated authority to the Director of City Development to endorse the final document;

6.1.5 Approve the injection of £150k into the capital programme for 2018-19 to support the establishment of a dedicated delivery team..

## **7 Background documents<sup>1</sup>**

7.1 None

## **8 Appendices**

Appendix 1 – Confidential SOBC executive summary

Appendix 2 – HS2 Growth strategy executive summary

Appendix 3 - Equality, Diversity, Cohesion and Integration Screening form

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.