

# TRINITY LEEDS THE LOCAL IMPACT





## ASSESSING OUR IMPACT



Land Securities can significantly shape the socio-economic fabric of the areas surrounding its developments, for the better.

We are committed to delivering stronger communities wherever we work and recognise the mutual value in building positive relationships with the range of people and organisations that our activities bring us into contact with. We therefore invest a great deal of time in understanding how we can best support the local communities in which we develop and operate.

Trinity Leeds demonstrates perfectly the significant value in providing packages of support including; grants, pro-bono expertise, employment opportunities, education partnerships, materials, space and volunteers. In the last report we observed the impacts we generated in the development phase. We now review the centre's on-going impact as a completed development, gaining a better understanding of the new opportunities we have helped create and facilitate as the development has progressed into operation.

With such a fantastic initial response to the centre, I am delighted to see that in its first year of operation Trinity Leeds has had such a positive impact within the local community. So far the centre has paid an enormous £40 million as wages and salaries, more than 90% of which is paid to local people.

My thanks go to all of the Trinity Leeds partners who have worked together providing the information needed to create this report."

**Alison Niven,**  
Land Securities.

March 2014

## INTRODUCTION

To obtain a deeper understanding of the centre's operational impacts on Leeds and its residents, we commissioned Corporate Citizenship for a second time to undertake a socio-economic assessment of Trinity Leeds.

This short report based on Corporate Citizenship's findings, released a year on from the centre launching, represents the second phase of the project and examines the on-going operational impacts of the centre. The study focuses upon gross impacts such as total employment provided by the centre as well as the broader economic contributions of the retailers occupying Trinity Leeds. Where possible, effort has also been made to take into account some of the potential adverse impacts such as displacement of consumer spending. Together, the two reports aim to give a complete picture of Trinity Leeds' socio-economic impact to date.

## HIGHLIGHTS

**4,634**

jobs created across the centre

**73%**

of retail jobs newly created by development

**90%**

of the total workforce from Leeds and local area

**2,700**

jobs to young people

**£209m**

gross value added per year

**£95m**

direct impacts per year

**£40m**

paid in employee wages per year

## ABOUT TRINITY LEEDS

# 1m

sq ft shopping and  
leisure development

# 850k

sq ft retail floorspace

# 105k

sq ft food and drink  
floorspace



Trinity Leeds represents a substantial investment by Land Securities in the Leeds region during a difficult economic period for the UK, which has affected both the construction and retail sectors.

As the UK's first major retail development in the UK since Westfield Stratford City, Trinity Leeds is seen as having the potential to help tackle many of the socio-economic issues that affect the city, including high unemployment levels and benefit dependency.

### Key social and economic challenges for Leeds

One of our main goals from the outset has been to address the socio-economic issues that affect Leeds' residents, particularly those affecting young people.

The issue of youth employment and education is particularly pertinent in Leeds as 22.8% of young people are currently unemployed compared to a national average of 20.8%. Furthermore, 7.7% are not in education, employment or training, therefore any entry level jobs created add significant economic value. However, we recognise that there is a lack of employment opportunities for more qualified workers, such as graduates too. This is a pressing issue as it is resulting in many young people moving away from the city.

A key vehicle we have used to address such issues, is the formation of education and employment partnerships with local NGOs, universities and schools. The goal has been to provide young people with new training and skill building opportunities. We also hope that this creation of new prospects will play an important role in combatting the migration of skilled workers away from Leeds.

This study has shown that a massive 60% of retail jobs at Trinity Leeds are now held by those under 25 years, a solution we are thrilled to be a part of. Furthermore, collaboration with our partners, including Leeds Metropolitan University, has already proved very successful. More detail on our partnerships can be found on pages four and seven.



Trinity Leeds development.



## IMPACT 1: CREATING AND SUSTAINING JOBS

# 4,634

people employed within  
Trinity Leeds

# 73%

of retail jobs newly created

# 60%

retail employees under  
the age of 25

# 90%

employees from Leeds,  
Bradford or Wakefield

# 1,469

FTE jobs created in the  
wider UK economy

### The Point: tackling skills gaps in retail

The Point is a partnership set up by Land Securities, Leeds City Council, Leeds City College and Job Centre Plus. The Point is an innovative learning and development facility situated in South Leeds, at Land Securities other shopping centre, White Rose. It offers free, impartial careers advice and support to the wider Leeds community. It provides a spectrum of learning opportunities including job searching, CV writing and interview techniques. The facility also offers long and short-term courses in association with Leeds City College for up to 150 students per year, ranging from customer service training to degree level programmes.

Land Securities is well positioned to provide appropriate opportunities for the local community through both Trinity Leeds and White Rose.



Interview skills training in the  
management office at Trinity Leeds.

At a time when the socio-economic climate remains relatively bleak, with young people at a particular disadvantage, retailers at Trinity Leeds are providing employment opportunities in the retail sector.

Junior level retail jobs require lower qualifications and provide ideal opportunities for young people looking for part time work, flexible hours and on-the-job training. Consequently, retail acts as a key entry point into the labour market and a valuable re-entry point into work for those who are temporarily or voluntarily unemployed.

### Creating new jobs

In total 4,634 people are employed within Trinity Leeds, equivalent to 2,938 full time jobs. We are thrilled that 3,332 of the 4,522 jobs at our retailers (73%) have been newly created. This is partly explained by the fact that 50 of Trinity Leeds' 106 retailers are completely new to Leeds, however retailers who previously existed on site have also increased their workforces. Topshop is a prime example of this, with over 100 new sales staff and 8 new managers.

### Hiring local people

We are committed to providing a range of opportunities, including senior roles to local people, in order to maximise our local impact. We have therefore worked with retailers to ensure that every opportunity is promoted first and foremost to local people. Evidence suggests that the vast proportion

of employees at Trinity Leeds are local, with 77% of those surveyed living within the Leeds postcode area and 90% estimated to come from Leeds, Bradford or Wakefield.

### Wider employment

In addition to the direct impact of job creation within Trinity Leeds, there has been a much wider ripple effect. Indirect employment has occurred as a result of spending by Land Securities and its retailers on goods and services, and induced employment has been generated through the re-spending of wages by Trinity Leeds employees, which has facilitated employment in other local businesses. We estimate that employment at Trinity Leeds supports 1,469 full time equivalent (FTE) jobs in the wider UK economy, bringing the total employment impact of Trinity Leeds to 4,407 FTE jobs.

### Training and skills

There is wide scope and a varied range of opportunities for training and development generated within the retail sector. At Trinity Leeds during 2013 we offered 25 apprenticeships, 4 work experience placements, on-the-job training and other work-based qualifications. In addition, we are supporting a number of initiatives and partnerships which engage students and young people, particularly the more disadvantaged, to train them in the skills they will need for a career in retail.

## IMPACT 2: ECONOMIC GROWTH

**£40m**

paid to employees across  
centre as wages and salaries

**£95m**

contribution to UK GDP

**£114m**

indirect and induced  
economic impact

**£209m**

gross economic impact

We want to see our investment in Trinity Leeds making a significant and long lasting positive economic impact within the local community and wider economy.

### Paying wages

We have estimated that wages and salaries paid across the centre total close to £40 million per year, making Trinity Leeds a significant contributor to local fortunes. The average salary for Trinity Leeds' retail employees is £13,454 per annum or £6.99 per hour. Whilst this average wage falls around 9% below the National Living Wage of £7.65, it is significantly higher than the 2013 UK minimum wage for all ages.

We realise that lower wages are indicative of the industry as a whole and in many cases is a reflection of part-time flexible working. It may also be explained by the number of food and beverage retailers at the centre, whose employees often receive low basic wages, but earn a significant amount more through service charges. It is also worth recognising that managerial wages at Trinity Leeds are significantly higher.

It is important to publish these figures to highlight that this is an area the industry can progress as we move forward.

### Driving economic growth

Leeds has the fourth-largest contribution to UK GDP of all UK cities, with retail accounting for an impressive 12% of total economic output. Trinity Leeds'



Trinity Leeds plays its part in making Leeds the fourth-largest contributor to UK GDP.

**More than 180 young people were engaged in training opportunities.**

direct contribution to UK GDP has been estimated at £95 million per year. Approximately 43% of this is being felt through employee wages and salaries, of which 90% is paid to people in the Leeds, Bradford and Wakefield area.

The UK retail sector has an estimated output multiplier of 2.2, meaning that for every £1 of direct economic output, a further £1.20 is supported in the wider community. Therefore, Trinity Leeds' indirect economic impact has been approximated as £114 million per year, which includes impacts such as re-spending by suppliers of the revenues they earn and induced impacts such as wage spending by direct and indirect employees.

In total, Trinity Leeds is estimated to have a total annual economic impact of £209 million.

### Tax contributions

The various tax revenues that Trinity Leeds generates contribute an important part of the Council's revenue, helping to fund vital public services. Business rates amount to nearly £11.8 million per year and are paid to Leeds City Council by Land Securities and Trinity Leeds retailers. Payroll taxes, paid by employees are estimated to be at least £3.3 million per year while employer's contributions are estimated at £1.7 million.



Shoppers enjoying the Trinity Leeds environment.



## IMPACT 3: RETAIL REVITALISATION

# 50

of Trinity Leeds' 106  
retailers are new to Leeds

# 18m

visitors between March 21st  
and end of December 2013

# 700k

people visited Trinity Leeds  
in its first week



A mix of retail reflective of the young and vibrant nature of Leeds.

Leeds is a young, diverse and vibrant city, which Trinity Leeds has endeavoured to reflect in the variety of shops and services it offers. The centre represents a revitalisation of retail in Leeds, at a time of economic uncertainty and changing shopping habits. Town centres across the country have experienced a steady decline in footfall, a direct implication of the changing shape of the retail industry. Consequently it has become a necessity to improve customer experience in order to encourage shoppers to visit.

We have made great efforts to achieve retail excellence at Trinity Leeds, which we believe has contributed to a 7.6% rise in retail revenues in the city and has also played an important role in attracting further investment to the city. The appeal of the centre's high quality retail has also resulted in more than 18 million people visiting between its launch and the end of 2013.

### City centre impacts

One of the biggest concerns over the development of a shopping centre such as Trinity Leeds, is its impact upon existing retailers. A major consideration in the design phase therefore, was how to best integrate the centre with the existing pedestrianised shopping streets. This has been crucial in ensuring that the benefits the centre generates extend beyond its physical confines.

Trinity Leeds has undoubtedly benefited the rest of the city, particularly the city centre which has seen a 5% increase in footfall. It is important to acknowledge however, that this figure reflects a 10% footfall increase in the streets close to Trinity Leeds, but a 5% decrease in those further away. Therefore, whilst Trinity Leeds has been received positively, and is seen by many as an additional draw to the city it has also arguably led to the diversion of spending which would otherwise take place somewhere else in the city. Trade diversion is a risk that needs to be monitored in the long term to truly assess Trinity Leeds' impact on surrounding retailers.

In spite of these concerns, Trinity Leeds has become a standout, flagship development, which alongside a number of other recent property developments has demonstrated the city's economic resilience and potential for recovery. Notably, the city's continued revitalisation has led to it being crowned as one of UK's top five most vibrant urban areas in 2013. Tom Riordan (Chief Exec of Leeds City Council) highlighted this in his assertion that Trinity has "put Leeds back on the map", transforming it into a "city of the future".

## IMPACT 4: COMMUNITY INVESTMENT

**£15,000**

awarded by Trinity Leeds to the Young Talent Fund

**£10,000**

contributed by Land Securities to Make the Grade

**100%**

success rate at Make the Grade



Thank you for helping me increase my self-esteem, and helping me understand my options for the future."

Student participant

Maintaining existing relationships and partnerships with the local community, whilst establishing new ones, is paramount to the Trinity Leeds team.

Although economic impacts such as job creation are the most prominent and easily quantifiable benefits of Trinity Leeds, a number of other less tangible, but important impacts have been generated. These have been delivered through our support of charities and other organisations through cash donations, employee volunteering and hosting events within the centre.

### Engaging disadvantaged students

We have formed a number of partnerships with local organisations and charities with the goal of tackling problems affecting young people, including youth unemployment and skills gaps. These are currently focused upon training them in the skills they need in a career in retail, as detailed in the case studies below.

### Trinity Leeds Young Talent Fund

Through its membership of Leeds City Council's Child Friendly Leeds initiative, Trinity Leeds has also established the Trinity Leeds Young Talent Fund in partnership with the Leeds Community Foundation. The fund gives grants between £1,500 and £3,000 for community projects which help children and young people develop their confidence and improve their skills through creative



Community support at Christmas.

activities such as; art, music, dance, theatre and drama. Trinity Leeds has awarded £15,000 worth of grants to the Young Talent Fund.

### Make the Grade

Make the Grade is an education and business partnership created by the Ahead Partnership, a Leeds based social enterprise. Through consultation with local retailers, it aims to target skills gaps and shortages relevant to employers in the retail sector. The initiative was launched with £20,000 sponsorship, £10,000 of which was contributed by Land Securities, and the other half match funded by Leeds City Council.

### Meanwood Valley Urban Farm:

#### Trinity Leeds chosen charity partner

Trinity Leeds' chosen charity partner is the Meanwood Valley Urban Farm, which aims to support inner city communities through education and learning. Our support throughout 2013 generated £2,500 worth of PR for the farm and more events have been planned throughout 2014 including work placements and interview skills workshops.

Students from three schools were invited to the centre to take part in a variety of events including tours of the centre, networking sessions, mock interviews and employability workshops. Following the events, 100% of the students stated that they had a better understanding of how businesses worked and thought that the activities were useful in thinking about the future. All students felt more motivated to work, and said that the events developed their self-confidence. In addition three students were offered work-experience by the retailers in Trinity Leeds following the events.



Volunteers at Meanwood Valley Urban Farm.



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## LOOKING AHEAD

Trinity Leeds has generated many valuable socio-economic benefits which extend into the local community. This short study shows that as the project has progressed into operation and new opportunities have been created, the positive impacts established during the development phase have been sustained and enhanced.

This report has also drawn attention to the value in understanding our longer term impacts notably; how the various benefits are dispersed, the proportion of young people from deprived areas or struggling schools securing employment at Trinity Leeds and how trade is diverted.

We also recognise that the intangible benefits such as the 'new buzz to the city', though harder to measure, are as important. They have played an important part in demonstrating that Trinity is seen as a flagship project, which is helping to transform Leeds and attract other investment into the city.

Though this report has attempted to explore the impacts of the varied socio-economic initiatives in as much depth as possible we acknowledge that the majority are still in their infancy and thus the longer-term impacts are currently unknown.

We're excited about what the future could hold and crucially how we can continue to support Leeds on its upward trajectory.

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