We can make our own mythologies and our own futures, we can be re-made by our passion and our dreams.

The spirit rises high and bright with it - Northern light, like no other, healing to come home to, heartbreaking to leave.
Schools bursting into the bustle and hum of youth’s furious salty flight, workers filling up factories, offices, shops and markets with the chanting hymns of daily life.

That light comes to the great Northern cities too, picking out the convoluted carving on amber stone or terracotta and red brick, quickening the humming mazes.
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Our region has come a long way since the first Regional Economic Strategy. Our vision of Yorkshire and Humber as a great place to live, work and do business is driving us forward. Our economy is stronger than ever, our businesses are growing in confidence and our people are better skilled. So what has this new RES got to offer? What makes our RES distinctive?

When you read our RES what stands out is our region's unique combination of towns, cities and rural areas. It is these places that are playing a crucial role in driving our economy forward. What also stands out is the importance of all our people, in all their diversity, whose hard work, honesty, straightforwardness, inventiveness and integrity are central to our RES. It is putting these places and these values at the heart of our RES that make it unique.

If we are to achieve our true potential, we must be even more ambitious; to do better, to be better and to achieve more. We must work hard to create good jobs, great places to live, unparalleled opportunities; and have a conviction that our children should exceed expectations, should excel and should do better than we could ever have dreamed. That is what the RES will drive.

We are passionate about our region. We know what we can achieve if we aim high enough. Yorkshire Forward and the Yorkshire and Humber Assembly are committed to the RES and its delivery, but creating a culture of confidence, enterprise and creativity is not something we can do alone. The RES belongs to the whole region, it belongs to you. So what's your responsibility, what's your part to play? Think about that when you read the RES and together we'll be able turn our vision into reality.

Terry Hodgkinson  
Chair, Yorkshire Forward

Councillor Peter Box  
Chair, Yorkshire and Humber Assembly
Executive Summary

Let’s grow faster and better than our competitors

i. This Strategy is a road map showing how Yorkshire and Humber will grow faster and better than its main competitors by 2015. It explains what the region needs to do to grow our £70 billion economy, how we will do it and who will be responsible for delivery. The region seeks high quality, sustainable growth that will maximise long term benefits to businesses, people and to the environment. The people of Yorkshire and Humber are proud of the place that they live in and this Strategy is built upon the renaissance of our great towns and cities. That is what makes our approach unique.

ii. The Strategy is based on clear evidence showing the reasons for the action the region is taking and is the product of the work and ideas of more than 5,000 people and businesses brought together by Yorkshire Forward, the Regional Development Agency. It will be delivered through wide ranging partnership that combines the energies of businesses, public agencies, politicians and community leaders. Far sighted, resolute leadership will embed a culture of enterprise and ambition and drive forward delivery.

iii. Yorkshire and Humber needs a clear economic strategy. With a population of more than five million people and around 270,000 businesses, we are as big as Denmark, Norway or Scotland. Without such a Strategy in the last decades of the 20th Century, people and communities suffered the full impact of a huge loss of jobs from traditional manufacturing industry. We know now that we cannot buck the market, but the region can look ahead so that we can manage the impact of the global economic change that is challenging us every day.

The region has had success so far…

iv. Five years into the first Strategy, the region has achieved much. Although further job losses have occurred in manufacturing, we have achieved faster growth than our European competitors and have the lowest unemployment for 30 years. We have done this by building a stronger, mixed economy that combines a strong service sector with a higher value manufacturing sector, with more people starting their own businesses and through encouraging social enterprises. Our partnership approach has ensured that most of the 2,000 miners who lost their jobs when the Selby coal complex closed are now in work and many rural businesses survived the shock of foot and mouth as a result of swift, targeted support.

v. There are new jobs in growing industries like digital media and the thriving financial services sector in the Leeds city region, where more than £3 billion of investment is planned throughout Leeds itself and the cities of Bradford, Wakefield and York. Industries like engineering, chemicals and food are producing leaner manufacturing businesses that can compete on the world stage thanks to stronger links with our nine top class universities. The Sheffield city region is the UK’s best performing European Objective One area and accounts for a higher proportion of the UK’s total steel production than it did in the 1960’s and 70’s. We have the first major commercial airport of its type to open in the UK for 50 years at Doncaster. More exports go to the world through the Hull and Humber Ports than any other UK ports complex. And our renaissance programme is building strong market towns in rural areas such as in North Yorkshire and East Riding and delivering bold new visions for towns like Barnsley, Grimsby, Scarborough and Huddersfield.
But we can do even better…

vi. But we can do even better. If the world economy is going to grow by 40% by 2015 as the World Bank estimates, the challenge for Yorkshire and Humber – like the rest of the UK – is to stake a claim to a share of this growth in the face of fast-growing economies like China and India. We know that we need to compete by harnessing the knowledge, skills and creativity of our people to improve the quality of our products and services, rather than through raw materials or cheap labour.

vii. Our growth has not been as fast as London and the South East and, along with our neighbours in the North East and North West regions, the region is uniting together through the Northern Way to close this productivity gap. We believe our quality of life, coupled with proximity to the global financial capital and gateway of London – only two hours by train – is a vital asset. We need to strengthen this link by capitalising on the successful 2012 Olympic bid. We want to improve our education and skills performance faster and connect even more people to jobs, especially those in black, Asian and minority ethnic communities, women returning to work and people with disabilities. We want a more diverse range of people, from all communities, to utilise their talents to set up more businesses and social enterprises - using business solutions to tackle social and environmental issues for the public good. We need greater levels of investment in our transport infrastructure. And we want our towns and cities to be quality places where people want to live, learn, work, visit and invest.

By delivering the region’s aims, objectives and top priorities…

viii. Yorkshire and Humber’s economic vision is to be a great place to live, work and do business, that fully benefits from a prosperous and sustainable economy. Achieving this is based on the three Aims of realising the potential of all the region’s people, growing existing and new businesses, and protecting, enhancing and utilising its environment.

ix. Six Objectives translate these Aims into action on the ground. The central principle of quality and pride of place binds them together, and the themes of sustainable development, diversity and leadership and ambition underpin the way they are delivered.
What makes Yorkshire and Humber unique is its mix of diverse people and places. When you do business, visit or work in this region you will deal with trustworthy, honest and ambitious people, who are hardworking, inventive and proud. You will not experience the predictable “anytown”- our vibrant cities and towns are different— and are proud to be different. Thousands of people – helped by world renowned architects - have been involved in agreeing with civic leaders future masterplans for all the major cities and towns in Yorkshire and Humber. This urban and rural “renaissance” programme will provide the local foundation of what the region does to implement the following regional priorities, each of which is identified as a driver of sustainable economic growth:

(a) The region will implement priority transport improvements that are vital to economic success. We will improve access to Hull and the Humber ports, airports and the Leeds and Sheffield city regions, and secure progress on long term transport priorities such as better rail links to London and Manchester by the North winning the case for higher levels of transport investment from Government;

(b) The region will train people with the skills that businesses need, including rolling out Train to Gain across the region and reversing the “brain drain” of graduates – keeping more of the most mobile and skilled people in the region;

(c) The region will deliver high quality physical development that supports urban and rural renaissance, helps our environmental goals, and builds on the distinctive assets of our cities and towns through attracting new private investment;

(d) The region will raise attainment in our secondary schools and ensure that every school in Yorkshire and Humber has access to an education for enterprise programme, building on Enterprise Week activity. These activities will help to develop the qualities, attitudes and knowledge that will inspire our next generation of entrepreneurs. We will link this work to the successful London Olympic 2012 bid;

(e) The region aspires to the goal of full employment. We will ensure that most people involved in major job losses quickly re-enter the labour market, help people get off incapacity benefit and into work, and address issues like health and diversity that affect employment;

(f) The region will help businesses find new markets and innovate in new products and processes, encouraging more businesses to collaborate with our excellent universities and other higher education institutions to exploit the region’s science and research base;

(g) The region will put the customer at the heart of business support activity, including through Business Link and the wider business support network, by implementing the “Better Deal for Business” framework to help businesses raise productivity, cut costs, expand and train the right people. It will make the most of priority clusters such as advanced engineering and metals and digital industries and key sectors such as financial services and tourism;

(h) The region will respond vigorously to climate change by integrating sustainable development into activity and mainstreaming practical projects. It will reduce polluting emissions, dependency on fossil fuels and create new business opportunities – for instance by reducing waste, promoting efficient and renewable energy, and managing flood risks; and

(i) The region will promote diversity and renewal to fully utilise the talents of all people in all communities to improve economic opportunities, particularly in disadvantaged areas.
Strong partnership from the outset will be vital to delivering the Strategy. These regional priorities will be delivered locally through Investment Planning, bringing together billions of pounds of public and private investment. We will set clear targets and monitor progress each year in a report produced by Yorkshire Futures, our region’s observatory. We will seek to involve business leaders and other key partners in developing policy and make unelected public agencies like Yorkshire Forward more open. We will also engage the region’s citizens to ensure that our investments – in places, in people and in business success – are right for them, and provide the right opportunities to improve their quality of life. Given the uncertain economic outlook, we will manage risks and adjust the Strategy in the event of a downturn.

So make sure you are part of the Yorkshire and Humber economic success story over the next 10 years. If you are an investor or visitor, come and see the opportunities for yourself. If you are running a business, see whether we can help you find new markets. If you are a citizen, get involved in our plans to transform your cities and towns. If you are a public servant, find out how your investments or activities can better connect with others in this Strategy. If you are in the media, come and help us tell this story to a wider audience. And if you are in Government, back us and invest in us. We are one of the fastest growing regions in Europe and we are about to grow even faster and more sustainably.
These crag-knotted, sky-blessed lands roll in clear and savage majesty from coast to coast bounded by icy feral strands, buffeted by winds.
Part One:
Where are we now?
a) Introduction and Purpose

1.1 This Regional Economic Strategy (RES) provides a 10 year blueprint to improve our economy faster and better than our main competitors. It sets out a road map for Yorkshire and Humber to become a world leader in transforming our economy. It explains what we need to do, how we will do it and who will be responsible for delivery. It is based on clear evidence showing the reasons for the actions we are taking.

1.2 The Strategy is the direct product of the work and ideas of over 5,000 people. We have consulted over 25,000 businesses and organisations. It is owned by the whole region and will be delivered by a unique common effort by business leaders, democratic leaders and other community leaders.

1.3 There are three main reasons why Yorkshire and Humber needs an Economic Strategy:

a) The UK has had a centralised economic and political system that has not served the region well in the past. When the region was undergoing major economic restructuring in the latter decades of the last century, the lack of a long term approach meant the impact on jobs and manufacturing businesses was more painful than in many European regions who sought to manage the impact of economic change.

b) Yorkshire and Humber is a big region. With around 5 million people and an economy worth around £70 billion it is of a scale as substantial as countries like Denmark, Norway and Scotland. An area of this size and significance – whether nation or region – needs its own strategy to plan ahead and co-ordinate its future.

c) Taking an overview of the whole region lets us all see the bigger picture that cannot be viewed from within one local boundary or another. It provides a way of bringing people and agencies together from every corner of the region to identify and address shared issues. And it allows us to pinpoint the priorities that will make the biggest difference to the region as a whole.

What are we achieving?

1.4 The region has achieved much and come a long way since the production of our first RES in 2000. We are developing a diverse economy with more innovative, growing businesses. We have set up pioneering ‘renaissance programmes’ that have captured the imagination of people in our major towns and cities. Visions and plans for places as diverse as Bradford, Barnsley, Grimsby, Scarborough and the Upper Calder Valley have attracted private sector and international attention for the way they are sparking long term transformation. In Selby, the region pulled together to manage the closure of a major coal complex and loss of over 2,000 jobs. The vast majority of those affected are now back in work. And we have shown leadership on setting ambitious targets to grow the economy at the same time as cutting greenhouse gas emissions – putting the rhetoric of sustainability into action.

1.5 Positive outcomes that have been achieved in the region since 2001 include:

• strong economic growth – the region’s GDP has grown by 12% since 2001, compared to less than 9% for the UK overall and under 6% in the EU15.

• low unemployment – ‘claimant count’ in our 20% most deprived wards has fallen by 13,000 in five years, a drop of 22%. Unemployment is at its lowest consistent point in thirty years, with nearly three quarters of the working age population in jobs.

• more businesses – the region has gained around 1,000 extra businesses.

• innovation – 7% of businesses are now involved in research and development activity with our regional higher education providers, a 13% improvement since 2001.

• reversing urban decline and sprawl – Leeds, Bradford, York, Sheffield and Hull, are all seeing high quality growth. In 2003/04, over 70% of new development was on brownfield land, a 16% improvement on 2001.

1.6 Headline outcomes are matched by progress in our cities, towns and rural areas. Leeds – the region’s capital – is the largest economic driver. It has attracted over £3 billion of private investment in ten years and created 47,000 jobs. Its strong and diverse economy – including one of the UK’s largest concentrations of financial and business services – is matched by awards as England’s favourite city and a great place to live, work and study. Its neighbour, Bradford now really is bouncing back.
Exciting plans are transforming the city centre and turning neglected assets like Lister’s Mill into quality business and living space – breathing new life into a deprived part of the city and providing a symbol of Bradford’s new found optimism. York is connected to Leeds and is a city in its own right. Its recipe of superb heritage and Science City status has maintained a strong economy that is moving rapidly forward. In Sheffield, the city’s development is obvious from the cranes dominating the skyline and driving growth in South Yorkshire. Fantastic new developments like the Heart of the City are branding Sheffield with a stamp of quality and imagination, and developers are being attracted on the back of this and assets like its universities and Supertram. In Hull, the city is building distinctive assets like a new retail quarter and transport interchange, expansion of ‘The Deep’ visitor attraction, the KC stadium, and the BBC’s innovative new media centre. The latter, along with many initiatives reaching local communities, are helping the city get to grips with its challenges on education and deprivation.

1.7 Yorkshire and Humber has a wealth of sizeable towns that are also moving forward. In Doncaster, the new ‘Robin Hood Doncaster Sheffield’ airport, fast rail connections to London, and a position on the M1 and M18 make it one of the best locations in the UK and supports its case for city status. Huddersfield is the largest town in England and its university and strategic position between Leeds and Manchester are driving growth. The city of Wakefield’s renaissance makes the most of excellent transport links and retail, health and property led development in its centre, linking innovatively to its strength in logistics and distribution. ‘Renaissance’ programmes in places like Barnsley, Scarborough, Halifax, and Scunthorpe are creating long term visions that make the most of their finest assets and guide future physical and economic development. The Humber Ports - Hull, Immingham, Grimsby and Goole - comprise the largest complex in the UK. They handle 15% of the UK’s cargo and have potential to play an even larger role.

1.8 Our rural communities are home to around 20% of the region’s population and have seen steady productivity increases. Harrogate district in particular has achieved an 11% increase per head since 2001. Selby has seen productivity improve 8.3% despite the mines complex closure and future ambitions include hosting the ‘European Spallation Source’ – a huge science centre based on a super microscope for analysis of materials. 86% of the region’s land area is rural and we have a larger area of National Parks than anywhere in Britain, including the spectacular scenery of the Yorkshire Dales and North York Moors. These together with attractive coastal towns and resorts like Scarborough, Whitby and Bridlington are a base for a strong tourism offer and a real asset.

The Way Forward

1.9 We still have much to do. The world economy and the rest of the UK has continued to grow, actually widening the gap between the English regions.

1.10 In line with the region’s overall ‘Advancing Together’ framework that links together all the key regional plans, and with national policy, this Strategy fully supports the goal of sustainable development. This means securing long term improvement to the economy and quality of life of all the region’s people without eroding the environment we depend on. It is because of its massive impact on businesses, the environment and people’s well-being and futures that a strong economy is so important. The magnitude and increasingly obvious impact of climate change means that the region must take robust action wherever we can to tackle its causes and prepare our businesses to compete in a ‘low carbon economy’ with less reliance on fossil fuels. Achieving this will demand unprecedented attention, innovative approaches and taking sometimes tough, but far sighted decisions on development patterns and priorities. These decisions will be taken in the context of the five principles in the UK sustainable development strategy – living within environmental limits; a strong, healthy and just society; a sustainable economy; good governance; and using sound science responsibly.

1.11 The Strategy is fully integrated with other strategies and plans in the region, especially the region’s Spatial, Housing and Transport Strategies. It also makes strong links to health, culture, education and the environment (see Annex 1).

1.12 The Strategy is based on clear evidence with full detail of this in the RES Companion Document and the ‘Progress in the Region’ document.

1.13 The Strategy is distinctive to the needs of Yorkshire and Humber, and one in which place matters. One of the best things about the region is the easy access to great cities and towns and beautiful countryside that most people enjoy. This region arguably has the best combination of urban and rural environments close together anywhere in the UK. This is a key selling point for the region and fundamental to economic success. We will adopt an integrated approach that utilises and enhances our natural environment, and renews the built environment of our towns, cities, coastal and rural areas, building linkages between them.

1.14 As it is tied to particular places, the RES will be implemented by the range of agencies and businesses with an interest in those places and the ability to deliver change – based on the four sub-regions of West Yorkshire, South Yorkshire, North Yorkshire and the Humber. This process, Investment Planning, is the route by which
the RES will be delivered. Because the region is diverse in both its people and geography, different places have different circumstances and priorities. The Strategy **avoids a ‘one size fits all’ approach.** Investment Planning allows for the RES to be delivered through local areas and crafted to the needs of each.

1.15 Yorkshire and Humber's economy does not work in isolation. This Strategy supports co-operation with other regions including those we share borders with like the East Midlands and others whom we can learn from or work with. As part of the **Northern Way** initiative we will work together with the North West and North East on those issues where we can better achieve change by working together.

1.16 The same thinking goes for international links, we will work with regions internationally to raise our game. **We are an outward looking region positioned in the global and European economy.** This Strategy will guide economic investment or interventions here, including any future EU Structural funding to help regenerate parts of the region.

**b) Global and national economic context**

1.17 The region's culture and aspirations are central to this Strategy. Yorkshire has a definite identity and a strong heritage. We have a rich tradition of sport and the cultural offering is blossoming with innovative theatre, a thriving film industry, and exceptional artists, novelists and poets. There are unique local assets that people relate to including towns and buildings, treasured areas of countryside, and social traditions. But there are elements of our culture that risk holding us back. Too many people and too many organisations do not see or realise their full potential. Raising aspirations and ambition is a key challenge. This Strategy will build on and change culture in the long term and touch people from childhood to old age.

1.18 Yorkshire and Humber's businesses are part of a competitive international marketplace. Globalisation is now a major influence in the creation of new business models and global supply chains. Yorkshire is not immune from the trend of globalisation and our businesses must compete to meet the challenges of the global market place. The international economic climate is undergoing radical transformation. The World Bank estimates that the world economy could grow by 40% by 2015. The challenge for Yorkshire and Humber is to stake our claim to a share of this growth in the face of the rapidly expanding economies of China, India, Russia, Brazil and Mexico. China's economy is already larger than the UK's and some commentators believe it will challenge the US as the largest economy in the world within a generation. China and India combined offer a consumer market five times that of the EU. We also expect the G7 share of global trade to fall to around 35% by 2015. This is both a challenge and an opportunity for Yorkshire and Humber businesses. We need to be innovative, highly skilled and to harness our research base if we are going to compete through knowledge, skills and creativity.

1.19 These newly emerging economies are not competing solely on cost. For instance, Dubai is emerging as a centre for financial services and biotechnology, with benchmark quality business parks and a world class business infrastructure, targeting high value added activities and skilled workers. China and India produce 125,000 computer science graduates every year compared with nearer to 5,000 in the UK. Wage costs can still be a significant decision factor for mobile investment and business - closer to home, 10 new members joined the European Union in 2004 offering lower wage costs, making them potential recipients of "near-shoring"; whilst they gear up to high value added roles in the global economy.

1.20 It is important for our global competitiveness not to become side tracked into thinking that the region can only grow by out-competing London and the South East. This approach could all too quickly deliver a zero sum game for UK plc. The relationship between London's economy and the rest of the UK is and should remain one of mutual and positive interdependency. The structure of London's economy is very different to that of other parts of the UK, and its position as the leading global financial centre is perhaps the UK's key economic asset. The Yorkshire and Humber region can benefit from strong links with London and collaboration with the capital. For instance, as well as striking a blow for national pride and profile and regeneration in the Capital, the London Olympics in 2012 will provide opportunities for this region in tourism, construction, sports development and training camps. Equally, the Lyons Review is likely to prompt civil service relocations and investment in the region. Our best opportunity for sustaining and growing Yorkshire and Humber's performance in the new global economy is to be flexible, fast and creative in applying our home grown competitive advantages, plus those we share with other UK regions, to create a platform for innovative, high quality and high skilled businesses in our region to compete with the best the world economy can offer.

1.21 In reality, the major competitors we are seeking to outperform in terms of the pace, quality and sustainability of our growth are not within the UK. As an outward looking region, there are two main groups of nations we will be competing against in different ways. Countries like China and India are growing fast and, in the short term at least, at higher rates than a UK region is likely to realistically attain. However, much of this growth currently bites as competition in lower value added areas, such as basic assembly or call centre functions rather than the key areas in which a knowledge based economy with a higher cost base is likely to compete in long term, or that growth levels should be benchmarked against. Other knowledge based economies in the EU15, North America and Japan are better comparators as major

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1 DTI, 5 Year Programme, 2004
competitors. In addition, there is a strong argument that success should not be measured just on growth levels, but on the sustainability of that growth and how it has an impact on businesses, people and the environment – for instance in terms of employment rates, income and skills levels, pollution and quality of life.

1.22 A number of long term trends based on scientific realities and socio-economic trends will impact on the region in the long term. Key factors that are likely to affect the future context for the region include:

- Climate change will have a big impact in two ways. It is likely to increasingly lead to policies and market and taxation shifts that reduce polluting emissions from transport and favour environmentally and energy efficient technologies – the so called ‘low carbon economy’. The impacts of climate change could also be far reaching, including heightened flood risks or even loss of land to the sea, related hikes in insurance premiums, tourism prospects borne of warmer summers and shifts in agricultural patterns.

- The continuing development of nano-technologies and biotechnologies will present new product opportunities.

- The ageing population profile will have implications for pensions and financial services, the health sector, and the tourist and leisure economy based on the ‘grey pound’. Trends in changing working patterns are also likely to continue, including more portfolio and flexible working, more women in work, and potentially more people working part time or reduced hours. This will also have implications for childcare and leisure patterns.

- Migration of people in and out of the UK will remain a key issue, with implications for labour markets and social trends.

- ICT and related broadband infrastructure capabilities will continue to develop rapidly. Using the latest advances in the digital economy, and ensuring businesses and people have the skills to take advantage will be crucial.

- Ironically, trends towards health consciousness and to greater levels of obesity are both evident. Both will present opportunities for the health sector. Public health issues are likely to have an increasing impact on the economy, whether that is to do with the impact of health on workers and productivity, markets for healthy products and food, or factoring in exercise facilities, open spaces and pedestrian and cyclist friendly environments into urban design.
Security of resource and energy supplies is an increasing concern, probably leading to generation of more energy locally and to more efficient use of resources. Increased demand for fossil fuels such as oil coupled with finite resources will inevitably lead to higher prices. Transport systems and businesses that have lower dependency on fossil fuels will be sheltered from some of the economic impact and may gain competitive advantages.

The political and trading blocks and patterns in the global economy will inevitably develop and change. Issues such as fair trade and tariffs may have a long term impact in terms of competition, consumer pressures, changes in farm subsidies, and new markets and trading relationships. Global competition and ICT developments may mean changes in the type and number of jobs available in 'call centres'; with implications for capturing new market niches and skills development.

Reform of the Common Agricultural Policy, with more emphasis likely on healthier, better food and environmental stewardship – this will provide opportunities and potential challenges, such as the impact on hill farms in the national parks and beyond.

The 2012 Olympics in London will be more than a festival of sport. It will bring major benefits to the nation and to regions. Further knock on impacts may affect distribution of infrastructure investment and construction capacity and this needs to be closely monitored.

c) The Yorkshire and Humber Economy – Structure, Competition and Drivers

1.23 The Yorkshire and Humber economy is in transition. It is making progress in many areas but is hampered by a number of ‘market failures’ – i.e. areas where the economy is not working as well as it should be. We continue to move from an economy that relied on large scale heavy industry, manufacturing, textiles and agriculture to a more diverse market. Manufacturing and other traditional industries are still important for the region but the numbers employed in this sector will continue to fall in the next five years. The growth sectors of the Yorkshire economy include digital industries, environmental technologies, financial services, construction, retail, real estate and public services (Progress in the Region, 2005). Yorkshire and Humber cannot rely on past strengths to compete in the global economy. The region needs a diverse business base, more businesses that innovate, a highly skilled workforce and good quality of life to compete.

1.24 The region’s seven priority business clusters together account for around 300,000 – 350,000 jobs in the region and 20% – 25% of its output. The largest clusters are Digital Industries, Advanced Engineering and Metals, Food and Drink, and Environment Technologies. The Companion Document shows employment and output in each where data is available together with illustrative base forecasts for percentage growth in Gross Value Added and employment each year from 2004-2016. Data approximates to the clusters based on standard industrial classification codes. The clusters that have grown most in employment terms between 1994 and 2004 are Digital Industries and Environmental Technologies. Healthcare has been steady in size (but enjoyed very high growth in output terms) whereas others have lost jobs, most notably chemicals where employment has fallen by around 20% between 2000 and 2004. There is also considerable cross-fertilisation between clusters, for instance most firms in Bioscience are rooted in the agri-food, environmental and especially healthcare sectors.

1.25 Around 10% of companies in Yorkshire and Humber do not purchase from outside the region – compared to 8% nationally, and the highest figure for any UK region. Around half don’t buy anything from overseas. In terms of cargo movements, the region ‘exports’ 198m tonnes of cargo to the rest of the UK and ‘imports’ 186m tonnes – a small net positive regional trade balance. The region’s consumption patterns have a big impact on the economy and can be viewed in two ways. In one sense, there is a risk that some businesses may not be outward looking enough or fully exploiting trade opportunities. From another angle, more goods and services purchased from firms based here will mean that wealth is recirculated and lead to a bigger ‘multiplier effect’ that benefits the region. Whilst not reducing the need to compete on quality and to trade in the UK and overseas, proximity of companies to each other within the region should be an advantage in terms of responsive supply chains, lower transport costs and emissions, and cluster benefits. Initiatives such as ‘Virtual Enterprise Networks’ that enable Small and Medium Sized Enterprises to club together to win contracts, ‘Meet the Buyer’ events, and procurement policies that increase opportunities for local enterprises to win contracts with bodies like local authorities, universities and the NHS could make a difference based on good practice examples.


Population Structure

1.26 Yorkshire and Humber is a varied region with a population mix that differs across its large geographic area. Each area has its own issues, opportunities and concentrations of people of different racial backgrounds that add great value to places and their success. There are around 70 languages spoken in the region and this shows that ‘diversity’ is a reality and opportunity.

1.27 The population of Yorkshire and Humber is around 5 million people and is predicted to be fairly stable for the next 10 years. Over two thirds of people live in West or South Yorkshire and many are concentrated in the cities of Leeds, Sheffield and Bradford. The white British community is the largest in the region, making up nearly 92% of the population. The Pakistani community is the next biggest group, followed by non-British white people and the Indian community. Likely changes in population vary a lot by different population groups. Those who describe themselves as Pakistani or Bangladeshi in origin are the groups growing fastest in percentage terms. West Yorkshire has by far the highest numbers and proportion of people of a non-white British background and the most sizeable Asian community by some way.

1.28 Trends in the region’s population structure mirror those in the UK. It is noticeable that there is a decrease in the population under 10 years old, as well as that between the ages of 25 and 34. Over 16% of the region’s population is 65 and older. This trend towards an ageing population looks certain to continue, with 35% of the population within the 30 to 54 age band and 26% of the population under 20. This means there are likely to be fewer economically active people in future years ‘supporting’ an increasingly older and retired population. So the potential of older people – as consumers, workers and entrepreneurs will become more important.

Sustainable Growth and Productivity

1.29 We need to increase economic growth or ‘GDP’ - the value of goods and services brought to market in the region. However, growth will not ‘trickle down’ to all of the region (i.e. automatically pass down from rich to poor areas), and in the past has been accompanied by unwanted environmental impacts like greater levels of pollution and greenhouse gases, with impacts on health and issues like climate change. We want ‘sustainable growth’ that reaches and benefits all parts of the community (the idea of ‘Diversity’) and contributes to environmental goals like reducing congestion and pollution.

1.30 Two main factors determine GDP – employment and productivity. Employment covers the number of people in work and their wages. Productivity is about how efficiently businesses operate and the value they add. To raise our GDP we need high productivity and high numbers of people in work in jobs that are valuable to employers and the people doing them.

1.31 Research suggests five main factors affect productivity. We need more enterprise; people starting up businesses that survive and grow. This includes more social enterprises operating in all parts of the economy. Innovation is key to developing new products and services and better ways of producing them. We need more investment in the region – by the private sector, and through public sector investment in areas like health and transport. And finally, we need people with the right skills and attributes, that match good employment opportunities. This factor is vital as the skills, attitudes and abilities of people here will govern how much our businesses innovate, whether people access good jobs, and how many people start a business. Trends suggest knowledge will be even more important in the future. High level skills in particular appear to make a telling difference to business performance and a study of South Yorkshire’s Advanced Manufacturing and Metals industries showed that firms who recruited graduates were performing significantly better than those who did not in terms of innovation and employment growth. Competition is also a driver – mainly at the national level – through policies and outcomes that make all regions competitive, like labour market flexibility and economic stability. Detail on economic structure, clusters and economic context (see paras 1.23 – 1.24) relate to this driver.

1.32 Because abilities are so important, we need to improve the skills of the people living here, and to attract more skilled people. With employment at a historic high and more job opportunities around, skilled people are looking at where they want to live as well as the jobs available. More and more they are choosing the most desirable towns, cities and villages, with good access to attractive countryside and cultural facilities as well as workplaces. Yorkshire and Humber has fewer skilled people than the most successful regions and we lose more graduates than we gain when students leave university. So to attract investors and skilled people to live here – and in the process boost innovation and enterprise – we need to improve ‘quality of place’ through enhancing and even transforming major cities, towns and market towns. Quality of place will also benefit employment and support the high quality of life and environment the region aspires to.

1.33 Figure 1 shows how this analysis of our economy and the factors that drive it fit together to deliver sustainable economic growth – as consistent with national policy (for example the DTI’s ‘Prosperity for All’ Strategy). We can measure the same factors to tell whether we are making progress, as reflected in the targets we have set.

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2 TBR Economics, Bioscience in Yorkshire & Humber: Cluster Analysis, 2005
3 Department for Transport, Continuing Road Goods Survey, 2003
4 HM Treasury
1.34 This Strategy and the analysis that drives it focuses on priority areas where something needs to be done to improve performance and something can be done to make a difference. Identifying these areas is all about looking at the factors that drive sustainable economic growth and whether there are any ‘market failures’ that prevent the economy from working as well as it should do. As the DTI put it, the ‘presence of market failures means that the outcome generated by the unregulated market is not the ‘right’ result from the perspective of society as a whole.’ Within the market, private sector operation is key and public sector action should not substitute for this, unless there are problems it can correct that would not otherwise be resolved. Other factors such as equality, prioritisation based on local circumstances, and value for money are also important in guiding market failure interventions.

The main types of market failure that apply and provide a reason for public intervention are:

- **Externalities** – these are essentially spillover effects where the consequences of market operation or a firm’s action are not fully borne by businesses themselves. Externalities can be positive – e.g. one firm’s R&D may be shared by others, or negative – such as pollution. Much of the content in this Strategy about issues like inclusion, health and the environment is about externalities.

- **Barriers to entry** – a functioning market relies on healthy competition. So if any barriers prevent businesses from entering or competing in a market they will harm its operation. This is especially pertinent to Objective 1 of this Strategy on business start ups as well as to parts of Objective 2.

- **Imperfect information and uncertainty** – gaps in information and perceptions may lead to the ‘wrong’ decisions being made. For instance, actions in this Strategy address failures to fully appreciate the value of skills, innovation and technology, resource efficiency, best practice in management and diversity.

- **Public goods** – are those that cannot be easily restricted to a paying customer as others will benefit when they are made available – e.g. street lighting, good town planning, or breakthroughs in basic science. Public goods are often entwined with public services or policy relating to areas such as education, transport infrastructure, culture, health and regeneration. This Strategy sets out actions where these areas of public services can be improved to deliver long term economic benefit.
1.35 The Yorkshire and Humber economy is currently doing well, and in 2004 both output and employment grew more rapidly than other UK regions (Experian Business Strategies, Bank of England Inflation report, 2005). Yorkshire and Humber has seen some of the highest rates of GVA between 2001 and 2003 (ONS regional GVA, 2004). However, the gap between ourselves and the South East remains because of the relatively low initial regional GVA base which percentage improvements add to (Y&H had 7.3% of UK GVA in 2003 – ONS).

1.36 In 2002, the region’s GDP was 122,318 million euros and 45% of this was in West Yorkshire. Based on regional economic forecasts, we expect GDP growth in the region to slow down in 2005/06 and we are likely to perform below the UK average. However, forecasts are informed predictions and not certainties. There have been instances in the past when growth forecasts have proved unduly pessimistic compared to performance that materialised. The region will work hard to exceed expectations again, and will continue to update forecasts regularly based on the best possible data. We expect the Leeds city region to be the fastest growing part of Yorkshire and Humber.
**Skills and Employment**

**Indicators and Progress**

Improve the proportion of those aged 16 who get qualifications equivalent to 5 GCSEs at grades A*-C, by two percentage points each year on average and in all schools at least 20% of pupils achieve this standard by 2004, rising to 25% by 2006.

Only 47.5% achieve 5 good GCSE passes and this puts Yorkshire and Humber at the bottom of all the English regions. In 2003/04, 2.9% of the region’s schools (excluding special schools) had less than 20% of pupils achieving this standard. This is eleven schools out of 379 (although one of these schools only had two pupils attempting GCSEs).

Forecasts are based on historical trends.

**Achievements and Forecasts**

<table>
<thead>
<tr>
<th>% 5 + A* - C equivalent</th>
<th>2001/02</th>
<th>2002/03</th>
<th>2003/04</th>
<th>2004/05</th>
<th>2005/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y&amp;H</td>
<td>44</td>
<td>46</td>
<td>48</td>
<td>50</td>
<td>52</td>
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<tr>
<td>Eng avg</td>
<td>52</td>
<td>54</td>
<td>56</td>
<td>58</td>
<td>60</td>
</tr>
<tr>
<td>Target</td>
<td>54</td>
<td>56</td>
<td>58</td>
<td>60</td>
<td>62</td>
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</table>

**Have an ILO employment rate above 72.8%**

The employment rate in Y&H is currently 74.4% and the England average is 75.1%.

Since May 2002 the gap has been narrowing between the England average and the regional average.

The region has remained above the target ILO employment rate since 2001.

1.37 Businesses in the region are quite optimistic about the
general economic situation and expect orders, employment and
output to increase (CBI / YF survey March 2005). However, in
uncertain times when change can be speedy, factors such as
increases in oil prices are likely to affect how businesses in

1.38 We expect manufacturing industry to lose jobs but increase its
output, so whilst it will remain competitive in the global economy,
there will be job losses (Experian Business Strategies, 2004).
Yorkshire and Humber continues to move towards a more service
based economy and we expect there to be 6% more jobs created
in this sector. Health and business services are the two sectors
expected to have the biggest growth in jobs. In terms of output,
between now and 2012, communications which is one of the
smallest sectors in the region is forecast to more than double its
output. Retailing and wholesale should increase their output by
over 20% but will see little or no employment growth (Experian
Business Strategies, Yorkshire Forward econometric model 2005).

1.39 Yorkshire and Humber has fewer skilled people than the most
successful regions. The region needs to improve the skills of the
people already living here, and to attract and retain more skilled
people to prevent market failure based on a ‘low skills equilibrium’
(i.e. a ‘chicken and egg’ situation where a limited skills base deters
employers needing highly skilled people from locating here which
in turn provides little incentive for people to become better
qualified because of too few appropriate jobs). With employment
at a historic high and more job opportunities to choose from,
highly skilled people are looking at where they would like to live as
well as what jobs are available. The region can’t remain competitive
if workforce skill levels don’t improve. We have had a long term
problem with skills and attainment from literacy and numeracy
through to higher level skills for innovation. Businesses in the
region tell us that they have a problem recruiting staff with the
right basic skills and also report problems with management and
marketing skills of the staff they already employ (CBI / YF Survey
March 2005).

1.40 The qualifications people get vary across the region. Yorkshire
and Humber is one of the worst performing UK regions at GCSE
level although there are significant local variations. North Yorkshire
is the best performing LEA with 60.6% achieving grades A*-C and
Hull is the worst performer with 34.4%. Hull is making good
progress in improving these rates and improving faster than
regional average (DFES school performance tables). Attainment is
better at ages 16-19 in the region as 64.4% have the equivalent of
5 good GCSEs, and this rises again to 72% of 19-21 year olds (DFES
2004). Small increases in numbers of people getting 5 good GCSEs
across all LEAs would vastly improve the percentages and bring
the region up to the UK average. We also have a problem with
more young people dropping out of education as only 66% of 16
year olds are participating in full time education in Yorkshire and
Humber. This compares to 72% for England and has barely
changed since 1994.

<table>
<thead>
<tr>
<th>Indicators and Progress</th>
<th>Achievements and Forecasts</th>
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<tbody>
<tr>
<td>By 2006, 25% of economically active adults to be qualified to at least NVQ level 4 or equivalent.</td>
<td>![Graph showing progress towards NVQ level 4 or equivalent qualifications]</td>
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<tr>
<td>In Y&amp;H we are slightly exceeding this target – 25.8% whilst the gap with the England average has remained broadly the same – England – 29.2%</td>
<td>![Graph showing progress towards NVQ level 4 or equivalent qualifications]</td>
</tr>
</tbody>
</table>

The Government is committed to building a flexible, enterprising economy with a highly-skilled, high productivity workforce and a strong science and innovation sector. This requires investment by Government in the country's long-term future, and the public and private sectors working together to meet the challenges facing the UK economy. (2004 pre-budget report)

1.41 Businesses drive competitiveness. R&D spend by firms in this region is relatively low at around £382m in 2003 (Regeneris Consulting estimates, June 2005). If business innovation, backed by strong science and technology, is going to drive the economy, we need greater R&D activity and spend in the region's businesses. In part, innovation is about businesses using their own processes and business networks to develop better products and services. Increasingly, it is also about greater collaboration with public and private sources of expertise, including universities with science, technology, design and other key strengths. Businesses and universities can benefit mutually from closer working relationships. University and relevant college services need to be widely available to businesses and universities need to turn their research into applied and commercial products and services. Business priorities also need to be well communicated to HE and FE institutions. We need to encourage more young people to take qualifications and to develop creative mindsets that that will benefit an economy driven by innovation. In Yorkshire and Humber, 45% of young people get maths, 47% get science and 49% information technology GCSEs. The region produces around 700 maths, 3,000 computer sciences and 3,500 engineering and technology graduates per year (HESA 2005).

1.42 The region’s priority clusters have included a focus on areas where innovation and technology has a major role. These are Advanced Engineering and Metals, Digital, Chemicals, Bioscience, Healthcare Technologies, Environmental Technologies and Food and Drink. We expect the digital cluster – including associated creative industries - to be pivotal in contributing to future growth of the region. A number of key sectors outside the regional clusters will also play a significant role in parts of the region.

1.43 The region educates almost 29,000 students to first degree level per year and around 15,000 postgraduates and yet this does not follow through far enough into employment of graduates. Giving students and graduates the opportunity to work in businesses and seeing what each can offer the other has been shown to benefit the economy. As a significant number of new graduates do stay in the region, expanding universities here will be of benefit.
1.44 If we are to compete in the global market we need more businesses. There are about 1,000 extra businesses in the region compared to 2001 but we are short of meeting the target of doubling start-up rates by 2010. This is becoming more important given the lower levels of Foreign Direct Investment (FDI) to the region. We need to change attitudes towards starting a business, we need more start ups, higher survival rates, better business support and more investment in the region. Culture change takes a long time and starting with young people in education will not show impact on the targets for some time but is essential in the long term.

1.45 The public sector business support framework is changing. As announced in the 2006 Budget, the DTI is driving a government-wide initiative to streamline business support at a local, regional and national level to reduce the number of support schemes from more than 3000 to just 100 by 2010. Furthermore, the RDAs have responsibility for Business Link and work to develop the ‘Better Deal for Business’ framework has started. This will improve the clarity and customer focus of publicly funded business support, and its structure and operations will be tuned to provide a cost-effective and well used service to business. Business Link operators will be focused on informing businesses on key issues, diagnosing...
Investment

<table>
<thead>
<tr>
<th>Indicates and Progress</th>
<th>Achievements and Forecasts</th>
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<tbody>
<tr>
<td><strong>Treble investment</strong></td>
<td><img src="image" alt="Graph of total net capital expenditure" /></td>
</tr>
<tr>
<td>In 2001 total net capital expenditure in Y&amp;H was £5,632 million - 6.4% of the UK total.</td>
<td></td>
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<tr>
<td>In 2002 this figure has increased to £6,420 million – 7.9% of the UK's total.</td>
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<tr>
<td><img src="image" alt="Graph of new jobs created" /></td>
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<tr>
<td><strong>Attract 7,500 new inward investment jobs.</strong></td>
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<tr>
<td>2,625 new jobs had been created up to mid-April 2005 and 1,327 jobs safeguarded.</td>
<td></td>
</tr>
<tr>
<td>If current progress is forecast forward to March 2006, the total number of jobs created is likely to be in the order of 3,223.</td>
<td></td>
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</tbody>
</table>

business needs, and signposting and helping businesses to identify and acquire the most appropriate support. Skills for people in work will be firmly embedded within the Better Deal for Business framework. Services that universities can provide for business also need to be included within the framework. Although we are not meeting the target for starting more businesses, we are improving and we are exceeding the target of having more people thinking about starting a business. Yorkshire Forward are also leading on a review of business support in the region due to report in autumn 2006.

1.46 We are not on course to meet the target to treble investment. FDI has fluctuated across the UK in the last 5 years. The UK and Yorkshire and Humber have traditionally been successful at capturing a good share of FDI especially in manufacturing. This has changed in the last five years, with most FDI investments going to emerging markets. In the UK, the South East continues to capture the biggest share of investment. The pressure on the infrastructure of the South East is making this position unsustainable. It would be far better for the UK as a whole if a greater share of investment went to the UK regions. Promoting a forward looking, innovative region with huge potential both to other parts of the UK and to investors continues to be a priority. China seems to be emerging as a potential source of FDI projects for Yorkshire and Humber. Last year, one third of FDI projects in the region were from China. Investment from China in Yorkshire and Humber has been in sales and marketing activity and not in manufacturing or research and development (Progress in the Region, 2005).
Transport, Infrastructure, Public and Private Investment

1.47 A range of aspects of infrastructure investment – public and private - are important to the region. These include utilities like water, gas, and electricity and ICT infrastructure like Broadband and equivalent services. 500kb basic broadband provision is available throughout the region, including isolated rural communities (through wireless and satellite provision). Uniquely in the North, the vast majority of broadband infrastructure in Yorkshire and the Humber has been provided without public sector intervention, with few areas of true market failure. Where the public sector has needed to act, projects have been of modest scale and contained to address specific market failures in specific places. The next stage for regional broadband will be securing next generation high speed internet access.

1.48 In 2004 there was around £32bn of public sector investment in Yorkshire and Humber. Of this nearly £7bn came from Health and approaching £6bn from Education. Most of this is not influenced by the RES, (although it still benefits the region) but areas of it need to be if we are to capitalise on this investment and get the most out of it for the region. In the last three years, work has started to make sure that NHS capital investment supports the delivery of the RES. Further work is also being undertaken to develop NHS procurement strategies, stimulating sustainable economic development. This is only the beginning and more can be done.

1.49 Between 2001/02 and 2004/05, capital expenditure on transport in our region by Government stood at £389.3 million per annum, second lowest in the UK behind the North East. In contrast, London benefited from £1.713 billion of capital investment, the South East £984 million, East of England £604 million and the South West £604 million. Total departmental expenditure from DfT in Yorkshire and Humber in 2004 was £355 million. The South East got £797 million, London £2.39 billion, and the East of England £509 million. The UK’s territories outside of Great Britain and Northern Ireland alone got £238 million, even though they accounted for only roughly 200,000 UK citizens.

1.50 Transport affects business success, quality of life and the environment. It is a critical issue for the region. This RES joins up with and supports the Regional Transport Strategy and the role of Local Transport Plans. Connectivity across the North and influence on national transport priorities and investment are crucial. In the UK, transport investment has followed congestion. Yorkshire and Humber has not had sufficient transport investment to provide the level of services and infrastructure needed for the economy to run efficiently, and to correct related market failures. These include the negative effects of congestion and poor transport on trade, freight movement and the operation of labour markets. The region requires more transport investment in relation to the level of population and GVA it supports now and in the future but has had a significantly lower level of transport investment per head than more prosperous regions over a period of years. If this doesn’t change we run the risk that our economic growth will slow down.

1.51 In England, there is a direct link between a region’s productivity and the speed of transport links to London – those with fastest rail connections do best. Key reports show that two of the three most important factors that affect the success of cities for the private sector are to do with transport and connectivity. Other reports pinpoint the huge value of infrastructure like the main rail lines and the Humber ports to the region’s economy. And when large scale investment has notably improved the capacity and speed of transport – such as the electrification of the East Coast Main Line – it was a major boost to the performance of the towns and cities on that line.

1.52 Transport affects businesses’ ability to get goods to market, to make trade links in the UK or abroad, and to get employees to work. The region has some plus points on transport – including a core of relatively affordable bus and rail services, and commitments to motorway improvements. Yet surveys show rail services between our cities and those elsewhere in the North are far slower than those to London, or between similar cities in other advanced European nations. There is not enough fast, reliable capacity on public transport. The region has two of the most congested stretches of motorway in the UK on the M62 between Huddersfield and Leeds and on the M1. Only a small percentage of people who need to fly use the region’s airports. Expanding services at Leeds/Bradford and Robin Hood airports especially will assist this and prevent many long car journeys to airports further away. Public transport to both airports (and to Humberside airport) needs to be improved. Access to the Humber ports is also restricted and studies show modest improvements could make a big difference. Given the trend of growing car travel and associated congestion, the region needs to provide the right transport system to encourage more people to use public transport. Buses will account for most of these journeys and rail is important because of the speed of service it allows – with the potential to widen labour markets and attract people out of their cars. Walking and cycling have a role at the local level, whilst ICT and other innovative solutions can reduce the need to travel.

Quality of Place in Cities, Towns and Rural Areas

1.53 There is good evidence that ‘quality of place’ has a strong influence as an underpinning driver of regional economic performance. The term ‘quality of place’ sums up all those factors that make an area – whether that be a town, city or region – an attractive place to live; incorporating quality of life factors such as culture, local environment and public realm, housing, community safety, access and health. In particular, there is a key relationship between quality of place and skills.

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1.54 The skills and experience of a region's workforce is recognised as being a central factor in business growth and success. In today's knowledge driven economy, highly skilled and specialised labour is a premium commodity, and the ability to employ this workforce plays a key role in the firm's decision to locate in a particular place. Florida (2000) argues that: “Quality of place – particularly natural, recreational, and lifestyle amenities – is absolutely vital in attracting knowledge workers and in supporting leading-edge high technology firms and industries. Knowledge workers balance economic opportunity and lifestyle in selecting a place to live and work. Given that they have a wealth of job opportunities, knowledge workers have the ability to choose cities and regions that are attractive places to live as well as work.”

1.55 It is further argued that knowledge workers not only increase productivity, but that they seek pleasant places to live in... “if cities are to remain strong, they must attract workers on the basis of quality of life as well as on the basis of higher wages” (Arora, 2000:6).

1.56 Attracting high skilled workers and graduates is a cornerstone of a successful economy. Factors that influence a graduate's choice of location include job opportunities and earnings, but also lifestyle and leisure, and image and perceptions of an area. Currently, Yorkshire and Humber retains a much lower proportion of the graduates that study here than London and the South East. Of the 29,000 graduates from Yorkshire and Humber universities each year, in 1998 only 42% remained in the region compared to a retention rate of 70% in London. In the last CBI/Yorkshire Forward Business survey, 20% of firms cite skills problems, and 17% cited attracting staff to the region as a key factor inhibiting growth (Yorkshire Futures, 2003).

1.57 ODPM have carried out their own assessment of migration between regions looking at push or pull factors that may influence migratory behaviour. Amongst the findings, the model showed ‘environmental improvements’ have a significant positive impact on migration for northern urban areas.’ (ODPM, 2002, Development of a Migration Model, London). The finding is consistent with a view that environmental conditions are an increasingly important influence on residential location and perhaps indirectly on the general performance and development of urban regions.

1.58 Quality of place, levels of skills and migration patterns are key factors which support renaissance priorities to transform towns, cities and rural areas and need to be reflected through this Strategy. Factors such as health are part of what makes up quality of place and also influence productivity in their own right.

City Regions

1.59 The Northern Way initiative driven by the three Northern RDAs has identified city regions as being central to driving the North of England economy. These are the areas where most of the population live and work. In Yorkshire and Humber, three city regions have been identified. They are the Leeds city region (including Leeds, York, Bradford, Harrogate, Wakefield, Kirklees, Calderdale, Selby, Barnsley and Craven), the Sheffield city region (Sheffield, Doncaster, Rotherham, Barnsley, plus in the East Midlands - Bassetlaw, Chesterfield, Bolsover, North East Derbyshire and the Derbyshire Dales) and the Hull and Humber Ports city region, (Hull, East Riding, North East Lincolnshire and North Lincolnshire). Each of these city regions has prepared a city region development programme or ‘CRDP’ as part of the Northern Way that has informed this Strategy. Some parts of Yorkshire and Humber are not squarely within one of the Northern Way city-regions. These areas and connections beyond the region will not be overlooked. For instance, people in the northern parts of North Yorkshire will often work, shop or make leisure visits to the Leeds city region and the Tees Valley city region in the North East.

1.60 Within the Northern Way the Leeds, Sheffield and Manchester city regions are particularly close together (and sometimes overlap) geographically. With a combined population of 7–8 million, and a concentration of businesses and economic assets, they have great potential to act as a northern complement and counterweight to London. Faster, better transport links between them will be central to fulfilling that potential.

1.61 City regions are important to the region’s future; but they are not about assuming ‘trickle-down’ of wealth from the core outwards, or about only focusing on the most prosperous areas. The city regions in Yorkshire and Humber include the most and the least prosperous parts of the region and they are emphatically about ensuring benefits cover all parts of the city region – including the cities at their hearts, their major towns and their more rural fringes. Aside from the hub role of the cities they are named after, other large cities and towns in city-regions will often also have their own areas of influence within them. Good links will be made between city regions in Yorkshire and Humber to areas outside them, in this region, the North and beyond. Equally, a focus on city regions does not mean that other parts of the region – especially more remote rural and coastal areas – are unimportant. Work in city regions sits alongside the continued development of these areas, with good integration between the issues and opportunities in urban, coastal and rural areas. For instance, all the sizeable towns on the northerly stretches of Yorkshire’s east coast – places like Scarborough, Whitby and Bridlington – are covered in urban and rural renaissance programmes; whilst tourism, agriculture and economic diversification will remain important across rural and coastal areas. This strategy treats city regions as an economic rather than a political concept.
Leeds City Region

1.62 The Leeds city region will continue to drive the region’s economy for the next 10 years. It has a diverse population of around 2.8 million and includes big cities, major towns and more rural areas. It has over 70,000 businesses and a labour force of around 1.4 million. In 2004/05 it had a GVA of £41.645 billion and without any additional investments, the economy is forecast to create 65,300 net additional jobs and for GVA to increase to £53.3 billion by 2015 (Leeds City Region Development Programme, statistics from Experian/Yorkshire Forward Econometric Model). The jobs growth is likely to be in electronics, communications, banking and insurance, business services, other financial, education and health. Clearly the Leeds City Region is a significant asset to the region’s economy. This city region is experiencing huge growth but faces challenges that may put the breaks on competitiveness. These are connectivity, economic inactivity, skills shortages and housing problems. The flow of people, goods and services is essential for the growth of the city region. The barriers are that the flow of commuters into Leeds city centre is putting the motorways and main roads under strain and causing serious congestion. Better public transport capacity is needed and to relieve strain on services and infrastructure and get people into work. Rail access to other major centres such as Sheffield and Manchester and better links to international airports is also essential. Faster Transpennine rail services would allow better utilisation of the strong connection between the Leeds and Manchester city-regions, and widen the overlap between their labour markets.

1.63 The Leeds city region is well placed to exploit innovative new ideas. It has high quality universities, a strong manufacturing base and a recognised centre of excellence in the Science City of York but still doesn’t have enough collaboration between business and universities. Although the city region’s key sectors have people with the right skills now, gaps are starting to appear and training and education is not yet responding. The city region has a mixture of educational attainment with some areas – Calderdale and North Yorkshire – performing well and others not doing so well. There is a two speed economy in the Leeds city region where there is a poverty of opportunity directly alongside one of the North’s brightest economic success stories.

1.64 Leeds’ City Region Development Programme sets out a shared vision agreed in March 2005 to “Work together differently: to develop an internationally recognised city region; to raise our economic performance; to spread prosperity across the whole of our city region; and to promote a better quality of life for all of those who live and work here”. Six key themes are identified to direct change and investment – all of which link closely to the Objectives of this Strategy and will be picked up in its delivery. These are based on:

- Enhancing connectivity;
- Encouraging innovation, enterprise, science and knowledge transfer;
- Ensuring the skills base is developed;
- Developing world class business infrastructure;
- Enhancing and promoting the quality of life and quality of place offer; and
- Supporting key growth sectors and niche clusters.
1.65 The Sheffield city region has a major economic opportunity to harness its manufacturing strengths to become a renowned centre for advanced production of high value goods and services. It is well positioned to play a complementary role to the Leeds and Manchester city regions, and contains a mix of urban and semi-rural locations. It has seen a profound economic restructuring over the last 40 years. There are around 1.7 million people living in the nine local authority areas that make up the city region. Connectivity within the Sheffield city region and with the rest of the UK is going to be crucial or the city region won’t achieve its vision. The new international Robin Hood Airport is located in the city region and much better connections to the rest of the region will assist success. The M1 in the city region is severely congested and the relatively poor surface connections to Manchester airport and the Leeds city region warrant improvement.

1.66 The vision set out in the Sheffield City Region Development Programme is to be “A pivotal international business location and one of the most successful city regions in the North of England” – characterised by its innovative and creative economy, strong connections to key markets, unrivalled quality of life and vibrant and cosmopolitan population. Four broad priorities have been identified to move it forward which are taken forward in this Strategy’s Objectives:

- Developing knowledge and research on an internationally competitive scale;
- Developing a comprehensive connectivity strategy;
- Providing the skills required by an internationally competitive economy; and
- Creating an environment to encourage investment and higher quality of life.

1.67 The city region has many barriers to overcome to achieve its vision. Sheffield and Doncaster are the two growth poles in the city region, Sheffield at the heart of the city region and Doncaster with the most promising logistics interchange in England (Sheffield CRDP). The city region has had significant economic reconstruction with a move away from heavy industry and mining in its South Yorkshire core and has had Objective 1 status since 2000. Manufacturing will remain important for the city region with the future likely to focus on advanced manufacturing. The workforce needs to increase skill levels if the city region is to achieve its vision.
Hull and Humber Ports City Region

1.68 The Hull and Humber ports city region contains important towns and cities and is the region’s key global gateway for sea based trade. It combines urban, rural, and coastal assets and communities. The Humber Ports are the city region’s biggest asset and they unite the city region. Comprising of Goole, Grimsby, Hull, Immingham and the Humber Wharves, they are the most northerly complex in the UK capable of offering ‘overnight shipping’ to and from mainland Europe. The ‘Humber Ports are of national significance and represent critical assets in increasing UK prosperity through world trade’. The ports have the potential to relieve the congestion and environmental impacts associated with the development of southern English ports, provided that transport bottlenecks, which also impede renaissance objectives in Hull, are resolved. However, current and forecast economic growth show the Humber is in danger of lagging and concerted efforts are needed to bring more businesses and quality jobs to the area.

1.69 The Hull and Humber Ports City Region Development Programme paints a vision of its future as ‘a global gateway – with a thriving, outward looking sustainable economy building on its unique assets of location, the estuary, ports connectivity and physical environment, perpetually changing for the benefit of people, businesses and the environment, whilst making significant and distinctive contributions to the sustainability of regional, national and European economies’. The CRDP sets out three broad themes which are reflected in the RES:

- A More Entrepreneurial Culture – including raising skills, tackling worklessness, enhancing university level provision, business innovation, and promoting an entrepreneurial culture, particularly in schools;

- Improving Connectivity – including tackling transport bottlenecks to the Humber Ports and improving public transport services; and

- Preparing the Places for Growth – including adding value to bulk traffic at the ports, utilising the waterfronts as business bases and quality of life assets, promoting sustainable communities and renaissance in Hull, the main towns and market towns, sites for business development, and exploiting emerging technologies as well as key clusters and sectors such as logistics.

1.70 For this city region to achieve its vision, it needs to raise the aspirations, skills and diversity of the economy. Levels of worklessness in the city region are a real barrier to economic success. Whilst its university provides a good stream of graduates, Hull has suffered from a low skills, low pay economy and is now tackling poor educational achievements and aspirations (Hull and Humber Ports, CRDP). Tackling these issues will be crucial as part of a co-ordinated approach.
Beyond the City Regions

1.71 The city regions will accommodate and drive a high proportion of regional growth and provide a valuable device for interconnected areas to assess and discuss shared issues. However, sizeable areas of Yorkshire are not in a city region, but still have important needs, challenges and opportunities. This Strategy fully considers these areas. They include the more remote rural areas of North Yorkshire especially, and key issues such as agricultural change and diversification, tourism, and the importance of environmental assets and stewardship. There are also distinct coastal areas running along Yorkshire’s East Coast from Staithes and Whitby down through Scarborough and to Bridlington and beyond. All of these areas are fully covered by the RES Objectives and the region’s Investment Planning process. This will continue to be the process through which partners work together to set priorities and collectively allocate resources to move them forward. Yorkshire and Humber has valuable connections to our neighbouring regions too. These are particularly obvious where parts of the region are close to borders with the North East, North West and East Midlands.

Growth Scenarios and Assumptions

1.72 Yorkshire Futures’ regional economic model can provide a ‘best guess’ forecast of how the economy will perform in the future based on national level assumptions. This equates to economic growth from a base of around £72b in 2004 to around £120b in 2016 based on ‘current cost estimates’ and annual growth of typically between 2.2% and 2.6%. A higher quality and level of growth than major competitors would be sought due to the impact of key actions in Yorkshire and Humber, and policy shifts and programmes to support the Northern Way and the Government target of closing the economic performance gap between regions. This will depend upon macro-economic conditions, and Government as well as regional action. Clearly there are risks and assumptions in any forecast. These are summarised in Annex 5 which takes a risk based approach to dealing with higher and lower than expected growth scenarios over the economic cycle. The impact of modest levels of variation in growth on this Strategy and its choice of deliverables will be slight, although there will be knock on impacts on level of achievement against targets affected by the state of the macro-economy. Larger variations would have a more marked impact.

1.73 If growth is less than half of that expected, there will be significant impacts on the region and lower performance. Key elements to the response would be even greater emphasis on managing economic transition, securing levels of employment, and promoting inclusion and renaissance approaches to prevent areas hit particularly hard from falling into cycles of decline. If growth is more than 50% greater than expected, there will need to be even greater focus on transport and sustainability to ensure that growth does not create negative consequences such as pollution and congestion that would undermine the region’s economy and quality of life in the long term. Rising oil and natural resource prices also point to a similar response.

1.74 Growth projections are put forward on the basis of an average over the next ten years. Some variation by year is expected in line with economic cycles, and forecasts are most confident for the earlier years. 3 year actions inform 10 year targets to take account of this. Levels of growth will vary by place. Projections are included in the RES Companion Document. In terms of spatial focus, the approach is more complex than simply focusing on one growth hotspot or another or focusing solely on the most deprived areas. Instead the Strategy seeks to both exploit the potential of major opportunities and to turn around the districts with the poorest economic performance. Economic assessments and analysis of any gaps to national averages will inform local action to deliver the RES.

1.75 The same information has been used to inform the RES, Regional Spatial Strategy (RSS), and Regional Housing Strategy. Each uses the data in ways appropriate to its own requirements and with understanding that models can only ever point to an informed forecast not a definite outcome. This RES has used forecasts to make sure policies are based on the most likely growth outcomes; whereas the RSS for example also needs to use forecasts and other data to assess issues such as housing numbers and employment land requirements. Other forecasts in the region look at different issues, such as greenhouse gas emissions. This Strategy is based on supporting the goal of reducing greenhouse gas emissions. Other options including to ‘do nothing’ and to adopt a short term rather than a sustainable approach were also considered in the environmental assessment of the RES but discounted.
from the stepping fells that lie so close around the urban hives. Light blooms amongst the electric hustle of city days as the streets stir from their brief sleep,
Part Two:
Where do we want to be?
Vision

2.1 We want the region to be a fantastic place to live. One where businesses are innovative and growing. One in which people have excellent skills, benefit from good jobs that pay well, and live in healthy, inclusive communities. One where we respect and enhance our environment and in which our cities, towns and rural areas are thriving, attractive, places to be. In other words, Yorkshire and Humber’s economic vision is ‘to be a great place to live, work and do business, that fully benefits from a prosperous and sustainable economy’

2.2 Achieving this will mean that businesses, academics, and agencies from abroad will want to visit and learn from this region to find the secrets of our success. We will strive to become a world leader in areas of genuine and distinctive strength. The most prominent of these is using the urban and rural ‘renaissance’ process to make our key towns and cities more attractive places to live, work, visit and invest.

Aims

2.3 To achieve our Vision we have three aims that the region must deliver together and around which the whole approach in this Strategy is structured:

(a) Enhancing and realising the potential of all Yorkshire and Humber’s people to achieve a healthy learning region and social inclusion;

(b) Growing existing and new businesses to achieve sustainable economic growth and jobs; and

(c) Utilising the full potential of Yorkshire and Humber’s physical and cultural assets, maximising resource efficiency and conserving and enhancing its environment to achieve an integrated, sustainable economy.

2.4 Together these three aims are designed to achieve sustainable development. This means taking a long-term approach that develops our economy in ways that improve business success and quality of life whilst protecting and enhancing the environment.
2.5 Previously the region has recorded progress against a complex mixture of 24 ‘Tier 1’ and ‘Tier 2’ targets. The region has had mixed performance on these and done well on many, but not so well on others. These are reviewed in Annex 3 and the Companion Document.

2.6 Six years on from the first RES, we now have a much stronger evidence base. New priorities are emerging based on what we have learned and policy development. Some objectives are well represented in the previous targets and other key goals not at all. Equally, some of the targets were stretching but possible; others were highly aspirational and risked being marginalised due to lack of realism. The Tier 2 targets set by the Government finish in 2006.

2.7 It is time to review our targets. It makes sense to build on existing regional targets and indicators and measures based on Government ‘PSA targets’. A single set of targets is proposed that reflects priorities and links strongly to economic drivers (see Figure 3). Annex 3 adds further detail on the relevant indicators and baselines. This new framework will mean the region can see if overall aims are being achieved, what aspects of the economy are working well, and identify any areas that are not. Targets are proposed at a level where realism meets ambition. The development of sub-targets for sub-regions/city regions will be considered. They will be regularly monitored and reported annually in RES Progress Reports, as will targets from previous strategies. Performance on outcomes like employment and skills will also be measured for particular groups (e.g. based on gender, ethnicity, age or where people live) to ensure everybody is benefiting and that inequalities are reducing. More specific indicators will be used to chart progress against specific RES deliverables (see Companion Document for detail) and research will be commissioned to develop an overall regional indicator of ‘sustainable economic growth’ by 2007. Three year actions will lay the foundation for delivery of longer term outcomes.

Figure 3: Headline Outcome targets for 2016
2.8 This strategy has six Objectives that reflect the Aims of Business, People and Environment.

**We want:**

1. **More businesses**
   - because higher levels of enterprise are so important

2. **Competitive businesses**
   - making indigenous businesses more productive because they innovate and invest

3. **Skilled People**
   - with talents that employers value and which offer due reward

4. **To connect people to good jobs**
   - because levels of employment make a big difference to people and the economy, and we need more people in jobs in deprived areas

5. **Enhanced transport, infrastructure and the environment**
   - a strong economy needs good sustainable transport connections and to make the best of the environment and infrastructure

6. **Stronger cities, towns and rural communities**
   - to ensure they are attractive places to live, work and invest
2.9 The RES Companion Document shows in more detail how evidence and consultation led to these six Objectives. In summary, and as set out in Figure 1 (see p7),

- Objective 1 covers the ‘Enterprise’ driver of productivity to respond to the need for more new businesses here, as well as part of the ‘Investment’ driver about new businesses;
- Objective 2 on competitive businesses makes a strong contribution to growth, productivity and employment overall as well as to the ‘Innovation’ driver of productivity;
- Objective 3 covers the vitally important ‘Skills’ driver of productivity;
- Objective 4 covers getting people into employment which alongside productivity drives growth;
- Objective 5 covers transport and infrastructure elements of ‘Investment’; and
- Objective 6 covers ‘Quality of Place’ which underpins all the drivers, and especially higher skills.

These Objectives take forward the region’s need to position itself in the global economy by emphasising quality, innovation, infrastructure, sustainability and the high level skills needed to compete in the knowledge economy.

2.10 We must develop high quality, integrated projects that can hit as many of the six Objectives as possible. **There are strong links between the Objectives.** For example, business growth depends upon an effective transport system and attracting skilled people – who want, like all of us, good schools, housing, hospitals and quality of life as well. Better education, learning and skills will help the businesses here, create more entrepreneurs and attract greater investment, as well as lift people out of poverty and into jobs. Work to get more people into good jobs (Objective 4) will be intimately linked to Objective 3 to improve skills and to Objectives 1 and especially 2, which will create more and better jobs through business growth.

2.11 This Strategy is about long term transformation. This means fundamentally improving the prospects of places and how they are viewed, and achieving big shifts in the ways we do things, for instance innovating much more and instilling an ambitious, enterprising, learning culture. This will often mean fewer, bigger projects; although these will sometimes break down into smaller parts, and in rural areas smaller projects can make a disproportionately large impact.

2.12 The region has gone through a period of economic upheaval and from this has made a transition to a stronger, mixed economy. This Strategy provides a framework for the region’s continued economic development, and through it the region will be well placed to meet future challenges. We will grow our businesses through an approach that is sensitive to the environment e.g. through promoting resource efficiency; whilst at the same time fulfilling the potential of all the region’s individuals and communities. Delivery of the Strategy will ensure that the region will continue to develop as a great place to live, work and do business in and all the region’s communities will fully benefit from a prosperous and sustainable economy.

2.13 Leadership and engagement with businesses and citizens is at the heart of this Strategy because only people can deliver it. We need a unique common effort of business, civic and political leaders to achieve this vision and grow our economy faster and better than our competitors. We also need to develop a core of future leaders to drive change in key businesses and organisations. Building on the Yorkshire International Business Convention and Yorkshire Forward’s Business Conference, we will explore how to attract world leading thinkers to Yorkshire and Humber so that our leaders learn from the best in the world. Good leaders often have shared characteristics whatever sphere they operate in. Better understanding and crossover between sectors, e.g. through secondments between the public and private sectors, is likely to be of value all round. Strong regional and local leadership will bring together, prioritise and drive through integrated action throughout the region and across the spectrum of issues they face.

**Cross Cutting Themes – Application**

2.14 Three **Cross Cutting Themes** underpin everything in the Strategy and how we deliver it. All projects and programmes should contribute to the principles and tests below:

**Sustainable Development** – growing our businesses through a long term approach that benefits the environment and lives within its limits and enhances people’s quality of life – including health and community safety in line with the UK’s Sustainable Development Strategy.

- Promote the transition to a low carbon economy through highly efficient use of energy and resources in businesses and apply high energy and environmental and design standards to buildings and neighbourhoods. Development supported by RDA resources will be required to meet high standards such as ‘BREEAM Excellent’ for energy efficiency and Secure by Design and be consistent with the wider detail in English Partnership’s quality and price standards that support sustainable design.
• Contribute positively to health and reduce negative health impacts and inequalities

• Choose locations that use land wisely and brownfield sites where possible, and reduce pollution through easy access by foot, bicycle or public transport – usually in existing centres of population

• Avoid damage to cherished environments and instead use and enhance them as assets (e.g. countryside, green spaces, heritage and great buildings, wildlife and special habitats)

• Deliver benefit to the economy and business competitiveness, directly or indirectly and involve businesses as a partner and/or delivery agent

**Diversity** – ensuring all people and businesses realise their potential and contribute to a better economy:

• Improve quality of life as an outcome of economic action – including jobs and incomes, strength of community, culture and safety

• Actively seek to utilise and benefit the whole range of communities in the region (including Black, Asian, and Minority Ethnic (BAME) groups, faith groups, deaf and disabled people, women, young and older people and those living in deprived areas)

• The people that projects are intended to help should be involved in designing and delivering them, for instance through consultation or working with the voluntary and community sector

**Leadership and Ambition** – the region needs to raise its sights and promote a culture where people, businesses and agencies aim high, drive change and make the most of their abilities:

• Address the importance of culture and raising aspirations

• Make clear where leadership and responsibility for delivery lies

• Set clear and stretching outcomes and outputs for what will be delivered and when, with lead agencies and their partners determining clear success criteria for their interventions

• Nurture a climate of innovation, creativity and learning from best practice – including from overseas – to drive continual improvement

2.15 These themes cut right through the Strategy and will have real bite. They will influence the choices made and how actions are delivered, and require certain actions to drive them forward. They have been applied in deciding upon the content of the Strategy itself and will be applied in particular programmes and actions to deliver the RES by applying cross cutting tests.

2.16 Sections within each Objective summarise how they will drive up quality and contribute to these Cross Cutting Themes. The tests do not replace the need for sustainability appraisals of key plans and programmes such as this Strategy itself and subsequent Investment Plans.
2.17 The focus of this Strategy on the economy, business and jobs cannot be separated from other related issues. It is not the role of this Strategy to lead on non-economic areas or to replicate the detail in other plans. But it is fundamentally important to make connections to other areas that can both assist and draw benefit from the economy. These include other strategies in the region, pan-regional initiatives like the Northern Way, and national, European and global linkages that reflect our outward outlook and international position. The Strategy is based on the reality that businesses are the prime creators of wealth, but that the public sector has a key role in creating the right framework to support that wealth creation.

Regional Strategies

2.18 The RES sits within the ‘Advancing Together’ framework coordinated by the Yorkshire and Humber Assembly. It fully supports the ‘Regional Sustainable Development Framework’ (RSDF) that backs it up, and the RES will be used positively to support the review of the RSDF that is due to take place and to play an important role in implementing it. ‘The Regional Skills Partnership’ has a vital role in bringing together all the main organisations that invest in improving the skills of the region’s people. The skills and employment agenda runs right through this Strategy and it is further supported by more detailed plans.

2.19 The RES complements the Regional Spatial Strategy (RSS) which sets out regional planning policy and how to decide what goes where, the Regional Transport Strategy included in the RSS, and the Regional Housing Strategy (RHS). The economy, housing, planning and transport are all vital to each other and Annex 1 shows the links made between these strategies so they all work together. The economy links to and supports many other strategies and factors including health, culture, ICT, the environment and climate change, freight, community safety and cohesion, and sustainable farming and food. Links to these areas are also shown in Annex 1. Annex 2 summarises how the RES mainstreams delivery of economic aspects of a wide range of agendas such as on health, tourism and culture.

2.20 Links between the RES and the Regional Housing Strategy are important and well developed. In summary, as well as the contribution this RES will make to housing, there are key elements in the RHS (and the RSS on housing numbers) that will support the RES. These include providing an attractive housing offer that provides a good quantity of affordable, attractive, good quality housing for our region. Housing investment needs to be joined up with economic planning and growth, which points to a focus on increasing housing numbers, renovation and quality, focused in the key cities, most of West Yorkshire, and renaissance towns in particular. The RES will remain aligned with the RSS, as the latter is developed and implemented during 2006 and beyond; building on the good alignment achieved between the RES and RHS. This will include consideration of the link between economic aspirations and housing numbers and evidence to support the growth aspirations of local areas.

2.21 This Strategy sets out actions that cover both rural and urban areas, unless specific reference is made to urban and rural contexts, such as for renaissance programmes. In doing so it has considered the development of the ‘Yorkshire and Humber Rural Framework’ prepared by GOYH and its evidence base. The RES takes forward all four priorities in the framework that are about ‘economic and social regeneration’ and also contributes to its themes of ‘social justice for all’ and ‘enhancing the value of our countryside’.

The Northern Way

2.22 The Northern Way seeks to establish the North of England as an area of exceptional opportunity with a world class economy and a superb quality of life. It is focused on closing the £33 billion productivity gap between the North and better performing areas of the country. The Northern Way Growth Strategy, published in 2004 and the Business Plan published in June 2005 join up Northern endeavours and will make a real long term difference. The Growth Strategy is based on four key principles:

• to identify pan-northern investments which will add value;
• to build up the North’s strengths;
• to complement the three Regional Economic Strategies; and
• to define actions at the most appropriate scale.

2.23 To achieve these aims, it outlines ten priorities that are integrated into this Strategy:

Northern Way Priorities

a) Bring more people into work;
b) Strengthen our knowledge base to support innovation by every company;
c) Build a more entrepreneurial culture;
d) Capture a larger share of global trade through the expansion of key clusters;
e) Meet the skills needs of our employers;
f) Prepare a Northern Airports Priorities Plan to secure the growth of the North’s Airports;
g) Improve access to the North’s Sea Ports;
h) Create better integrated public transport services within and between city regions;
i) Create truly sustainable communities; and
j) Market the North to the world.
2.24 The Growth Strategy shows how eight ‘city regions’ are key to the North’s progress. These are centred on Sheffield, Leeds and Hull and the Humber Ports in this region and also include Liverpool, Manchester, Central Lancashire, Tees Valley and Tyne & Wear. Between them they have 90% of the North’s population and more than 90% of its economic activity.

2.25 To begin to work towards the goals of the Growth Strategy, an initial £100 million growth fund is in place to deliver a Business Plan. For Yorkshire and Humber and our RES, the Northern Way provides a framework for collaboration between the Northern regions where that adds value; makes the case for more investment in the North, and acts as an important input into this RES and its actions. In short, this Strategy supports the Northern Way and takes forward its priorities where relevant and right for the region. Northern Way is also fully considered in and implemented through the region’s Spatial and Housing Strategies which are integrated with this RES.

2.26 The Northern Way is based on acting only where it adds value compared to what can be done at a regional or more local level. It is about doing a small number of key things together in the North, complementing Regional Economic Strategies and focusing on a tight set of priority pan-northern investments.

2.27 This Strategy supports this approach by setting out Northern Way proposals that will be taken forward in the region and other work outside the Northern Way priorities that are important to Yorkshire and Humber (e.g. on urban and rural renaissance, economic inclusion, business support and the environmental economy). Annex 1 shows how the RES takes forward each Northern Way Workstream. The Northern Way city regions are covered both in Part 1 of this text and the Companion Document.

European Union Policy

2.28 The EU provides the policy framework in which national and regional policies are developed.

2.29 The Lisbon Strategy aims to create sustainable growth and jobs so that the EU can grow faster than its competitors. The RES reflects this at a regional level through the six Objectives which, combined, aim to make the region grow faster and better than its competitors. In March 2005, the Lisbon Strategy was simplified and relaunched, with three key objectives:

- Knowledge and innovation as engines for sustainable growth
- Making Europe a better place to work and invest
- Creating more and better jobs

2.30 European Structural Funds available to the region will be reduced post 2006 and aligned with the Lisbon Strategy. The impact of this reduction may hit South Yorkshire and the Voluntary and Community Sector particularly hard, and this will need to be carefully managed in partnership. This is the last round of structural funding the region can expect, and should therefore be used to build capacity in the region to access other EU funds for economic development, such as the Framework Programme for Research and Development. The RES is the Strategy that will guide economic development interventions in the future, including future structural funds from the EU. This EU funding will support the region’s economic priorities through the Investment Planning process.

The UK

2.31 The Strategy fully supports and is supported by key Government policies. It sums up how the region will contribute to crucial Government ‘PSA’ targets at a strategic level – i.e. the public service agreements and outcomes that Departments will deliver with their resources. The region is committed to working closely with Government in moving forward and in helping to shape national policy and deliver national policy in the region. We will work with Government, all the English regions and the devolved nations co-operatively and opportunistically whenever it makes sense to. For instance, the region will support national work on:

- Creating Sustainable Communities. This moves beyond just housing into action to revitalise neighbourhoods, strengthen local leadership, and increase regional prosperity to create places in which people want to live and work. Ensuring this quality of life in all the region’s key places and neighbourhoods will take place through work such as the housing ‘Pathfinders’ and affordability projects; urban and rural renaissance programmes; and the Northern Way. The National Academy for Sustainable Communities is located in Leeds and enjoys strong links to the region and the Northern Way.

- Securing the future through the UK Sustainable Development Strategy, following the guiding principles of living within environmental limits; ensuring a strong, healthy and just society; achieving a sustainable economy; promoting good governance; and using sound science responsibly. The key issues of climate change and energy, sustainable consumption, natural resources and sustainable communities are advanced in this Strategy through specific actions and cross cutting elements.

“The Northern Way offers a means for us collectively to address our shared priorities and establish the North of England as an area of exceptional opportunity. The Yorkshire and Humber RES will be fundamental to the delivery of this vision.”

VINCE TAYLOR,
DIRECTOR OF IMPLEMENTATION,
THE NORTHERN WAY
• **Devolved Decision Making** that will consider how regional economic performance can be improved by increasing the flexibility of regional and local institutions. The region supports proposals within the 2004 Pre Budget Report to establish regional transport funding allocations, and to supplement existing regional transport, economic development and housing funding allocations with guidance on long term planning assumptions. This will give the region a far stronger base on which to plan, will increase our influence on future Spending Reviews, and will enable decisions that better reflect regional priorities.

• Reducing the disparities in economic performance between regions in line with the *Realising our Potential* reports published by ODPM. The reports are based on the PSA target adopted by ODPM, the Treasury and the DTI to ‘make sustainable improvements in the economic performance of all of the English regions by 2008 and over the long term reduce the persistent gap in growth rates between the regions, demonstrating progress by 2006’. The Northern Way is a significant element of this.

• The **14-19 Education and Skills White Paper** on education and skills for young people. This will address the achievement and aspirations of all young people to ensure that they continue learning until at least 18. As an example, it will ensure that all young people have a sound grounding in the basics of English and maths and the skills they need for employment. Likewise, the region will support the White Paper on developing the skills required for business and work. This will put employers’ needs first in the design and delivery of training; support people in improving their quality of life by gaining skills and qualifications; and build the capacity of colleges and training providers to meet this demand.

• Ensuring that the right services are delivered in the right way to rural communities through Defra’s **Rural Strategy** and implementing the recommendations of the Haskin’s review on Modernising Rural Delivery. The region will also support Defra’s rural pathfinder – taking place in the Humber – to explore more joined-up and flexible approaches to delivery at a local level in rural areas and to provide good practice that may be applicable across England.

• Actions in the RES will support a much wider range of Government policy, such as the Digital Strategy. There is not space to cover all of these here. But the region will use Government strategy, policy and targets to inform regional delivery.
shaking off the theatres, hush and gesture, the glittering dance clubs, pulse-beat, the raw tribal shout of guitars,
Part Three:
How we will get there
Delivery Principles
Regional leadership

3.1. A wide spectrum of strategic bodies, businesses, interest groups and delivery agencies across all sectors and parts of the region will have roles to play in implementation. Three key regional agencies with specific responsibilities are:

- The Yorkshire and Humber Assembly (the region’s strategic partnership with members including the region’s twenty two local authorities and economic, environmental and social partners);

- The Government Office (who represent central Government in the region); and

- Yorkshire Forward (the regional development agency that provides leadership on economic development and has statutory responsibility to produce this Strategy with and on behalf of the region).

3.2 Other key partnership groupings will play an important role in leading on specific policy areas in line with Government and EU policy, notably Yorkshire Science – the Science and Innovation Council, the Regional Skills Partnership, the Regional Housing Board, European Strategy Board, the Learning and Skills Council and the Regional Transport Board.

3.3 This Strategy puts businesses and the citizen centre stage and seeks to address three previous weaknesses of these regional structures.

3.4 First, business needs to be better represented in the policy and decision-making process. Yorkshire Forward and its partners will communicate with around 20,000 businesses or more through newsletters, meetings, and representative organisations to gain business advice on policy development.

3.5 Second, the RES was wrongly seen as Yorkshire Forward’s – rather than the region’s – Strategy. Clearer overall leadership roles are identified for each Objective, as well as lead partners identified for each action. That is why when ‘we’ is used in this document it means the whole region, based on the myriad partners and sectors involved in its development and delivery, rather than any single agency such as Yorkshire Forward.

3.6 Third, in the absence of directly-elected regional government there is a lack of accountability. This Strategy seeks to recognise and strengthen the role of local government in helping to deliver economic growth. Yorkshire Forward will consult with partners to identify how it can become more open and link better to all democratically-elected politicians in the region. This will include the scrutiny of how the RES is delivered, by the Yorkshire and Humber Assembly. It will do so in partnership with other public agencies seeking to do the same.

3.7 Closing the loop between strategy, leadership and delivery is vital. The Strategy sets out lead responsibilities for every action. These focus on which body (or sometimes bodies) are responsible for co-ordinating and overseeing delivery. However lead agencies will not deliver priorities in isolation – rather the onus is on working in partnership with other key stakeholders to drive action.

3.8 More generally, this Strategy seeks to engage with and benefit citizens and businesses wherever relevant and possible. Good examples include involving businesses in the steering groups that run regional ‘clusters’ and other initiatives. People will be involved through taking part in the ‘Town Teams’ that guide urban and rural renaissance, a community led approach to regeneration, and through an emphasis on skills, education, culture and citizenship.

3.9 Systems will be devised to allow people to access the detail of the finalised RES and get in touch with the people or organisations leading the aspects they are interested in.

Local delivery through Investment Plans

3.10 The Yorkshire and Humber region is so diverse that a one-size-fits-all approach will not work. Delivery will differ according to local needs, in both rural and urban areas. We will deliver this Strategy through Investment Plans that reflect this diversity and maximise the impact of public sector funds on the delivery of the RES.

3.11 Five year Investment Plans have been produced by the sub-regional partnerships in North, South and West Yorkshire and the Humber. They set clear economic priorities based on robust analysis (strategic economic assessments) and commission specific projects to address those agreed priorities. The central purpose of the plans is to ensure the most effective use of public funds – taxpayer’s money – by ensuring close coordination of funding streams including Yorkshire Forward’s budget (the ‘single pot’), European Structural Funds and other key public sector funds. The onus will be on focusing resources on frontline delivery in communities and businesses. Sub-regional and local capacity and delivery vehicles will be reviewed (see section 4) to ensure they have the right capabilities and breadth of engagement across sectors to deliver this Strategy.
3.12 The first Investment Plans have been successful in identifying priorities for Yorkshire Forward’s single pot funding and – to a lesser extent – European Structural Funds, particularly in setting clear geographic priorities for economic development at a local level. The next set of Investment Plans for 2006 onwards need to deliver this new RES and will need to influence wider funding priorities, especially on transport and skills. Strong links will be developed with Local Area Agreements, particularly the new enterprise element, or local community plans in those areas without Local Area Agreements. Annex 4 shows how regional level policy connects with local area delivery through sub-regional Investment Plans.

3.13 This Strategy does not stipulate specific geographic locations for many of its Deliverables. This is because many of them could be applied across much of the region and the Investment Planning process allows partners to specify local priorities at a more detailed level. These decisions will continue to be guided by economic assessments that provide evidence on needs and opportunities and cover all of the RES Objectives and Deliverables. In some cases, locations have been specified in this Strategy. That is because in these instances they reflect firm commitments that are already in place (e.g. as part of Investment Plans or the Northern Way Business Plan) or areas where the activity is inherently spatial in nature (e.g. transport priorities). At all other times, Deliverables and actions should be taken as potentially covering the whole region – including rural and urban areas and all four sub-regions. Only in a small minority of cases is there a need for delivery through region-wide programmes where activities cannot be sensibly directed and delivered by local or sub-regional bodies.

3.14 Delivery will require investment by the full range of partners – public and private. Within the public sector, there will be a focus on contributions from the full range of agencies that have the potential to invest and which will gain benefits. This will maximise efficiency, co-ordination, and the scale of what can be achieved using limited resources. Joining up with and leveraging in private sector investment is just as important. Investment Plans will engage with businesses and encourage them to invest in delivery. Often – for instance in business clusters and urban renaissance programmes – initial public sector investment will be made with a view to generating private sector interest, confidence, and investment. In the long term, this will often dwarf the public resource that sparked a development. Investment Planning decisions on priorities and projects will include consideration of how wide partner investment goes.

3.15 During the summer of 2005 the Government asked the regions to respond to the consultation on regional funding allocations by January 2006. This is based on provisional allocations for housing, economic development and transport over the period 2005/06 – 2007/08 and long term planning assumptions beyond 2007/08. Significantly this does not include funding for adult skills development, which is a key contributor to regional economic performance. The LSC, Yorkshire Forward, HEFCE and Jobcentre Plus all have funds for skills development which need to be aligned to meet regional and local needs.

3.16 Regional budgets will give us a much better idea about the levels of funding coming into the region and where there are gaps. For this to work, we need to make sure we deliver joined up strategies at a regional level and have a joined up evidence base on which to make decisions about regional priorities. This Strategy and its Companion Document provide the evidence and strategic guide for decisions on economic priorities within the funding allocations exercise.

3.17 We expect the response from Government later in 2006 and will include full details of the allocations once they are confirmed. Engagement with partners will be important, and be linked to consideration of delivery arrangements (see Part 4).

Costing the RES

3.18 One of the key purposes of the RES is to shape and influence strategy for a wide range of activities relating to economic regeneration. To do this more effectively, we need to find out what scale of resources are influenced by the RES. We also need to get an idea of private sector investment in key areas. We are presenting estimates for five years, based on the best information we can get. Further detail on this can be found in the RES Companion Document and in Figure 5 below. The key findings of the work include:

3.19 In 2004/5, according to ONS/HM Treasury estimates, around £19bn of public expenditure (excluding benefit and transfer payments to citizens of the region and civil service running costs) occurred in Yorkshire and the Humber. An estimated £12.3bn of this supported or was linked to RES Objectives in some way. This equated to around £2,400 per head of population. The total amount of public investment linked to the RES in 2004/5 of around £12bn is equivalent to around 16.8% of the region’s estimated GVA. Public investment which is fully or significantly influenced by the RES is equivalent to around 4.2% of regional GVA.

* Note: all figures quoted in this report are in cash/current prices, that is to say they are not converted to a common price base. Annual figures therefore tend to rise by around 2-3% because of assumed inflation
No RES Objectives: £1.15 Billion (Fire, Civil Defence)

Total Public Sector Resources (2005-2010): £104.7 Billion

Spanning all RES Aims and Objectives: £0.09 Billion

Business ‘Aim’: £1.63 Billion

People ‘Aim’: £80.5 Billion

Environment ‘Aim’: £21.4 Billion

Degree of Influence of RES

RDA Budget and fully influential: £2.15 Billion

Significantly or partially influential: £23.98 Billion

Small or no influence*: £77.48 Billion

Total Private Sector Spend, 2005/6: £11.7 Billion

Housing: £2.9 Billion

Other Construction: £2.7 Billion

Transport Equipment: £1.1 Billion

Other Machinery and Equipment: £3.4 Billion

R&D: £0.4 Billion

IT: £0.88 Billion

Training: £0.46 Billion

*Low RES influence but spending that may indirectly benefit the RES (e.g. health care provision by NHS)
Given this, it has been estimated that roughly £104.7bn will be spent in the region through to 2010. £56.7bn of this, or 54.2% of all public expenditure, will be directly or indirectly affected by the RES (though £15.2bn will be only nominally influenced in reality). It is estimated that a total of £2.15bn (over the 5 years) will be fully influenced by the RES, whilst a further £23.98bn (22.9%) will be partially influenced by the RES. To put these figures in perspective, Yorkshire Forward itself has around £1.5bn of resources from the Single Pot over the 5 year period or just 1.4% of all public expenditure. This is just 5.7% of all expenditure fully, significantly or partially influenced by the RES.

In terms of activity in the region, £6.3 billion (or roughly 15.2%) is related to skills and education, whilst £11.98 billion (or 28.9%) is related to inclusion and community development. In addition, there will be an estimated £38.9bn of public expenditure related to health and law and order available in the region over the 5 year period. This is assumed not to be directly linked to the RES, but clearly there are opportunities to maximise the value of this investment, linking it into employment, supply chains, renaissance activity and skills development.

In addition, we estimate that in 2005/6 in the order of £11.7bn will be invested by the private sector on housing, other construction, plant and equipment, IT, R&D and transport equipment and training (all employers including the public sector) in the region. This figure is very similar to the level of public sector expenditure linked to the RES in 2005/6 (£12.3bn). It only reflects some areas of private investment, and the total businesses invest will be larger when other areas of spend that are harder to estimate and categorise are included. A key purpose of investing public resources will be to encourage aligned and additional private sector investment.

Values

What can you expect when you do business, visit, work or live in Yorkshire and Humber? The region’s people – including those in North and North East Lincolnshire as well as the historic county of Yorkshire – are our greatest asset and they possess a distinctive set of values. These are about perceptions of the region held by those elsewhere, as well as the traits Yorkshire and Humber people feel are prominent here. Some are shared across the North more widely, others are more particular to Yorkshire and Humber. Together they describe and influence how we do business in the region and give confidence to investors, visitors and employers about the region and its character:

Diverse – No one is the same and no place is the same in this region. The geographical diversity is demonstrated in its major cities; its large and small towns; its broad expanse of natural beauty; and its rugged and eye-catching coastline. Yorkshire and Humber is already a ‘league of nations’ with 70 different languages spoken and ethnic mix in our cities embracing people from all over the world.

Honest – When you do business in Yorkshire and Humber you know you will deal with trustworthy, honest and clear-minded people.

Hardworking – People in Yorkshire and Humber work hard and play hard – you can rely on a workforce that will get the job done. More people than ever are working right across the region.

Welcoming – Visitors to Yorkshire and Humber can be guaranteed a warm welcome. The region has a long tradition of welcoming immigrants, from the German settlers of the 19th Century to the Asian, Afro-Caribbean and Eastern European settlers of the 20th Century. We want the brightest and best entrepreneurs, teachers, doctors and servants to the community. We also want tourists from across the world to visit our great County and discover Yorkshire and Humber’s friendliness for themselves.

Inventive and Creative – Yorkshire was at the heart of the “Workshop of the World“ that started the Industrial Revolution with inventions like Bramah’s industrial press and we have produced great writers and artists from the Bronte sisters to David Hockney. We have a new generation of the best academics in the world in our universities, world-renowned entrepreneurs and creative and progressive thinkers amongst our leaders, be they industrial, academic, civic or political.

Proud and Ambitious – People identify strongly with Yorkshire and are fiercely proud of their heritage. This is almost unique amongst the English regions. Our challenge is to ignite a new spirit of ambition across every part of the region, starting in our schools, so that all people in Yorkshire and Humber have the opportunity to succeed.

These values and qualities build on the success of the ‘Alive with Opportunity!’ regional branding work in changing perceptions. They are rooted in time honoured Yorkshire and Humber traits and extend these into the positive values the region seeks to present to the world.
Objective 1:
More Businesses that last
3.25 Yorkshire and Humber needs more businesses to compete in the global market. Enterprise is a key driver of productivity and we need more start ups, higher survival rates, better business support and more investment in the region.

### 2000 - What we wanted

- First-ever Enterprise programme
- Better access to finance
- Move from bottom of UK enterprise league table

### 2005 - What we delivered

- 1,000 extra businesses
- Enterprise programme delivered, with thousands attending Enterprise Shows
- No longer at bottom of enterprise league table

### 2016 - What we will achieve

- Major boost to business formation and survival rates
- Move up UK enterprise league table

**Evidence and approach**

3.26 The region is some way short of the goal of doubling start up rates by 2010. Whilst business survival rates are the same as the UK average (two thirds survive three years), start up rates are notably lower – 32 business starts/yr per 1,000 adults compared to 39 in the UK, and lower still in deprived areas. This is a market failure and a real cause for concern in terms of there being real, if complex, barriers to potential entrepreneurs in the region that prevent them entering the market.

3.27 Yorkshire and Humber is second only to London in having more business owners under 35, but as elsewhere female entrepreneurship lags behind male. On balance, data on enterprise in BAME communities points to higher entrepreneurship levels – if not always in high value areas. The picture on new businesses and investment coming into the region is mixed. Foreign investment has fluctuated in the past five years, with a decrease in numbers of new businesses from abroad, and more focus on joint ventures and expansions. But the planned increase in public sector and NHS-led investment is a real opportunity – for instance, for businesses to win new contracts.

3.28 Reasons for low start up rates that stand out in Yorkshire and Humber include attitudes, culture and contacts. Surveys\(^\text{10}\) show as many people here see that there are start up opportunities, as nationally, but less know an entrepreneur, less feel they have the skills to start a business, and more fear failure than in the UK. Survival rates suggest that these fears are misplaced. People need to know more about enterprise, and even more fundamentally, we need to challenge any overly risk averse, ‘play safe’ culture and to boost self-belief from school onwards, especially in the areas where enterprise and aspiration are lowest. Areas of opportunity include building on enterprise levels amongst young people and BAME communities, and encouraging more women into business, where research shows that key life changes such as family commitments can be catalysts to self employment. Targeting groups at key life points is important. For instance, people who are considering their life and career futures, perhaps at key life points around their 30s and beyond, may be relatively warm to the idea of becoming self-employed given the right prompts and support. Equally, changing population structures – with more retired people with available time, expertise and often capital assets – point to opportunities to encourage older people to go into enterprise. A further factor in low enterprise levels is attracting more graduates, skilled people and investors – linked to regional image, culture and quality of place. Working as part of the North of England may present a broad offer more powerfully abroad.

3.29 There is scope to increase the numbers of social enterprises in the region - either to provide public sector services or to compete in the mainstream economy. These enterprises are engaged in a wide variety of activities and operate at a range of geographical scales, and are typically active in areas where the mainstream market is unable or unwilling to provide goods and services. This has significant knock-on benefits for creating a strong, sustainable and inclusive economy. The DTIs Social Enterprise Strategy ‘Scaling New Heights’ Draft Action Plan 2006-2008 (March 2006) identifies four key themes for encouraging growth in social enterprises by embedding social enterprise in the business mainstream; opening markets to social enterprise; encouraging new entrants to social enterprise; and confirming the value and credibility of social enterprise. Delivering these will require action from a range of bodies including central government, RDAs, and the business support network.

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\(^{10}\) Global Economic Monitor, 2004.
3.30 There is already good practice in the region. Evaluation suggests Enterprise Shows have become more effective each year in providing guidance to those thinking of starting a business and moving a fair proportion on towards actually doing so. In countries such as Ireland, Slovenia and Norway education for enterprise is often mainstreamed in schools. Similarly, Enterprise Week, held in 2005, attracted some 15,000 people to over 200 events across the region to raise awareness of enterprise amongst young people. Work with schools in the region could expand – linked to teaching methods that support enterprising attitudes and confidence, as well as to what is taught. There is scope to hit much harder in terms of encouraging and supporting adults who are thinking about starting a business to take the next step. Key opportunities include expanding and promoting Enterprise Shows and the provision of accessible and stimulating courses (e.g. adult education night classes) that enable people to find out more about starting and running a business and assist them to do so. There is existing work through Business Link operators to build on, and a need to expand and promote this far more widely, for instance using the adult education promotional materials that are widely distributed by colleges.

3.31 Research suggests that access to finance is perceived as a barrier by high numbers of potential business owners, and lower levels of capital wealth here may exacerbate that. Experience from the venture capital funds set up to address this suggest ‘investment readiness’ of business ideas is also a big issue. On business support, the evidence shows that new firms using business support grow faster and survive better than those that don’t. Equally, the message is clear that access to business support needs to be simplified and easy.

3.32 There are other possible target groups with potential to increase our stock of (growing) businesses, but which could easily be missed. One of these is the self-employed. Helping more sole traders that have the potential to compete outside the region to become growing businesses could increase GVA, employment, and create more new businesses. Transitions points in often small, established businesses such as changes in ownership, or handing on of family businesses can also be pivotal in determining whether they stagnate or die, or gain a new lease of life. This will often involve new managers or owners, some of whom will be running a business with little or no prior experience or management training. There will be benefit in researching how best to target and support this group - for instance through management skills development, advice or mentoring – and applying the results through the Better Deal for Business framework.
Based on this evidence, we will:

(A) Encourage More People to Start a Business

3.33 Culture change and education will be the start point for encouraging more people to go into business and self-employment. Action will cover know-how about starting a business, positive role models and experience of enterprise. But vitally, it will also focus on teaching methods across the curriculum, and out of school experiences that promote self-belief and instil confidence to take risks, aspiration and enterprising behaviour. Children and young people need to leave education having gained positive messages about their abilities and opportunities, and alive to the value of initiative and self-employment as a potentially viable option for the future. Culture shift and awareness raising is a long term approach and needs to have an impact from childhood to old age. This will include work to promote graduate entrepreneurship and continuation and expansion of Enterprise Shows, linked to promotion of ‘how to start a business’ short courses (see 2B). Programmes will learn from enterprising communities, and include initiatives to boost enterprise by women, older people, those at key life points and in deprived areas. Work on enterprise education in schools will support and connect to Northern Way delivery. Enterprise education will be reviewed, refreshed and co-ordinated to learn from and adopt good practice and strongly links to Objective 3 on skills, education and the culture of learning.

(B) Improve Support to Help New Businesses Start Up

3.34 Public sector business support will be improved under the Better Deal for Business framework so it will be joined-up and customer focused (see Objective 2). Effective and integrated provision for those starting a business will be fundamental. It will include strong promotion to those starting or thinking about a new venture – whether a business or social enterprise – to help them through the crucial first two years, get the business growing, and to keep them innovating and improving. Promotion of ‘Business Incubators’ will be considered in areas of proven market failure, and be based on good practice and evidence. Advice and encouragement to adults to help them start a business will be promoted more strongly, co-ordinated by Business Link operators and also using dissemination and teaching routes such as short FE courses and night classes to reach a wide audience. Work to identify areas of future potential for business growth will be identified and promoted, linked to Yorkshire Science and Better Deal for Business. Workforce skills will be part of this framework and include skills for enterprise. Further action will focus on helping more sole traders with the potential to compete outside the region to turn their operations into growing businesses. We will also take advantage of transition points in business as opportunities to maximise future growth and success – for instance by assisting new business owners/managers to enhance their management skills. Good access to finance will cover the whole range of needs – including small scale loans or ‘microfinance’, early stage finance including seedcorn and equity investment, and initiatives like ‘CONNECT’ to foster investment readiness.

(C) Increase, Retain and Embed Business Investment in the Region

3.35 The region will encourage inward investment by businesses, focused on the key clusters and sectors, the need for innovation and R&D, and quality employment. There will be emphasis on aftercare, reinvestment and linkages – including to regional supply chains, science and technology strengths, renaissance plans, and responsive training programmes that help investors source staff with the right skills locally. Public sector investment (see Objectives 3, 5 and 6) that supports the region’s offer to investors in terms of education, transport, housing, quality of place and a skilled workforce will also be important. We will promote the region’s image to attract investors and entrepreneurs and skilled people from the UK, and do the same abroad as part of the North of England to attract investors from markets such as the USA. This will build on business advantages, quality of place, and include work with broadcasters and programme makers to increase positive images on TV, film and radio.

3.36 Work to reduce business related crime will be led by the police, but also bring in other partners such as business organisations and local authorities through crime and disorder reduction partnerships. The focus will be on the types of crime that most influence business success and locational decisions. Because crime prevention is fundamental and ‘policing’ goes beyond the Police themselves, activity will include work to encourage businesses to take crime prevention measures – linked to advisory and support services for new and existing businesses. Where appropriate, the region will press the case for further investment in police resources in the region (especially in areas with low levels of enterprise and employment), which are below national average given the level of crime.11

11 Yorkshire Futures, Progress in the Region, 2005
### Objective 1: Action Table

<table>
<thead>
<tr>
<th>What and Why (Deliverables)</th>
<th>How (3 Year Action &amp; Focus)</th>
<th>Who (Lead)</th>
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<tbody>
<tr>
<td><strong>(A) ENCOURAGE MORE PEOPLE TO START A BUSINESS</strong>&lt;br&gt;(because a prosperous economy needs many successful businesses.&lt;br&gt;This region has fewer than average and needs to address a risk-averse culture)</td>
<td>i) Work with teacher training bodies to help teachers apply methods that foster self-belief and initiative  &lt;br&gt;ii) More ‘enterprise education’ in schools, with links between schools and colleges and businesses, and work through the Young People’s Enterprise Forum  &lt;br&gt;iii) Stronger promotion of enterprise to women, BAME communities, graduates, older people and those at key life points, and in deprived areas  &lt;br&gt;iv) Promote enterprise through targeted events and activities including extension of Enterprise Shows and accessible short courses on starting a business</td>
<td>YF, teacher training bodies, schools &amp; LEAs/colleges  &lt;br&gt;YF, Young People’s Enterprise Forum, Northern Way, LSC/FE, schools &amp; LEAs  &lt;br&gt;Business Link, YF  &lt;br&gt;YF, Business Link</td>
</tr>
<tr>
<td><strong>(B) IMPROVE SUPPORT TO HELP NEW BUSINESSES START UP</strong>&lt;br&gt;(we need to build on the Better Deal for Business framework to provide specialised support to help those wanting to start a business to do so and survive the tough first years)</td>
<td>i) Improve entrepreneurial skills for adults  &lt;br&gt;ii) Support specific needs of new social enterprises through mainstream business support  &lt;br&gt;iii) Improve business access to finance, working with banks and other financial institutions, Finance Yorkshire and Investment Funds  &lt;br&gt;iv) Help businesses to be ‘investment ready’ and make strong pitches to lenders and increase the uptake of venture capital and investment funds  &lt;br&gt;v) Assist more sole trader operations and businesses at transition points to grow</td>
<td>HE providers/ FE providers + LSC + YF  &lt;br&gt;YF / Business Link  &lt;br&gt;YF  &lt;br&gt;YF / Business Link  &lt;br&gt;Business Link</td>
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<td><strong>(C) INCREASE, RETAIN AND EMBED BUSINESS INVESTMENT IN THE REGION</strong>&lt;br&gt;(so we make the most of the opportunities for growth)</td>
<td>i) Attract, retain and embed Foreign Direct Investment in the region, focusing on investor development programmes and aftercare  &lt;br&gt;ii) Targeted training and employment initiatives to help new and growing businesses access local people with the right skills and aptitudes  &lt;br&gt;iii) Improve the profile and image of the region in the UK and abroad to attract entrepreneurs and investors  &lt;br&gt;iv) Tackle crime against business, especially in areas with a deficit of businesses</td>
<td>YF  &lt;br&gt;Jobcentre Plus + LSC  &lt;br&gt;YF  &lt;br&gt;Police and Crime and Disorder Reduction Partnerships</td>
</tr>
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Regional Leadership and Influence

• Yorkshire Forward’s Business-led Board will lead the enterprise agenda and oversee delivery, driving more efficient and effective use of public funds linked to what business customers need. They will take advice from businesses and their representative organisations (including the CBI, IOD, Chambers of Commerce, EEF, FSB).

• Progress towards RES Objectives will be subject to scrutiny activity by the Yorkshire and Humber Assembly.

Local Delivery

• In line with the Better Deal for Business framework, changes will be made to the business support framework. This will put businesses at the heart of publicly funded support services and deliver a demonstrable improvement in quality, consistency and accessibility. Business Link operators will be focused on informing businesses, identifying their needs and helping them to identify and acquire the most appropriate support. Delivery will be by the most appropriate private or public sector provider at the local level accessed by the business customer through a ‘no wrong door’ principle.

• A review of business support in 2006 will ensure the effective delivery of Better Deal for Business.

• Local authorities can deliver projects through economic development teams and will have an enhanced role in delivering the new Local Enterprise Growth Initiative through Local Area Agreements.

• Banks and other financial institutions need to and will play a key role in helping to support new and growing businesses, particularly during any economic downturn.

• Efficiencies will be sought to reduce the overheads associated with delivering this public investment.

Driving Up Quality

We will embed the cross cutting themes of Sustainable Development, Diversity, Leadership and Ambition to drive up the quality of projects and programmes. Setting up more businesses locally will grow the economy ‘from within’. Such companies with roots here are likely to become embedded. Building in environmental advice and good practice to assist new businesses and investors at the point of starting up will assist success. Diversity will be promoted by helping more women to set up businesses, learning from BAME communities who already have a strong culture of enterprise, and ensuring projects reach all groups.
Objective 2: Competitive Businesses
3.37 The region needs its existing businesses, which make up the vast majority of the economy, to grow and become even more successful. Strong and modern manufacturing and service sectors will be important, and innovation will be vital to the competitiveness of both in the global economy. Universities are a huge asset to the region and we need to utilise their knowledge base and transfer it to business. High level skills and expertise, and investment in R&D are crucial. There is a need to focus on business sectors and clusters that will have more impact on our economy’s future and where we can make a difference. Effective business support and trade are also key to success. Work on competitiveness will correct key market failures – for instance gaps in information and awareness that mean too many businesses do not fully recognise the value of innovation, implement best practice or fully exploit trade opportunities.

3.38 Businesses need to develop new products and services so they can compete in the global market. Innovation is about services as well as manufacturing and utilising good ideas and expertise wherever they come from. If science and innovation are going to drive the region’s economy, then more businesses need to invest in research and development, often working with universities, and independent research and technology organisations to develop new products and services. We also need to better exploit the potential for universities to develop their research into commercial products. Evidence suggests that levels of innovation within the region’s large enterprises are good, with innovation activity taking place in 70% of businesses; yet when looking at the region’s SMEs the figure is only 42% against a national average of 46%. This demonstrates the need to encourage SMEs to innovate to gain competitive advantage. Yorkshire and Humber has excellent universities, including the ‘White Rose Universities’, but not enough of their research is turned into commercial products and not enough of the region’s companies work with universities to develop their new products and services. Whilst levels are improving and we are amongst the best in the UK at spinning out business from universities, still only 1 in 16 of our businesses has good links with universities.

2000 - What we wanted

- Economic growth above EU average
- £55bn economy (1999)
- Put universities at heart of economic development
- 0.5% of regional GVA invested in R&D in 2000

2005 - What we delivered

- Strong economic growth above EU average
- Around £70bn economy
- 14 Centres of Industrial Collaboration set up
- 0.5% of regional GVA invested in R&D (2002)

2016 - What we will achieve

- Higher and more sustainable growth than major competitors
- Notable rise in productivity per worker
- 1% of GVA invested in R&D – doubling innovation investment

3.39 Higher level skills are essential for an innovative business. Universities in Yorkshire and Humber educate almost 29,000 students to first degree level every year and around 15,000 postgraduates and yet this does not follow through into employment of graduates. Giving students and graduates the opportunity to work in the regions’ businesses and seeing what each can offer the other will be beneficial to the economy. The region’s diverse FE sector is also a major strength and has benefit in educating students and connecting with business in areas where it can raise skills and transfer expertise.

3.40 The structure of the economy and forecasting points to the significance of business clusters and sectors to the region. This evidence, together with the consensus of the agencies involved, suggests overall clusters policy in the region should be based on five key factors:

- Selecting clusters that make a big long term difference to the region and its growth – taking into account their scale, sustainability and scope to improve productivity and employment outcomes;

- Choosing clusters that are distinctive to the region, fit the characteristics of a cluster, and have a significant presence across the majority of Yorkshire and Humber’s sub-regions;
• A focus on clusters where interventions will make a difference and on the most effective interventions;
• An integrated approach that works across the supply chain and spread of businesses and organisations involved and brings together all the elements that affect the cluster’s success;
• A development approach that first assesses a cluster, makes the key interventions required to catalyse change over a period of years, then works with the private sector and other partners to mainstream the actions taken without reliance on long term public support. This will allow focus on a limited number of clusters at one time and development agencies to focus on ‘the next’ key cluster or sector where action will catalyse long term success and private investment.

3.41 This approach points to the pivotal importance of Digital and Environmental Industries to the region in contributing to future growth, as well as developing other clusters (e.g. Advanced Engineering and Metals, and Food and Drink), that are of significant scale and which can make a difference in this region (see Companion Document analysis). Healthcare Technologies warrants focus for a number of years as although modest in scale, it has significant growth potential, positive social and sustainability benefits, and strong links to other clusters. Cross fertilisation between clusters is increasingly important, so clusters will not function in silos. For instance, the Advanced Engineering and Metals cluster produces medical appliances that also fit with Healthcare Technologies; and nearly all Bioscience firms operate in the Agri-food, Environmental and Healthcare Technologies fields. There will be a need to develop ‘forward strategies’ on a case by case basis for the continued success of particular clusters with key partners after major public sector interventions have been completed. Examples of options include mainstreaming work into private sector operation, focusing on areas of overlap with other clusters, or adopting a pan-regional instead of regional approach to deliver better co-ordination and economies of scale.

3.42 Specific sectors are also important to particular places, and to our place in the international economy. For instance, Tourism is important in York, the coast and North Yorkshire especially and can attract international visitors. Financial and Business Services is concentrated in the Leeds city region and provides essential services to much of the private sector. Other sectors are important but do not suffer from market failures requiring intervention. For example, although a good retail offer may be important to the

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12 tbr economics, Bioscience in Yorkshire and Humber: Cluster Analysis 2005
“In today’s global markets and knowledge economy, innovation is increasingly the key to competitiveness, high value performance, and sustainability. Innovation, not just in products but in processes and services too, and across both traditional sectors and new markets, and manufacturing as well as service industries.”

Richard Gregory, Chair, Yorkshire Science

3.43 Evidence also shows a number of good business practices are especially important in the long term. The UK performs less well in terms of good management than some key competitors (e.g. the USA and Germany) and this has been shown to adversely affect performance. Business success is highly influenced by the quality of leadership and management and has also benefited from good employee relations in recent years. These factors should be strengthened further, including getting more women into management and leadership positions. Companies that invest in their staff in terms of training, work-life balance and health can be more productive than those that don’t – particularly in a time of low unemployment where attracting and retaining staff is a major challenge. Encouraging environmental best practice reduces ‘externalities’ such as pollution that the market does not fully account for and can help firms raise productivity and win new markets. The region’s Environmental Technologies cluster will be key in driving technology developments and innovation in this area. Nationally, work by bodies such as AccountAbility shows correlation between company performance and ‘Corporate Social Responsibility’ (CSR) – including workforce development, community engagement and environmental management. Studies also point to below average regional performance on CSR and support the theory that doing better in this sphere tends to be positively linked to competitiveness. There is much potential for the health sector and businesses to work together to reduce sickness and absenteeism, for instance building on the Health and Safety Executive’s ‘Workplace Health Direct’ pilot, as well as with partners including the Employee Relations Forum.

3.44 Good practice in the region such as Science City York also provides a base to build on. As a joint venture between York City Council and York University it has provided in depth business and training support to pre-start and SME companies, many in key high tech clusters, and helped create 60 new technology companies and 2,600 new jobs. The region has also been addressing low innovation levels through the Centres of Industrial Collaboration launched to provide business friendly access to the region’s university research base. The Yorkshire and Humber Manufacturing Advisory Service has also been successful in encouraging product and process innovation.

3.45 Levels of export and trade in the region are relatively low. This is likely to relate to factors such as business culture and language skills rather than simply be a result of the products and services on offer. The CBI amongst others has signalled the importance of improving language skills in business that will assist trade with nations speaking major modern languages such as Spanish, Russian and Mandarin. There are other opportunities based on procurement – especially by public agencies – and reports such as by the New Economics Foundation have highlighted opportunities for enlightened purchasing policies to make a real difference to economic regeneration. Encouraging businesses to collaborate to be able to win large contracts they could not otherwise compete for will also free up entry to the market and boost competition.

Based on this evidence, we will:

(A) Foster Innovation to Develop New Markets and Products – Including Good Links between Business and Higher Education Institutions

3.46 Yorkshire and Humber has a strong university sector with excellence in key areas of research and science essential to grow the region’s economy. Continuing the focus on knowledge and technology transfer and collaboration between Higher Education Institutions (HEIs) and business will be a priority. This is especially the case for businesses working in the fields of manufacturing and technology who need to exploit the science base and ensure their products keep up to speed with the latest developments. York’s Science City status is a great opportunity to showcase R&D and what HE and business can do together, and other universities have similar strengths to draw on. The Science and Innovation Framework to be produced by Yorkshire Science in consultation with other partners will have a key role. There will be merit in using other areas of expertise beyond the science base to benefit the region too. For instance, practically applying HE expertise in regeneration, design, management or marketing. The region has a strong and diverse FE sector, including around 40 colleges, with valuable links to business that we will utilise and extend.

3.47 Innovation is not always about high technology solutions and collaboration with HE can be complemented by internal activity. Good companies encourage their own staff to suggest ideas about how to do things better and often have their own research and development capacities. Whatever route it is achieved through, the prime focus for innovation is on raising competitiveness through
quality and added value. This applies to manufacturing in terms of better products, as well as to services, for example through improved business processes and customer care. Innovation to maximise efficiency also has a role, for example in reducing waste and use of energy and natural resources. Innovation is not just about actions under this Deliverable. It is integrated into other actions in the RES, for instance on clusters, best practice in business, skills, enterprise, and ICT.

(B) Grow Business and Employment in Knowledge Based Regional Clusters

3.48 The initial focus on 5 clusters (Digital Industries, Advanced Engineering and Metals, Chemicals, Bioscience, Food and Drink) was supplemented by two new clusters in 2004 – Healthcare Technologies and Environmental Technologies. In line with the approach set out in Para 3.39, the driver for cluster policy is to focus on a modest number of sectors – typically around five at any one time – that are most important to regional growth and employment and to make interventions that will lead to sustainable improvements in their performance. Following from this, the set of priority clusters will change over time as the required actions are implemented and mainstreamed into business practice. Public sector support for two of the clusters where key interventions are in place or planned will be tapered down once key interventions have been made to allow the lead to pass to industry itself and forward strategies to be implemented. For Chemicals, the long term forward strategy is based on integration as part of the Northern Way rather than a regional action plan. For Bioscience, it is based on maintaining support for relevant businesses in the Food and Drink, Healthcare and Environmental Technologies clusters.

3.49 All clusters will be genuinely regional and knowledge based and join up with other interventions in particular places (e.g. the same district or sub-region). The approach will continue to be based on collaboration on skills, innovation and research and development, investment, sites and premises, supply chains and sustainable development. We will be clear about outcomes for each cluster to ensure levels of employment and productivity benefit in the medium-long term compared to if no interventions took place and monitor performance against these (see also indicators section of Companion Document). Universities and their expertise will be fully hooked into clusters, along with joint work across the North where relevant. The Food and Drink cluster will include links to agriculture and work to promote sustainable food and farming, including local and organic produce.

(C) Boost Key Sectors of Regional Significance

3.50 We will focus on very specific opportunities facing particular sectors. This will be based on potential in the key sectors of Tourism, Financial & Business Services, Logistics and Construction. For instance, Financial & Business Services are very important to, not only the Leeds city region, but also the region in general and we expect this sector to continue to grow. This is essential for the economic progress of the region but needs to be treated differently from the approach the region has taken on clusters. Targeted interventions will be made to support the logistics industry. Tourism cuts across much of the RES. Activity will be focused on delivering a widely owned plan for tourism (the ‘strategic framework’) that brings together strategic priorities, evidence, actions and delivery. Strategic priorities for tourism include quality, sustainability, good intelligence and innovation. A far sighted approach will be adopted that takes account of how issues like climate change will affect tourism. Joint action in the North will target specified overseas tourism markets. This will be supplemented by regional work targeting domestic markets. Other Objectives also cover and mainstream action on tourism – for instance on skills, renaissance, marketing and the environments and assets that attract tourists. Relevant links will be made across boundaries – such as with Manchester on Financial Services, and the North, East Midlands and London on tourism.
(D) Improve Business Support to Support Growth and Cut Red Tape

3.51 The business support infrastructure needs to be able to provide support and advice to companies that are in key clusters and sectors. We are committed to putting the customer at the heart of the region’s business support network, by implementing the Better Deal for Business framework to help businesses raise productivity, cut costs and train people with the rights skills. Through the Better Deal for Business framework, more specialist providers will be brought into the business support network. Good connections will be made between information support available to businesses from public libraries and that from Business Link operators to maximise benefit and accessibility of information to customers – whether new or existing businesses. Links with HE are crucial for cluster and high growth companies. We need to make sure that businesses and HE can benefit from each other. HE services need to be included as part of the business support infrastructure. Public sector bodies can further set a good example in cutting red tape by ensuring their processes that regulate or engage with businesses and communities are simple and streamlined. Business support structures and operation will be kept under review with a view to maximising their efficiency and value to customers. The region will work with government on simplifying business support services. This will be a key tool in driving up the quality, effectiveness and penetration of business support as well as making sure that public sector business support gets to the heart of business needs.

(E) Apply Best Practice for Business Success and to Help Recruit and Retain Good Staff

3.52 A good business does more than maximise its bottom line. This is increasingly important to recruiting and retaining the best staff, especially at a time of high employment. Encouraging investment in the workforce, leadership, management, and environmental management will be a strong focus for this Strategy. The quality of management often makes or breaks a business – so researching effective management practice and promoting it will be fundamental. There is best practice in businesses in the region to build on and firms will be assisted to share expertise and learn from the best. This will include work that
assists businesses to innovate, and to hire and retain good staff by promoting good employment practice – for instance continuing good employee relations and improving health in the workplace to assist productivity. ‘Corporate Social Responsibility’ will be an umbrella for much of this work, bringing together good business practice in the marketplace, the workplace, the community and the environment. It will include doing more to help businesses utilise the untapped resource of women and BAME communities who are underrepresented in senior positions. Activity to help businesses reduce reliance on fossil fuels through resource efficiency will be linked to mainstream business support and national programmes.

(F) Help Businesses to Win and Expand Markets Through Supply Chains, Trade and Procurement

3.53 We will expand projects such as ‘Virtual Enterprise Networks’ that help SMEs to club together to win large contracts. We will also work with key organisations – including businesses, Yorkshire Forward, local authorities and the NHS – on procurement policy to maximise the legitimate opportunities for businesses and social enterprises in the region to win contracts from others here and maximise the employment and business benefits that result. This will include a strong focus on key clusters and sectors, for example looking at supply chains for food and medical equipment. We will also learn from and apply good practice on local supply chains and networks, such as in BAME communities and local ‘Meet the Buyer’ type projects. Connections will be made between procurement that supports regional supply chains and employment and environmental aims. For instance, firms in the region may be well placed to compete when procurement specifications, say in local authority, police or NHS contracts, seek use of local materials or employment benefits. The same factors will also tend to benefit the environment and congestion by reducing travel. Promotion of higher levels of trade and export in line with the region’s Strategic Framework for Trade will continue to have an important role, and will be assisted by improved language and intercultural skills in business.
## Objective 2: Action Table

<table>
<thead>
<tr>
<th>What and Why (<em>Deliverables</em>)</th>
<th>How (<em>3 Year Action &amp; Focus</em>)</th>
<th>Who (<em>Lead</em>)</th>
</tr>
</thead>
</table>
| **(A) FOSTER INNOVATION TO DEVELOP NEW MARKETS AND PRODUCTS – INCLUDING GOOD LINKS BETWEEN BUSINESS AND HE INSTITUTIONS** (*because businesses need to innovate to succeed. Despite having good R&D in HE, we need to boost low R&D investment by businesses and Government*) | i) Assist businesses to develop new/better products – through the network of business and innovation support, including Yorkshire and Humber Manufacturing Advisory Service  
ii) Better exploit the region’s science and research base in business, including through using Centres of Industrial Collaboration  
iii) Promote knowledge and technology transfer and international strategic alliances in research and development; including through university networks and the Northern Way  
iv) Enhance investment, growth and quality in the region’s research and science base – including universities and the Science City of York  
v) Help businesses to continually innovate, to improve products and services, and cut waste through resource productivity | YF/HE |
| **(B) GROW BUSINESS AND EMPLOYMENT IN KNOWLEDGE BASED REGIONAL CLUSTERS** (*because there needs to be focus on key interventions in the clusters/sectors that will impact most on the region’s economic future*) | i) Implement action plans for knowledge based regional clusters, and review clusters on a rolling basis based on:  
• Digital Industries – expand to widen creative industries coverage and continue  
• Food and Drink – continue to develop with stronger links to agriculture  
• Advanced Engineering and Metals - continue to develop  
• Chemicals – regional interventions over 3 years and Forward Strategy linked to Northern Way delivery  
• Bioscience – regional interventions over 3 years and Forward Strategy based on integration into other relevant clusters  
• Environmental Technologies – develop new cluster and continue  
• Healthcare Technologies – develop new cluster and continue  
i) Incorporate employment, inclusion and environmental resource efficiency goals into all key clusters | YF |
| **(C) BOOST KEY SECTORS OF REGIONAL SIGNIFICANCE** (*as there are concentrations of businesses in sectors including tourism which are important to city or sub-regions, are not regional clusters, but where specific interventions will boost performance*) | i) Focus on specific needs of key sectors:  
• Financial and Business Services – to raise profile and growth, especially in the Leeds city region  
• Construction – address skills needs and gain more benefit from local jobs, contracts and sustainable construction;  
• Logistics – with focus on efficiency and excellence, primarily in Hull & the Humber Ports, Doncaster and Wakefield  
i) Deliver the Strategic Framework for the Visitor Economy and its focus on visitor spend, quality, sustainability and innovation  
ii) Campaign to attract tourists from abroad, as part of a North of England initiative, focused on Europe and USA markets | YF  
Yorkshire Tourist Board  
England’s North Country (+ YF) |
### Objective 2: Action Table (continued)

<table>
<thead>
<tr>
<th>What and Why (Deliverables)</th>
<th>How (3 Year Action &amp; Focus</th>
<th>Who (Lead)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(D) IMPROVE BUSINESS SUPPORT TO SUPPORT GROWTH and CUT RED TAPE</strong> (because Better Deal for Business will respond to the need for simple and accessible business support, including to navigate the maze of red tape which affects businesses)</td>
<td>i) Use the Better Deal for Business framework to improve the clarity and customer focus of business support, backed by specialist support for innovative/high growth companies in clusters and key sectors</td>
<td>YF, Business Link, LSC</td>
</tr>
<tr>
<td></td>
<td>ii) Bring universities into the Better Deal for Business framework for both R&amp;D and higher level skills</td>
<td>YF</td>
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<tr>
<td></td>
<td>iii) Support initiatives to cut the impact of red tape on business, including intelligence and influence on future EU legislation</td>
<td>YF, ESB and Y&amp;H Brussels office</td>
</tr>
<tr>
<td><strong>(E) APPLY BEST PRACTICE FOR BUSINESS SUCCESS AND TO RECRUIT/RETAIN GOOD STAFF</strong> (because good leadership and management, and healthy, motivated staff, boost business success, and we can better use the talents of women and BME groups in business)</td>
<td>i) Develop a programme of business leadership training and promote best practice management techniques</td>
<td>YF, private sector bodies, Northern Way</td>
</tr>
<tr>
<td></td>
<td>ii) Promote healthy and safe workplaces to boost productivity</td>
<td>Department of Health RPHG, NHS, HSE, Private Sector, Business Link, ACAS</td>
</tr>
<tr>
<td></td>
<td>iii) Promote Corporate Social Responsibility – including equality/diversity and environmental good practice</td>
<td>BITC/ACAS</td>
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<tr>
<td></td>
<td>iv) Promote good practice in employee relations</td>
<td>Employee Relations Forum</td>
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<tr>
<td><strong>(F) HELP BUSINESSES TO WIN AND EXPAND MARKETS THROUGH SUPPLY CHAINS, TRADE AND PROCUREMENT</strong> (because there is scope to strengthen regional supply chains, building on success of ‘VEN’ programmes, and to boost levels of trade and export which are too low)</td>
<td>i) Develop regional supply chain initiatives and ‘Virtual Enterprise Networks’ that provide business and employment opportunities in the region</td>
<td>YF</td>
</tr>
<tr>
<td></td>
<td>ii) Develop NHS, local authority and other public sector procurement policies to enhance local business opportunity</td>
<td>NHS, local authorities and other public bodies</td>
</tr>
<tr>
<td></td>
<td>iii) Promote more international trade and exporting</td>
<td>UKTI, YF</td>
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<tr>
<td></td>
<td>iv) Seize opportunities provided through e-business and good use of ICT and broadband</td>
<td>YF</td>
</tr>
<tr>
<td></td>
<td>v) Make the most of universities as businesses that trade globally and attract overseas students and investment</td>
<td>Universities/HE</td>
</tr>
</tbody>
</table>
Costed Delivery – Resources and Responsibilities  
Objective 2: Competitive Businesses (£1.3 Billion)

Regional Leadership and Influence

• Yorkshire Science will advise Yorkshire Forward and the universities on how to foster innovation to develop new markets and products, including building strong links between business, higher education and science.

• Yorkshire Forward’s business-led Board will lead on the business support agenda and Yorkshire Science will lead in raising innovation levels. Both will take advice from businesses and their representative organisations.

• Progress towards RES Objectives will be subject to scrutiny activity by the Yorkshire and Humber Assembly.

Local Delivery

• On innovation, universities and other higher education providers including further education colleges will lead, seeking greater levels of collaboration with business.

• In line with the Better Deal for Business framework, changes will be made to the business support framework. This will put businesses at the heart of publicly funded support services and deliver a demonstrable improvement in quality, consistency and accessibility. Business Link operators will be focused on informing businesses, identifying their needs and helping them to identify and acquire the most appropriate support. Delivery will be by the most appropriate private or public sector provider at the local level accessed by the business customer through a ‘no wrong door’ principle.

• A review of business support in 2006 will ensure the effective delivery of Better Deal for Business.

• The financial and professional services sector will play a vital role in advising business clients about what help is available.

• Efficiencies will be sought to reduce the overheads associated with delivering this public investment.

Driving Up Quality

We will embed the cross cutting themes of Sustainable Development, Diversity, Leadership and Ambition to drive up the quality of projects and programmes. This will mean nurturing the ambitions of businesses to grow and succeed, and to hunt down and apply best management and business practice to do so. This will include leadership skills and good employment practice, sound environmental management (including a real focus on low carbon, energy and resource efficient business activity), and making the most of all parts of the community – including women and BAME groups whose talents could often be better tapped.
Objective 3: Skilled People - benefiting business
3.54 The people of Yorkshire and Humber have a unique reputation and they give the region its character. The future prosperity of the region and productivity improvements depend on the skills and aspirations of its people. People with a ‘can do will do’ attitude to life are vital if we are to have a world class economy. We also need the right skills to meet the demands of modern employers. We need to know what will be needed in the future so we can respond rapidly to the skills needs of employers, and perhaps most importantly we need to increase the skills of our people so they can take full advantage of economic opportunities. This Objective covers all aspects of skills from raising aspirations and achievements for individuals to meeting employer needs and helping individuals to fulfil their potential. It addresses market failure in terms of ensuring individuals and businesses fully appreciate the value of skills and learning, and how education and training can better meet the needs of the region’s economy.

### Evidence and approach

3.55 There have been absolute improvements in education and skills at all levels across the region. The region’s schools are delivering significant improvements in the number of young people reaching level 2 (5 GCSEs at A* to C or equivalent). However, even despite recent improvements, notably in Hull and the five districts of North East Lincolnshire, Bradford, Barnsley, Hull and Doncaster all had fewer than 41% of pupils obtaining 5 or more GCSEs at grades A*-C against an England average of over 53%. Whilst every child matters, only around 2,375 extra pupils gaining 5 or more GCSEs at grades A*-C would bring all these districts up to national average, and in the process this would close more than 75% of the gap between attainment rates in the region and England. The number of young people not in employment, education or training has fallen, but it is still too high as it is in excess of 10% of the region’s 16-18 year olds. However, the number of adults with few or no qualifications has fallen and the proportion of adults who do not hold a qualification at level 2 is falling faster than in any other English region. This success is mirrored in the number of adults gaining Skills for Life certificates in numeracy, literacy or the English language.

3.56 Comparing results at age 11 with GCSE results, it is clear that there is room for further improvement in the performance of our young people – and this gets more pronounced by GCSE level. Success rates vary widely across the region and across different groups and by gender and ethnicity. The reasons for this are complex. Motivation to learn and peer pressures play a large role, especially for boys. Plans to reform the curriculum for 14–19 year olds and other developments such as the better co-ordination of public funding through Local Area Agreements will help in closing these gaps. We must raise the status of work-related learning so that more young people are motivated to stay in education and training throughout their teenage years. And we must continue to raise aspirations so that more young people experience higher education in their teens and twenties. In some pilot schemes teaching learning techniques to 11-12 year olds appears to be having a positive impact on subsequent performance.

3.57 Among adults of working age, over a third of the region’s population have few or no qualifications, despite rapid improvements recorded in recent years. Adults with no formal qualifications are much less likely to be in work than adults who have qualifications. Gaining a level 2 qualification is a vital springboard to gaining further skills, knowledge and qualifications. Finding people with the right basic skills is especially important when employers are recruiting. Employers tell us that people in work need better technical skills such as management, marketing and customer service.

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**2000 - What we wanted**

- Improve educational performance at all levels
- Improve workforce skills from basic to graduate level
- More people to have the skills business needs

**2005 - What we delivered**

- Overall improvement in GCSE attainment in 2005 with some areas improving quite dramatically (e.g. City of Hull) but the region is still near the foot of the table
- Higher numbers graduating from Yorkshire universities and colleges
- People of working age improved their qualification levels

**2016 - What we will achieve**

- Many more young people staying in education or training until age of 19
- Transformed curriculum and educational performance for young people up to age 19 – closing the gap with national average on GCSE attainment and beyond
- Big increase in the numbers of people with basic skills and above, with ‘Level 2+’ as the norm
- More graduates in the region
- The economy’s skills needs met by improved links between supply and demand and less work without training

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15 In 1994-2001, the rate of reduction was 3.26% per year. In 2001-2004, the rate of reduction doubled, to 7.6% per year. (Source: ODPM)
16 Yorkshire Futures, Progress in the Region, 2004
3.58 A change in culture is needed to help young people not in education or training to see the value of becoming so. This will include approaches that interest disaffected young people in learning by engaging with their motivations and providing work related training. Getting more people qualified to the equivalent of five good GCSEs by the age of 16 will help colleges of further education and other providers focus on progressing to the next academic or vocational level.

3.59 There is a need to promote key transferable skills such as leadership, communication, team working and problem solving. This is just as important for new entrants to the labour market as it is for people already in work. We also need to encourage more people to take qualifications in subjects that will support the future demands of the labour market – for instance in ICT, science, technology, engineering, maths and major modern languages. Having the right teaching and training capacity will be important to do all of these things.

3.60 The region has strong and diverse HE and FE sectors, which together are a major asset, not least in terms of being ‘large businesses’ that educate hundreds of thousands of students every year. Colleges and universities have a significant role in using their expertise to support businesses, and the latter especially have the potential to host large scale facilities and build international relationships.

3.61 A survey of graduates of the 2001 year from Yorkshire and Humber universities showed that 43% thought that fewer graduate jobs were available in the region, securing employment being a key motivating factor for staying in the region upon graduation. If innovation, knowledge and science are to drive the economy then we need more of these graduates to stay, live and work in the region, and for others to be attracted to move here. The combination of employers that demand these skills and attractive places to live will help to increase the proportion of graduates in the region. Knowledge Transfer Partnerships (KTP) fund company improvement projects undertaken by new graduates, usually over two years. Over half of KTP graduates accept job offers from businesses involved in the scheme – with benefits for graduate retention.
3.62 Around 27% of undergraduates who come from outside the region stay here. Expanding university provision will be likely to benefit our skills base and economic performance. Key locations where provision could be improved include the Humber South Bank and parts of South Yorkshire and North Yorkshire that are distant from Yorkshire’s main university campuses.

3.63 Sector Skills Councils are developing clear statements – Sector Skills Agreements – describing the skills needed by employers and the economy. We will use these, with locally-collected information and intelligence, to shape programmes offered by learning providers of all types to meet the future needs of the regional economy.

3.64 Better supply of skills has to be matched by increased and better-informed demand. In the Framework for Regional Employment and Skills Action, we recognised the need to create a culture in which education, learning and skills are highly valued by individuals and businesses. We carried this over into the Regional Economic Strategy. More recently, the Regional Skills Partnership (RSP) reaffirmed that this remains a priority but changing culture and attitudes takes time. So we will maintain our commitment to creating a new enthusiasm for learning – a belief and understanding that a job for life is a thing of the past and that personal success depends on a willingness to adapt and develop over time. This evolution needs to involve many partners from education and training providers to individuals, trade unions and employers.

3.65 The Yorkshire and Humber region has led the way in creating a network of brokers working with employers in key clusters and sectors to support them in the identification of training needs and in accessing suitable learning provision. The success of the brokers is due to the creditability of the broker with businesses and other employers, through demonstrating their understanding of business needs and identifying the future skills needs for the workforce. Brokerage is central to delivering Train to Gain, a service for employers to support them in identifying the training needed to support their business and in sourcing the provision to meet those needs. LSC funding will provide support for those people without the equivalent of 5 good GCSEs and for some sectors to improve intermediate and technical skills but there is a need for even stronger alliance between key spending agencies and to support these improvements in matching supply and demand in skills. Brokers and skills support will be mainstreamed into business support regionally and nationally.

3.66 Learning and skills are not an end in themselves either for individuals or their employers. For individuals, they are a way of improving employability and prospects, both in the immediate future and in the longer term. For employers, they are about meeting business goals – increased productivity, improved customer satisfaction and bottom-line profits. The RSP will play a key role in driving forward the skills agenda placing learning and skills in a wider context. For individuals, that context is “A Better Deal for People”, which aims to help adults find out about learning, skills and careers, and to take part in learning throughout their working lives. For employers, the region has developed “A Better Deal for Business”, which ensures that business and skills support services are better connected, so that businesses get the support they need from the right provider.

3.67 Against this background the RSP will be reviewing their priorities to ensure the region is best placed to deliver the Governments 14-19 and Skills Strategy White Paper and will:

(A) Create a New Enthusiasm for Learning and Increase Attainment

3.68 Creating a demand for learning at the same time as improving information, advice, guidance, provision and progression routes will help people to fulfil their potential whether that is at work, or in other aspects of their lives.

3.69 The 14-19 year old agenda is especially important. It includes both academic and vocational skills and spans provision within and beyond schools and colleges. Early years learning will also have a major influence on skills at this stage and beyond. The curriculum and teaching methods must be capable of sparking the enthusiasm of all young people, so that they are motivated to stay in learning for longer and to choose options which improve their chances of good jobs and careers. We need to show how their learning connects with adult life, whatever their aspirations or in the community. We need to promote generic skills such as teamwork, initiative, problem solving and the ability to innovate, to meet the needs of a dynamic, knowledge-based economy.

3.70 Learning does not and cannot stop at the age of 19. We will continue to promote a culture in which education, learning and skills are highly valued by individuals and businesses alike. This will be supported by the regional framework, “A Better Deal for People” and by imaginative strategies to help adults return to learning after a long gap.
3.71 We must ensure that young people and adults alike have access to relevant, up-to-date information about learning and careers at a sector and regional level. This needs to be delivered by professional intermediaries such as careers advisors and Jobcentre Plus Personal Advisors and directly by employers and their employees. We will make it easier for growing numbers of people to learn from the knowledge and experience of others, for example through the imaginative use of ICT. We will seek to ensure that diversity and gender differences are addressed so that everyone has the opportunity to fulfil their potential.

(B) Improve Basic Skills and Skills for Everyday Work

3.72 Literacy and numeracy skills provide the skills and knowledge which will enable individuals to progress. People without qualifications are more likely to be unemployed. For young people the 14-19 Strategy will help drive up achievement. We will also reach out to adults and their employers through Train to Gain and the work of union learning representatives in order to maintain the progress made since 2001.

3.73 Education is key to providing the region’s young people and adults with basic skills for life and English skills for speakers of other languages. We need to make it easier for people to understand what they need, how and where to get advice and how and where to get the training they need. E-learning, ICT and language skills are of increasing importance. Library internet access and services can support the goal of improving ICT skills and providing access to all communities regardless of whether they have a home computer.

(C) Improve Skills for Technicians, Crafts People and Managers

3.74 These skills are of real importance to the economy and to individuals. They include skills like those needed by a laboratory technician, crafts person, or a supervisor or trainer, as well as qualifications like GCSEs, ’A’ levels and management qualifications. These skills make a big difference to people’s life chances and employment opportunities. Through improved information, advice and guidance, the Better Deal for People and the Better Deal for Business framework, we must make it clear to people how to improve their skills and ensure routes to higher education are accessible. Work will include action to promote qualifications and careers in key areas to ‘non traditional entrants’ – for instance, encouraging more women into technology or crafts based careers. This will also help more people to access good jobs (see Objective 4) by tackling limiting stereotypes about who should do what type of work.

(D) Improve the Skills of People already in Work and the Potential Workforce

3.75 There is unequivocal evidence that people with no qualifications are more likely to be unemployed than those with a qualification at level 2 or above. Public funds for adult learning will be strongly focused on helping people achieve first level 2 and Skills for Life qualifications as a platform for future development and success as they play an equally important part in helping people to get on. This is in line with the Government’s PSA targets to improve the basic skills levels of adults.

3.76 We will reach out to adults and their employers, including through Train to Gain and the work of union learning representatives, to maintain the progress made since 2001. A partnership approach including employers, trade unions and employees will help to make work a better experience and help people achieve more.

3.77 Sector Skills Agreements, regional intelligence about skills needs, and the “Skills for Business” network have a key role to play in identifying future skills requirements. The Regional Skills Partnership will use this information as the basis for setting priorities and concerted regional action. The RSP has adopted the construction industry and health and social care as early priorities, and will apply this early experience to the development of regional plans for other key parts of the economy as appropriate including growth areas in the priority clusters and key sectors identified in this Strategy (see Objective 2).

3.78 As job specific skills and generic skills like communication and teamwork are often developed within the business environment, formal and informal learning within businesses themselves has a role in supplementing external training and learning. Capturing this learning – on business balance sheets and for the people who gain skills employers want but not formal qualifications – would have value in encouraging and rewarding skills development. The region will explore means of doing this.

3.79 Flexible, responsive and high quality provision will be essential. The FE sector/colleges, and other providers, including learndirect, will be capable of engaging with businesses and adapting to meet changing employer needs. Providers must have a wider appreciation of the needs of their business customers, and be able to make sure employers think about learning as a way to improve their skills and productivity. We will use the regional framework, “A Better Deal for Business”, to make it easier for businesses to access business and skills support through the principle of “no wrong door”.

“It is encouraging to see that the region is using the network of Sector Skills Councils to ensure that the RES is influenced by the skills needs that employers in sectors are reporting as necessary to be more productive and compete better regionally, nationally and globally in the future.”

AMANDA RYALLS, HEAD OF REGIONAL PARTNERSHIPS, SECTOR SKILLS DEVELOPMENT AGENCY
(E) Improve Higher Level Skills to Capture the Potential of People with Degrees

3.80 An innovative and competitive economy needs a highly skilled workforce. Progression opportunities need to be available from academic and vocational routes as people with first degrees and higher qualifications are an asset to the region’s businesses and employers. The region will continue to make sure that as many people with degrees as possible consider living and working here either as employees, or as owners and managers of their own businesses. This will link strongly to our emphasis on quality places to live and work. The region will look to close strategic gaps in higher education provision, such as in the Humber South Bank, Scarborough and parts of South Yorkshire (see Companion Document for related analysis).

3.81 Employers have consistently made the point that they need better management and leadership skills which help foster innovation within the region. This region will deliver a programme designed to meet these needs across sectors, delivered in the way most appropriate for employers. The region will expand placement schemes such as Knowledge Transfer Partnerships (KTPs), joined up with similar action across the North. These will support businesses to better access knowledge from universities and colleges.

(F) Use Research and Evidence on Skills Needs and Business Demand to Guide Action

3.82 Accurate, up to date and reliable research and intelligence on what is happening in the world of work is vital to ensure that we spend our money well. Yorkshire Futures, the Regional Intelligence Network, will work with partners to ensure efficient and effective co-ordination of such information. Equality and diversity measures are important to ensure Yorkshire and Humber is an inclusive region and will be mainstreamed into the monitoring of the RES covering this Objective alongside all the others.
### Objective 3: Action Table

<table>
<thead>
<tr>
<th>What and Why (Deliverables)</th>
<th>How (3 Year Action &amp; Focus)</th>
<th>Who (Lead)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(A) CREATE A NEW ENTHUSIASM FOR LEARNING AND INCREASE ATTAINMENT</strong></td>
<td>i) Promote the benefits of learning to children, parents and employers</td>
<td>Local Authorities, Connexions, Education-Business Link Organisations, LSC/ Skills for Business network</td>
</tr>
<tr>
<td><em>(because low GCSE attainment has a big knock-on impact on the economy, and children's learning performance in much of the region falls between key stages 2 and 4. Work is needed to raise aspirations across diverse groups, improve progression routes and apply practice that motivates reluctant learners)</em></td>
<td>ii) Apply best practice in teaching that motivates children to learn and perform well beyond primary school</td>
<td>Local Authorities, DfES + teacher training bodies and schools</td>
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<td></td>
<td>iii) Improve educational and training provision to raise the number of young people gaining qualifications</td>
<td>Local Authorities/LSC</td>
</tr>
<tr>
<td></td>
<td>iv) Increase take-up of subjects linked to economic success – including ICT, Maths, Science, Technology and major modern languages</td>
<td>Local Authorities/ LSC /YF</td>
</tr>
<tr>
<td></td>
<td>v) Reduce the number of young people not in education, employment or training, and improve progression routes into/between all levels of learning</td>
<td>Connexions/ LSC/ Local Authorities</td>
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<tr>
<td></td>
<td>vi) Make information on job/learning opportunities better integrated and easier to access and understand</td>
<td>LSC + Jobcentre Plus + Connexions</td>
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<tr>
<td><strong>(B) IMPROVE BASIC SKILLS AND SKILLS FOR EMPLOYABILITY and EVERYDAY WORK</strong></td>
<td>i) Develop basic skills including ESOL, vocational and core employability skills</td>
<td>LSC/LEAs/ Skills for Business network /FE</td>
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<td><em>(so more people have the basic and employability skills that help them to meet business needs and secure good jobs)</em></td>
<td>ii) Encourage the take up of level 2 qualifications</td>
<td>LSC/FE</td>
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<td></td>
<td>iii) Deliver regional Digital and ICT Action Plan</td>
<td>YF/LSC</td>
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<td><strong>(C) IMPROVE SKILLS FOR TECHNICIANS, CRAFTS PEOPLE AND MANAGERS TO ENSURE APPROPRIATE SKILLS FOR EMPLOYABILITY AND SUITABLE CAREER PROGRESSION ROUTES</strong></td>
<td>i) Identify and address priority areas of business where skills shortages are affecting productivity</td>
<td>Skills for Business network /LSC</td>
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<td><em>(as evidence shows that ‘level 3’ skills make a real difference to people’s lives and their employers)</em></td>
<td>ii) Make the most of apprenticeships and pilot adult apprenticeships in health and social care, construction and engineering</td>
<td>LSC/Sector Skills Councils</td>
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<tr>
<td>What and Why (Deliverables)</td>
<td>How (3 Year Action &amp; Focus)</td>
<td>Who (Lead)</td>
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<td>(D) IMPROVE THE SKILLS OF PEOPLE ALREADY IN WORK AND THE POTENTIAL WORKFORCE (to help people and businesses achieve more and to better match the type of training provided to the skills that businesses need)</td>
<td>i) Deliver Train to Gain using the brokerage model within the Better Deal for Business framework</td>
<td>LSC</td>
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<td></td>
<td>ii) Improve the quality, flexibility and responsiveness of education and training providers</td>
<td>Skills for Business network/LSC/HE/FE</td>
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<td></td>
<td>iii) Meet the needs of employers and individuals in growth businesses</td>
<td>YF/LSC/Skills for Business network</td>
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<td>iv) Work with business, employers and unions to increase employer resources invested in workplace training</td>
<td>LSC/FE/Skills for Business network /TUC</td>
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<td>(E) IMPROVE HIGHER LEVEL SKILLS TO CAPTURE THE POTENTIAL OF PEOPLE WITH DEGREES (the most productive economies have the highest levels of skills and knowledge. The region needs to raise the number of people with degrees to meet the demands of a competitive economy)</td>
<td>i) Foster excellence in management and leadership skills across the North, through for example, the Leadership Academy</td>
<td>Business Link/Northern Way/LSC/Skills for Business network</td>
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<td></td>
<td>ii) Expand Knowledge Transfer Partnerships that encourage SMEs to recruit graduates and apply their skills</td>
<td>HE/ Northern Way</td>
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<td>iii) Develop a programme to retain more graduates in the region</td>
<td>HE/YF</td>
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<td></td>
<td>iv) Expand HE provision, including Foundation Degrees, and presence in areas such as the Humber South Bank, Doncaster, Barnsley and Scarborough</td>
<td>HE/FE</td>
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<tr>
<td>(F) USE EVIDENCE ON SKILLS AND ECONOMIC NEEDS TO GUIDE ACTION (to ensure learning and skills resources are invested where they will make most difference)</td>
<td>i) Establish a common regional approach to collect and disseminate intelligence</td>
<td>Yorkshire Futures/LSC/Skills for Business network/Sub Regional Partnerships</td>
</tr>
</tbody>
</table>
**Regional Leadership and Influence**

- The Regional Skills Partnership will lead on skills policy, taking advice from businesses and their representative organisations. The region will seek greater influence over decision-making in this policy area.

- The RSP has a role in influencing education provision to enhance its long term economic benefit.

- Yorkshire Forward will lead on the strategic direction of skills for employment to boost competitiveness.

- The Learning and Skills Council in partnership with Further Education Colleges and training providers will lead on improving workforce skills.

- Universities will lead on improving graduate retention, extending HE provision and Knowledge Transfer and maximising benefit from ‘HEIF’ and other research funding.

- A review of business support in 2006 will ensure the effective delivery of Better Deal for Business.

**Local Delivery**

- On education, local government in partnership with schools, will lead on delivering improved performance.

- Yorkshire Forward will work with partners to promote efficiency gains associated with delivering this public investment.

- FE Colleges will have a key role in educating students and in linking with businesses in relevant areas.

- Universities have a key role in educating students, leading and disseminating research, and transferring expertise to support business.

**Driving Up Quality**

*We will embed the cross cutting themes of Sustainable Development, Diversity, Leadership and Ambition.* This will mean ensuring interventions meet the needs of people across age, gender, disability and ethnic groups, and making them accessible across the region. A range of equality and diversity impact measures will support this. We will address specific challenges people face in achieving their potential and raising their skill levels. We will progress education and skills that support future needs such as sustainable development and renaissance and put a learning, aspirational culture at the heart of our approach.
Objective 4: Connecting People to Good Jobs
3.83 Connecting people to opportunity so they can make the most of life is the focus of this Objective. It is about making sure people are not cut off from job opportunities through incapacity, lack of skills, barriers like lack of affordable childcare, or not being able to get to work because there is no public transport – for instance in deprived and rural areas.

### Evidence and approach

3.84 The Yorkshire and Humber economy is performing well overall, with unemployment at a historic low. So the timing is right to look at the quality as well as the amount of employment available – with benefits for employees and employers. But we need to make sure that we address the ‘two speed economy’. Wealthy areas with full employment still sit side by side with others that are run down and have a mass of interrelated problems like poor housing and health, low skills, drug abuse, run down environments and low aspirations. Successful solutions join up these issues and engage communities in doing so. Tackling this issue is important to the region’s quality of life and economy as more than three times as many people here live in the most deprived 10% of communities nationally than in the least deprived 10%[1]. This points to a failure of the market to deliver outcomes society seeks in terms of inclusion and making the best of all its people and resources. Deprivation is focused in the urban areas, notably in South Yorkshire, Hull, and much of West Yorkshire, as well as in pockets in some rural and coastal areas.

3.85 Whilst unemployment is very low, the proportion actually in employment is lower than the national average, with increasing numbers of people on incapacity benefit. Assisting those people that can work back into training or a job is a key challenge to improve growth and people’s lives. This issue is tightly linked to health, culture, skills and aspirations as well as the available jobs, and to active labour market policies applied nationally. Issues such as attitudes to disability and work are relevant, including ensuring that deaf and disabled people who want to work are not prevented from doing so by inappropriate assumptions or workplaces. Led by evidence, the region will seek to reach groups that have concentrations of workless people, potentially including particular locations (whether urban or rural) particular BAME communities, age groups, or other groups such as refugees.

3.86 The Government’s analysis shows that there is a danger in some areas of vicious circles that breed a culture of worklessness and low expectation that can pass on to future generations. Employment rates are lowest in South Yorkshire and the cities of Bradford and Hull. Worklessness pilots proposed through the Northern Way target these areas. Other approaches that have been successful as gateways to work include ‘youth build projects’, for housing and using sports, culture, volunteering and working with people’s motivations as a route into the labour market and fulfilling work. One example of the strong link between health, learning and work is Eastern Cheshire Primary Care Trust’s award winning ‘Learning on Prescription’ project. This offers patients visiting their GP with health problems such as depression or chronic illness (that limit social inclusion and work) a learning programme. It has had success in improving patients’ health as well as skills and acting as a stepping stone into meaningful work. A significant proportion of those on incapacity benefit face mental health challenges, and projects to help people into work will need to respond to this. Assisting other ‘economically inactive’ groups, such as home carers and early retirees into work is not without challenges, and to active labour market policies applied nationally. Issues such as attitudes to disability and work are relevant, including ensuring that deaf and disabled people who want to work are not prevented from doing so by inappropriate assumptions or workplaces. Led by evidence, the region will seek to reach groups that have concentrations of workless people, potentially including particular locations (whether urban or rural) particular BAME communities, age groups, or other groups such as refugees.

### 2000 - What we wanted

- 150,000 new jobs by 2010
- People in deprived areas into jobs as a route out of poverty and poor health
- Far fewer deprived areas

### 2005 - What we delivered

- On course to meet jobs target – over 94,000 since 2000
- Unemployment at 30 year low but the number out of work on incapacity benefit a key issue
- Improvement in many deprived areas, but not enough to close gap to national average

### 2016 - What we will achieve

- Goal of full employment in sight
- Good progress on reducing deprivation, moving over 50 areas out of the most deprived 10% in England

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[1] Index of Multiple Deprivation, 2004
3.89 Analysis of how organisations drive ‘inclusion’ in the region points to some major shortcomings in leadership. There is no clear strategic responsibility to lead thinking on this issue and to guide the delivery capacity that exists at the local level. Strategic and local level responses are needed to combat this, with all relevant organisations ‘bending’ more of their spending to assist the most deprived areas in joining up and improving every aspect of their performance. This should be based on the content of relevant regeneration plans or local area agreements for areas in the most deprived 10% in the region.

3.90 Based on this evidence, we will deliver a range of actions that together comprise a co-ordinated package to get people into work and improve the fortunes of the most disadvantaged individuals and communities. This will be fully joined up with actions across the rest of the Strategy to deliver more and better jobs through business creation and growth and conditions that will attract new enterprise.

We will:

A) Devise and Deliver a Regional Inclusion Framework

3.91 The Yorkshire and Humber Assembly, working with the Association of Local Authorities will be invited to develop and implement a Regional Inclusion Framework as early as realistically possible within 2006, with wide support and consultation, including with GOYH, sub-regional partnerships, local agencies, the voluntary and community sector and Yorkshire Forward. Having taken stock of regional inclusion issues and developed a shared understanding of the inclusion agenda within the region, the Framework should clearly address issues of leadership, responsibility and resources, particularly given reductions in European funding in the region and the end of Single Regeneration Budget (SRB) programmes. Looking at how best to co-ordinate and prioritise future action, sustain best practice projects and a strong voluntary and community sector will be a key task. The Framework should make strong, integrated links to other regional and local plans and strategies, including this one, as much of the task is about bringing together wide ranging agencies and actions focused on benefiting the most deprived local areas. It will include consideration of the value of relationships and networks in communities – ‘social capital’ in the jargon –and how this can be built and exploited.
B) Develop Programmes and Projects to Tackle Worklessness and Get More People into Jobs

3.92 Defining a ‘good job’ precisely is difficult as it encompasses many factors and varies from person to person and firm to firm. Aside from important but subjective factors like fulfilling work, helping the environment and developing individual potential, there is a consensus that the quality of jobs is generally associated with levels of skills and income so both these factors will be monitored. For some, simply getting any job will be the first step to getting a better job.

3.93 The Regional Inclusion Framework will inform a range of approaches that will help people to get and stay in jobs – and wherever possible good jobs – and reduce the numbers not in work. This will complement active labour market policies that operate nationally through DWP and Jobcentre Plus. Key areas include preventing people going onto incapacity benefit in the first place, as well as helping people off it. This means tackling root causes such as workplace health and aspirations, as well as continuing the Task Force approach that has been successful in managing economic shocks and closures and helping the people affected to take up new jobs and avoid stress related health impacts. It includes taking forward ‘worklessness pilots’ within targeted parts of each of the three city regions as part of the Northern Way and utilising opportunities to get people into training and work through tapping into local circumstances and people’s motivations – for instance interest in working in culture, sport, or the environment. In Bradford, the worklessness pilot will fully link with and support the ‘Fair City’ initiative there that works with BAME communities especially. Health – prominently including mental health – will be central to much of this work, including for example building links between GPs and Jobcentre Plus to encourage people back into work and education. Volunteering is also a route into economic activity which has value as a contribution to society and as a route into paid work for some people.

C) Use Local Area Agreements to target Resources and Improve Performance in the Most Deprived Areas

3.94 Local Area Agreements will link the whole array of issues and agencies that can improve inclusion, the economy and quality of life in the most deprived areas and fully engage businesses in making these programmes work – for instance in boosting enterprise and employment. This will assist in maintaining and taking forward work from Neighbourhood Renewal Programmes where relevant, and to making the most of the Government’s new ‘Local Enterprise Growth Initiative’ (LEGI). A sensitive and flexible approach is needed to setting boundaries to base them around real communities with the biggest needs rather than administrative boundary lines on maps. Local ownership by the community is vital, as is integration with regional work – such as the Better Deal for Business Framework.

D) Utilise the Voluntary Sector to Reach Local People and Improve Service Delivery

3.95 The value of the voluntary and community sector to the region is clear. Research by the University of Hull (2004) estimates the sector to employ between 3-4% of the regional workforce and contribute 4% to regional GDP. It provides a valuable route to employment for many people, including those traditionally excluded from the labour market, and gives many communities a voice. It also provides innovative ways of delivering goods and services at a local level – often in deprived areas where the mainstream market is unable or unwilling to operate. The region has a number of examples of where voluntary and community groups that have successfully moved away from grant dependency, supported by Development Trusts, to become successful social enterprises – the Manor and Castle Development Trust, Royds Community Association and Netherthorpe and Upperthorpe Community Alliance to name a few. There will be those that either remain in the voluntary and community sector entirely or that exist on a balance of grant and income generation. Given the end of SRB and reductions in levels of European funding, Investment Plans will provide a key vehicle for sub-regions to support important local ‘anchor’ voluntary and community organisations.

E) Improve Childcare and Remove Barriers that Prevent People Accessing Work

3.96 Actions will address reasons why people do not take available jobs. These include making sure that wherever possible new jobs are located in areas that are accessible by transport, including public transport, as well as by bicycle in flatter areas. Childcare is also vital. Action to help parents back into employment includes aspects like improving awareness, provision and uptake of childcare options and incentives, benefits, tax credits and schemes. Encouraging affordable ‘wrap around’ childcare schemes and awareness of childcare issues with employers is also needed. Action will support ‘Every Child Matters’ – including the 10 Year National Strategy for Childcare.
### Objective 4: Action Table

<table>
<thead>
<tr>
<th>What and Why (Deliverables)</th>
<th>How (3 Year Action &amp; Focus)</th>
<th>Who (Lead)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A) DEVISe and Deliver a Regional Inclusion Framework</strong> (social and economic well being go together, so there is a need for strategic direction, and clear leadership and actions)</td>
<td>i) Produce a Regional Inclusion Framework in 2006 to identify priority localities to focus on an overall approach plus clear resources and responsibilities</td>
<td>YHA, ALA, GOYH, YF</td>
</tr>
</tbody>
</table>
| **B) DEVELOP PROGRAMMES AND PROJECTS TO TACKLE WORKLESSNESS AND GET MORE PEOPLE INTO GOOD JOBS** (because worklessness is too high and innovative approaches are needed to help people into work in target areas – including strong links to health and skills) | i) Deliver projects to get people off benefit and into work, including in Hull, Bradford and South Yorkshire  
ii) Use task forces to manage impact of major closures; and work with health, voluntary and private sectors to reduce numbers going onto incapacity benefit  
iii) Mainstream employability initiatives in the NHS, targeting areas of deprivation  
iv) Use health based, volunteering, cultural, environmental and 'youthbuild' type projects to provide positive routes into employment  
v) Link young people and local sports teams to assist skills, inclusion, regeneration and health | Jobcentre Plus, Jobcentre Plus and business/ unions/NHS and DWP partners, NHS, Voluntary and community sector, Sport England (with local authorities and sports teams) |
| **C) USE LOCAL AREA AGREEMENTS TO TARGET RESOURCES TO IMPROVE PERFORMANCE IN THE MOST DEPRIVED AREAS** (because joined up responses are needed that direct most money to where it is most needed) | i) Local Area Agreements to bring organisations together and say what will be done, by who, and when for the 10% most deprived areas.  
ii) Spend more money than average per head in the target areas to improve service delivery and performance - including on education, skills, health, housing, economy, childcare, and crime.  
iii) Complete delivery of European Objective 1, 2 and 3 programmes | Local authorities/LSPs, GOYH to promote spend by local authorities, YF; LSC, etc., GOYH/O1 |
| **D) UTILISE THE VOLUNTARY SECTOR TO REACH LOCAL PEOPLE AND IMPROVE SERVICE DELIVERY** (because at its best, the voluntary sector is innovative, efficient and close to communities) | i) Utilise and build the capacity of the voluntary sector and social enterprises to deliver appropriate mainstream services  
ii) Support successful development trusts or similar anchor bodies in local communities that give them a voice and route to improving their areas | Voluntary and community sector and local authorities, YF, Development Trusts, local authorities |
| **E) IMPROVE CHILDCARE AND REMOVE BARRIERS THAT PREVENT PEOPLE ACCESSING WORK** (because evidence shows mobility and lack of affordable childcare can both be barriers to entering the labour market) | i) Improve awareness, provision and uptake of childcare options and incentives  
ii) Encourage location of new jobs in places where communities can easily access them without a car  
iii) Apply innovative approaches in rural and deprived areas to connect people to opportunity, focusing on transport and access to work or training and ICT solutions  
iv) Assist employers to ensure people have equal employment and advancement chances regardless of background (e.g. race, gender, age, deafness and disability) | Children and Young People Strategic Partnerships, YHA, YF, local authorities, Local authorities + YHA, Business Link, Employee Relations Forum |
Costed Delivery – Resources and Responsibilities
Objective 4: Connecting People to Good Jobs (£50.9 Billion)

Regional Leadership and Influence

• The Yorkshire and Humber Assembly/Association of Local Authorities will lead on driving inclusion policy, focusing particularly on issues such as a positive future for the voluntary and community sector following reduced levels of European funding from 2006 onwards.

• RES topics will be subject to scrutiny activity by the Yorkshire and Humber Assembly.

• The main tasks for influence will be utilising economic opportunities from liaison with the NHS and working as part of the Northern Way to maximise ways in which DWP policies and priorities help people into work.

Local Delivery

• Local authorities will lead in ensuring we connect the most deprived people and communities to jobs. This fits with the development of Local Area Agreements through Local Strategic Partnerships that bring together action to improve health and education and reduce crime.

• Jobcentre Plus will work in partnership with business and the unions to reduce the local impact of major job losses and get people off benefits into work.

• Efficiencies will be sought to reduce the overheads associated with delivering this public investment.

Driving Up Quality

We will embed the cross cutting themes of Sustainable Development, Diversity, Leadership and Ambition to drive up the quality of projects and programmes. The approach will focus on linking the economy and people's lives. We will utilise cultural and environmental routes into work and adopt an integrated approach to regeneration. We will help the jobless and those in deprived areas to get into work and enjoy improved quality of life – including a relatively high proportion of people in BAME communities.

Aspiration and culture is central. The Objective is all about generating pride, confidence and opportunities for people and communities, and involving them in improving their own lives and areas – not having regeneration ‘done to them.’
Objective 5:
Transport, Infrastructure and Environment
3.97 Transport affects business success, quality of life and the environment. It is a critical issue for the region. This Strategy covers transport as it impacts on the economy. It joins up with the Regional Transport Strategy, the role of Local Transport Plans and the Northern Way. Influence on national transport priorities and investment are crucial. Transport is strongly linked to all the other Objectives of this Strategy as it supports business development, access to jobs and services, and the development of towns, cities and rural communities. All the transport proposals in this Strategy are the product of making hard choices between the many transport improvements the region seeks. Its focused set of priorities are wholly realistic and distinguish between what is possible in the short and long term. This Objective also covers how the economy links with housing and planning, and how utilising environmental assets and reducing greenhouse gas emissions supports success. It encapsulates the delivery of the region’s Climate Change Action Plan to create a low carbon economy.

### Evidence and approach

3.98 The region has some advantages in terms of transport. These include more affordable and well used public transport in the biggest urban areas than in most regions, shorter rush hours than in London, and some infrastructure improvements such as completed or committed improvements to the A1(M), M62 and M1. However, transport, access and connectivity in the region are not good enough to support the economy and our aspirations for it. Traffic growth and congestion are increasing, with people travelling further and a lower proportion of journeys made by public transport. The region has two of the most congested stretches of motorway in the UK – on the M62 between Huddersfield and Leeds, and on the M1. Surveys show rail services between our cities and those elsewhere in the North are far slower than those to London, or between similar cities in other advanced European nations. Only a small percentage of people who need to fly make use of the region’s airports. Meanwhile, despite some welcome commitments, transport investment in the region is relatively low – in 2004/05 it was £224 per head – only 75% of the national average. Three year averages of transport investment show the same trend. This creates problems as inadequacies in a largely public good (transport infrastructure) are undermining the efficient operation of markets – including how far companies trade with others, movement of goods, and the size and functioning of labour markets.

### 2000 - What we wanted

- Only region to set greenhouse gas reduction targets supporting Kyoto protocol on climate change
- Decouple economic growth and pollution
- Transform broadband
- Improve on transport priorities

### 2005 - What we delivered

- Significant greenhouse gas emission reductions achieved as a result of specific investments but work still required to meet regional targets
- Some success in decoupling growth and pollution and more progress required
- Extra trains from Leeds to London but major problems persist on rail network
- Broadband coverage transformed

### 2016 - What we will achieve

- Leading edge region in reducing greenhouse gas emissions and decoupling growth and pollution
- Real terms increases in transport investment against key priorities leading to successful outcomes
- Unlimited speed broadband available to all

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This requires a focus on attracting more journeys to public transport and using land use planning and demand management to reduce congestion.

3.100 Evidence shows that ‘soft measures’ such as workplace and school travel plans, travel awareness campaigns to promote alternatives to the car, car sharing and teleworking can have a notable impact. Small reductions or increases in car journeys can have a disproportionately great impact in adding to or reducing congestion. It is suggested that these soft measures could reduce peak period urban traffic by 21%, if introduced ‘intensively’, or by 5% if introduced on a more modest scale – so long as other measures offset potential extra demand created by the lure of less congested roads19.

3.101 All three city region development programmes (CRDPs) have placed strong emphasis on transport and proposed schemes such as better public transport in the city regions, Transpennine rail and road links, better access to the Humber Ports, better rail links between Leeds and Sheffield, and improved access to airports. Consultation here put improved transport at the top of the priority list, especially for businesses. Transport affects their ability to get goods to market, to make trade links in the UK or abroad, and to get employees to work. Despite good proximity between many of Yorkshire’s main towns and cities and potential for excellent connectivity, there is not enough fast, reliable capacity on trains, buses and trams. Expanded labour markets have been shown to raise productivity, and faster rail links with greater capacity could help to make commuting between Leeds, Sheffield and Manchester city regions realistic for many more people.

3.102 Access to airports is also important to a modern economy. Expanding services at Leeds/Bradford and Robin Hood airports especially will assist this and prevent many long car journeys being made to airports further away. Public transport to both airports (as well as to Humberside Airport) needs vast improvement. Access to the Humber ports is also restricted and studies show modest improvements could make a big difference. Given the large scale of the transport schemes proposed in CRDPs, prioritisation is important to secure progress and focus on the key outcomes that are deliverable in the short and long term.

19 DfT, Smarter Choices: Changing the Way We Travel, 2004
3.103 Transport is a major – and growing contributor – to greenhouse gas emissions, and produces other pollutants that affect health. Road transport emissions are predicted to be 38% higher in 2010 than 1990. Trends in congestion and oil prices mean the cost of transport is likely to rise in the long term. The implication is that we should not rely too heavily on long car and lorry journeys. The wisest approach is to prioritise public transport improvements, to locate new development in places that are readily accessible by good public transport, and to sensitively manage growing demand for car travel on key routes.

3.104 Broadband provision is a key infrastructure consideration. It provides the raw base upon which the region’s ICT structures are built, driving an estimated 80% of labour productivity improvements since 1995. 500kb basic broadband provision is currently available in all of the region, including isolated rural communities (through wireless and satellite provision). Uniquely in the North, the vast majority of broadband infrastructure in Yorkshire and the Humber has been provided without any need for regional public sector intervention, with few areas of true market failure. Where the public sector has needed to act, projects have been modest in scale and contained to specific areas of market failure.

3.105 The next stage for regional broadband will be the need for provision of next generation high speed internet access. With speeds of anywhere up to 50mbs (100 times the speed of current broadband lines) enabled by technologies such as local loop area connections and fibre networks, the region could take advantage of better, faster and more productive ICT solutions for business and home life. This includes facilities like on-demand television and real time remote learning. The region will want to secure these improvements. Doing so will involve stimulating demand, competition and good content that people and businesses will really benefit from. It will address other key infrastructure alongside telecommunications – including water, transport and energy. Issues include resilience, security and environmental sustainability.

3.106 Climate change is a reality, and one which economic activity has a major impact on. The Chief Scientific Advisor has said that “Global warming due to increased greenhouse gas emissions poses the most severe problem for governments today”. If unchecked, forecasts suggest global temperature rises of 1.4-5.8 degrees Celsius between 1990 and 2100 – a big issue for this region which has the second highest vulnerability to flood risk after London. Nationally the Government’s goal is to reduce emissions by 60% by 2050 with real progress by 2020. This will have notable impacts on regions. Climate change means that we have a responsibility – and a business opportunity – to promote a sustainable approach. The scale of the issue means we will incorporate action to address it across the Deliverables of this Strategy and the projects that support them. Work to make the region less reliant on fossil fuels – promoting a ‘low carbon economy’ (making the region less reliant on fossil fuels) - will be the norm not the exception. Measures will also be taken to adapt to other climate change impacts such as increased pressure on the region’s water resources. Sound environmental management is a hallmark of world class businesses. Action to promote renewable energy, utilise attractive environments, and to help firms use less energy and resources will improve energy security, competitiveness and open up new market opportunities. On average, businesses can save 10–20% of utility costs through simple energy management and low cost measures.

3.107 More widely, the heritage and many outstanding areas of countryside and coastline in our region – including more land in national parks than anywhere else in England – mean Yorkshire and Humber’s natural and built environment is a huge asset. One that, if carefully managed and enhanced, will attract tourists, businesses and employees. Insisting on high design and energy standards in new buildings will pay dividends in the long term through reducing running costs and creating a more attractive region.

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20 Quote from Sir David King. Science, vol 303, issue 5655 175-177
Based on this evidence, we will:

A) Ensure Government Commitment to the Region’s Long Term Transport Priorities

3.108 This Strategy supports the Regional Transport Strategy (RTS) and the Freight Strategy. Further joint work to finalise integrated priorities in the RES and the RTS will proceed and the relevant agencies will fully participate in regional and northern bodies (the ‘Transport Compact’) to decide on desired outcomes, the schemes that best deliver them, and to put the case for long term investment to Government. Based on current evidence, regional and northern needs, the four priorities set out focus on large scale schemes that will generate major economic benefit and fit wider social, health and environmental goals. They will co-ordinate with private sector investment and provision, make best use of existing infrastructure and improve it. Better North-South links to London and the North East and more capacity on faster and more reliable Transpennine rail services between Leeds, Manchester and Sheffield will better link the North’s major city regions. Improving capacity on the M62 will not happen quickly, and extra lanes would become clogged without measures to manage demand, such as road pricing or a joint car share/bus lane. We will discuss with Government how including such measures can bring forward improvements to the M62 and create new revenue streams to support other transport investment in the region. We will also work with the Government more widely on demand management issues and proposals and high speed rail links. Quality bus frameworks and services in city regions are also vital as is light rail in the Leeds and Sheffield city regions. There are other important transport schemes in the region outside these priorities, such as innovative and integrated schemes to improve access to rural and coastal areas. The RSS and Local Transport Plans will consider these.

B) Deliver Initial Transport Schemes of Economic Priority

3.109 The region will implement a handful of fairly small scale transport schemes that will bring serious economic benefit from modest investment – such as tackling specific rail bottlenecks that restrict freight access to the Humber ports. These have emerged through consultation and feasibility work and link to the Northern Way. The region will invest in these in the next three years within available funding. There will be focus on innovative action, such as on ‘soft measures’ including ICT solutions that help people to avoid the need to travel by car and new ways of working with private sector partners. This includes working with the private sector, for instance train and bus operating companies and ports and airports operators, to assemble investment packages or joint venture arrangements and implement ‘early win’ priority schemes (see table). Encouragement of walking and cycling solutions at the local level will also help to reduce congestion, assist urban quality and safety, and promote health. Air services are important for the region but are an increasing contributor to climate change. Proposals on airports focus on public transport access to airports which assists environmental and economic goals. Access improvements will be prioritised according to the numbers using the airports and regional importance. The Region will consider how it can work with the aviation industry to reduce emissions and environmental impacts.

C) Ensure Effective Energy, Utilities and Broadband Investment

3.110 There is significant private sector utilities and infrastructure in the region that is often not fully co-ordinated with public sector investments in the same places. The region will make the most of and join up private sector utilities and infrastructure development to renaissance programmes – including broadband, water and energy infrastructure. This will include work that enhances ‘energy security’ and utilises ‘embedded energy’, including solutions based on more localised generation, storage and distribution. As a major producer of energy for the nation, regional agencies will work with the energy industry here to ensure its long term success is twinned with action to bolster energy security, efficiency and to reduce greenhouse gas emissions – for instance more renewable energy and higher rates of biomass co-firing in power stations. The region is relatively vulnerable to rises in oil prices so encouraging radically more efficient use of transport and energy and alternatives such as renewable energy are a vital part of this Strategy. It is committed to targets to reduce greenhouse gas emissions by 20-25% by 2016 and will fully play its part in delivering the region’s Climate Change Action Plan and the Government’s aspiration to cut them by 60% by 2050. The opportunities of new generation broadband provision, spearheaded by the private sector and work to raise demand, are huge. Recent studies suggest that access to high speed internet could lead to the creation of 4,490 new jobs and £45.2 million additional GDP in South Yorkshire alone within three years.
D) Protect, Enhance and Utilise the Environment and Natural Resources

3.111 This region is committed to being at the leading edge of action to reduce greenhouse gas emissions, and to do so at the same time as improving the productivity of businesses. As energy prices rise, businesses that use less energy and natural resources will have a competitive advantage. This region will take firm and imaginative action to encourage use of renewable energy and ‘resource productivity’ in businesses, often linked to key sectors and clusters (see Objective 2). As well as directly reducing economy-related greenhouse gas emissions directly, the region will mitigate pollution through local schemes to offset emissions – such as enhanced land management and woodland creation. This will be linked to creating new jobs and economic opportunity – including in the private and voluntary sectors – in areas like waste minimisation and recycling, forestry, energy crops and organic farming. Doing so will address the need to promote ‘sustainable production and consumption’ that is identified regionally as well as nationally and link with the national ‘Business Resource Efficiency and Waste’ programme. Much of the land based activity will be focused in rural areas and the coast. Activities like tourism will be managed in such a way as to conserve cherished but fragile environments and reap economic rewards together, for example in our national parks. In addition, environmentally-led regeneration will be encouraged. As climate change requires action across the globe, Yorkshire and Humber will learn from others and promote the positive action here to stimulate others to follow suit. This will maximise the difference we make and the chances of minimising the negative effects of climate change on the region – such as flooding. The Regional Spatial Strategy and local plans have a key role in ensuring new developments avoid areas of flood risk. The same plans, and all agencies in the region, have a responsibility to ensure economic projects do not damage sites with special environmental designations.

“We strongly welcome the focus on climate change reduction in the RES – which identifies the competitiveness rationale for taking action.”

ANTHONY RAE,
REGIONAL CAMPAIGNER,
FRIENDS OF THE EARTH
### Objective 5: Action Table

<table>
<thead>
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<th>What and Why (Deliverables)</th>
<th>How (3 Year Action &amp; Focus)</th>
<th>Who (Lead)</th>
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</table>
| **A) ENSURE GOVERNMENT COMMITMENT TO THE REGION’S LONG TERM TRANSPORT PRIORITIES** (because the region and the North need greater transport investment focused on clear priorities and backed by good evidence) | i) Work through the Regional Transport Board and Northern Transport Compact to make the case for priority improvements  
ii) Focus effort to secure faster progress on 4 key long term regional priorities; these being:  
• Better, faster rail services between Leeds, Sheffield and Manchester  
• Bring forward M62 improvement by incorporating demand management measures  
• Improve North-South rail services from the region to London  
• Create quality bus frameworks for better services in key urban centres and extend public transport solutions, including light rail, in the Sheffield and Leeds city regions | Northern Transport Compact and city regions /Regional Transport Board       |
| **B) DELIVER INITIAL TRANSPORT SCHEMES OF ECONOMIC PRIORITY** (these support economic priorities and will deliver good economic benefits from modest investment. Delivery would be slow and uncertain otherwise) | i) Work with public and private partners to establish funding and deliver on 4 priorities swiftly; these being:  
• Improve public transport access from the region to Leeds/ Bradford, Robin Hood, Manchester and Humberside airports  
• Improve rail and road access to the Humber Ports  
• Improve rail capacity in/to the Leeds city region to improve access to a key labour market  
• Support innovative pilot schemes to reduce car travel; e.g. by using ICT solutions and to link people to jobs in target areas | YF/Northern Way (+city regions) /Passenger Transport Authorities            |
| **C) ENSURE EFFECTIVE ENERGY, UTILITIES and BROADBAND INVESTMENT** (as private investment planned in physical infrastructure should be joined up to other work) | i) Make the most of private sector utilities and infrastructure development – including broadband/ICT, water and energy – and join it up to renaissance programmes  
ii) Promote energy security and reduced fossil fuel dependency by more energy efficiency and clean and renewable energy generation  
iii) Stimulate demand for broadband to drive competitive, high quality provision | Private sector utility providers and regulators                               |
| **D) PROTECT, ENHANCE AND UTILISE THE ENVIRONMENT AND NATURAL RESOURCES** (action is needed to gain full benefit from Yorkshire’s natural environment, and to deliver its Climate Change Action Plan to create a low carbon economy and manage impacts) | i) Deliver projects that reduce and mitigate greenhouse gas emissions and enhance economic performance  
ii) Deliver ‘waste to work’ projects to create jobs and growth through recycling and re-use  
iii) Harness the potential of the natural and built environment, including sustainable approaches to tourism, farming and forestry  
iv) Analyse and respond to flood risks associated with climate change (e.g. in Humber Estuary and renaissance programmes)  
v) Apply shared, high quality design and environmental standards for all developments receiving public sector support | YF + environment sector and local partners                                   |
Costed Delivery – Resources and Responsibilities
Objective 5: Transport, Infrastructure and Environment (£11.1 Billion)

**Regional Leadership and Influence**

- A newly-formed Regional Transport Board will lead on developing a clear set of evidence-based transport priorities and the Yorkshire and Humber Assembly’s Planning Forum will lead on environmental policy. The region will seek greater influence over decision-making on transport policy.

- National agencies such as the Highways Agency and Network Rail play a major role on setting strategic priorities that then follow through as services and schemes that impact on localities.

- RES topics will be subject to scrutiny activity by the Yorkshire and Humber Assembly.

**Local Delivery**

- Transport operators will lead delivery at a local level, including ports, airports and rail operators.

- Passenger Transport Authorities working in partnership with local government will lead in drawing up integrated local transport plans.

- Efficiencies will be sought to reduce the overheads associated with delivering this public investment.

**Driving Up Quality**

*We will embed the cross cutting themes of Sustainable Development, Diversity, Leadership and Ambition* to drive up the quality of projects and programmes. The focus will be on public transport enhancements and accessible locations. This will minimise pollution and health impacts and meet the needs of those without a car – benefiting the poorest communities, women, older people and young people most. Integrated planning; high energy and environmental standards in new buildings; consideration of environmental infrastructure; and encouragement of renewable energy or resource efficiency will characterise publicly supported projects. Ambition for the transport the region deserves will be matched by determination to see that through and an inventive approach to finding solutions. Links and input to the Regional Spatial Strategy will encourage planning that supports goals like higher environmental standards and more renewable energy.
Objective 6: Stronger Cities, Towns and Rural Communities
3.112 Our region’s success depends on prosperous and attractive cities, towns and rural communities. Our cities, in particular, have a major role to play in driving competitiveness. Innovative and ambitious cities are vital components to a thriving, forward-looking economy. The region needs cities and towns, places that have distinctive feels, a sense of buzz and that people love to live in. We need places where people and businesses enjoy an economy and quality of life that improves year by year. This Objective concerns how we integrate a spatial dimension into delivery of the RES. Our three city regions also have a central role in driving a step change in competitiveness. The further development of the City Region Development Programmes will be a key component of RES delivery. Collaboration between our major cities and towns will also be vital if we are to realise their economic potential.

3.113 Our major cities and towns are at the heart of our city regions. It is within these places that we will be able, as a region, to generate the sustainable economic growth that will enable us to realise our vision. Boosting their role as economic drivers is about improving their competitiveness and making best use of their individual and combined assets. The Key Cities work (undertaken in a partnership approach by Bradford, Hull, Leeds, Sheffield and York) demonstrated the fundamental importance of collaboration which reflects distinctive assets – such as universities, transport and connectivity hubs and cultural offer. For example York’s role as a science city and heritage centre, together with Bradford’s role as a seedbed for enterprise and opportunity, demonstrate the role of our cities in driving economic growth based on their unique assets. This work will now be progressed through an expanded network working to promote collaboration between cities and towns in Yorkshire and Humber’s three city regions.

3.114 The ‘renaissance programme’ will contribute to this goal in specific places. It focuses on two things. First, how renaissance towns and cities can act as guiding lights that inspire and pull together the many different plans, projects and organisations in a place. This includes the roles business development, learning and inclusion, culture, the environment, housing, tourism and reducing crime play. Second, it sets out some priority physical developments that will be foundations of the renaissance approach in districts across the region – urban and rural. These will be fully integrated with all the other aspects of renaissance and promoted to change perceptions.

3.115 The whole renaissance approach is about what the Government describe as ‘sustainable communities’. This idea runs right through this Strategy. It is about making places and neighbourhoods that have good quality of life – encompassing access to jobs and opportunities, housing and the physical environment, facilities, transport, green spaces and play, and a sense of security and community. All this can be based on the assets and traditions that Yorkshire’s towns and cities already have, and on the region’s high quality natural environment. We must keep what is special in each, and build on this with bold thinking that crafts futures unique to places and their people.

### 2000 - What we wanted

- 60% of development on brownfield land
- Each major town and city to link to vision of world class region
- Culture, health and tourism to link to RES
- Rural development focused on market towns

### 2005 - What we delivered

- More than 60% of development on brownfield sites; public transport access a key issue
- Key city collaboration demonstrated the potential of cities in driving growth
- Every major town/city has a renaissance programme with vision and masterplan
- Links to culture, health and tourism progressed
- Rural renaissance programme covering a wide spread of market towns

### 2016 - What we will achieve

- Strong city regions performing well and contributing significantly to the economy
- Delivery of urban and rural renaissance programmes leads to better places with stronger economies
- Strong links made between the economy, physical and wider social issues will pay dividends in renaissance programmes
Evidence and Approach

3.116 Evidence increasingly shows that great places and strong economies go together. Research such as the ODPM’s Migration Model shows desirable, lively towns and cities, with access to good jobs, facilities, environments, and with a pleasant feel attract and retain the skilled - and highly mobile - people that are most in demand in a knowledge economy. In fact, migration data\textsuperscript{21} shows only 12% of graduates live in the local authority district they were born in compared to 44% among the rest of the population. High added value businesses seek to locate in the same places to access these skilled employees and project the right image. This creates more spending that further boosts the vibrancy and attractiveness of the place… and the cycle goes round. This is the reason that making sure our main cities and towns are fantastic places is important. It is especially so here as many towns in Yorkshire have a deficit of graduates and we lose more people to jobs elsewhere when they graduate than do the most prosperous regions. And with high employment rates nationally, skilled workers have more choice of where they work and live than ever before. These factors affect how efficiently local markets operate. Quality of place is increasingly influencing whether businesses enter a local market and are able to recruit and retain good staff.

3.117 Research shows that strong cities are vital to a strong region. The role of cities in driving employment and the economy is increasing. The Northern Way has analysed how cities in the North work and identified eight ‘city regions’ – wide areas, usually covering many districts, where people regularly travel to a major city for their work or leisure needs. City regions are about creating benefit to all the areas within them, right from the big cities at their core to their main towns and more rural fringes. Three of these city regions are in Yorkshire and Humber – Leeds, Sheffield, and Hull and the Humber Ports. Making arrangements in each of these that bring the key local agencies together to agree city region investment priorities makes sense. Moreover, whilst delivery of the RES will continue to be through existing well-established, sub-regional structures, it is recognised that, given the Government’s State of the Cities report, these delivery arrangements may need to be reviewed. This review will be undertaken by Yorkshire Forward in collaboration with the Yorkshire and Humber Assembly.

\textsuperscript{21} Gregg, Machin and Manning, Mobility and Joblessness, University of Bristol, 2003.
3.118 The renaissance approach has already been of great value in establishing long term visions for our cities and towns (including market and coastal towns), building civic pride and participation, and making plans for changes to the fabric of our centres. This ‘masterplanning’ approach has been well supported. It is already making a difference in improving buildings and spaces, changing perceptions and generating private investment in places like Bradford, Scarborough, Castleford, the Upper Calder Valley and Barnsley. It is vital that all agencies operating in a place – whatever their focus – fully get involved in and support renaissance programmes. Success will depend on all partners being willing to go the extra mile, take risks, and invest together boldly for the long term. Yorkshire and Humber’s coastal towns are diverse and fully integrated into the renaissance approach. Some are more rural in terms of their nature and backdrop (e.g. Whitby) whilst others are within the Urban Renaissance programme (e.g. Scarborough, Bridlington, Cleethorpes/Grimsby).

3.119 For rural renaissance and development within and beyond the market towns, it is important to address the issues facing the rural economy. This includes the need to diversify and attract entrepreneurs whilst retaining viable ‘land management businesses’ – farms, forestry and the like. Increasing focus on quality and environmental stewardship is important in this respect and in terms of linkages to tourism and the Food and Drink cluster. The rationale for supporting rural businesses goes beyond the need to boost competitiveness. It encompasses issues such as retaining services and ensuring the economic sustainability of our rural communities. Rural areas will be recognised in the mainstream delivery of all aspects of this Strategy – for instance on business support and start ups, skills, key clusters and sectors.

3.120 Generally, according to the updated ‘health of the rural economy’ index in the region, rural areas outperformed urban areas between 2000 and 2005 (from a base of very similar urban and rural performance22). However rural areas face a range of challenges that require tailored responses. For example, there is evidence of different trends occurring between rural areas that are closer to major urban centres like Leeds and York and more remote areas. The former have had an influx of often relatively affluent commuters and retired people attracted by quality of life and a nice environment – and hence have pressures on affordable housing and retaining young people. More remote areas are more reliant on agriculture and tourism and have issues of peripherality. Employment and income levels are generally higher in rural areas, but there are several significant pockets of deprivation – most notably in ex-coalfield communities, coastal areas and the Pennines. These should be high priorities for rural renaissance activity. It is also understood that deprivation in rural areas can operate on a very localised basis, often operating at the level of individual households. At this household level deprivation is often masked by overall prosperity, creating a challenge for inclusion.

3.121 For this Strategy, culture is widely defined. It includes sports, leisure, heritage and social traditions as well as the arts. Culture is fundamental to the quality of places and people’s lives. It is integral to renaissance and cuts across this Strategy (see Annex 2). Review of the previous RES shows many areas where culture has added value. These include growing the creative industries, and local work to engage young people with sports teams. The 2012 Olympics in London provide a unique opportunity to widen this work. Culture often supports tourism, which contributed £4.2billion to the region’s economy in 2003. Marketing the North is a key theme in the Northern Way. Activity is based on collectively promoting the wonderful assets across the North – including great cities, coastal towns, five national parks and superb visitor attractions and museums – to attract more tourism and investment. Based on this evidence, we will:

**A) Boost the Role of City Regions as Economic Drivers**

3.122 The city regions are vital to the region’s success in delivering a step change in the region’s economic performance. The potential contribution of the city regions to this Strategy’s Objectives extends beyond simply physical development, and the RES Companion Document maps each City Region Development Plan on to RES Objectives and Deliverables. The three city region partnerships will further embed and continue their work, focusing on transport and competitiveness. In the Humber, one plan and one partnership will cover both the city region and the sub-region. In Sheffield, the South Yorkshire partnership will involve wider city...
region partners from outside the region regularly. A similar mechanism will operate in the Leeds city region to bring together West Yorkshire partners with those in North Yorkshire and Barnsley. The city regions will work across sub-regional and regional boundaries, with other northern city regions and links into the East Midlands for instance. The city regions are also vital in ensuring stronger linkages between economic development, housing and transport and we will work to strengthen their input into future Regional Funding Allocations, which map out key long term Government spending plans.

3.123 There have been a number of key developments in urban policy since the last RES review in 2002/03. Sustainable Communities, the establishment of the Northern Way, and the concept of city regions are obviously central drivers. At the regional level, the further development and delivery of the renaissance agenda for urban and rural areas, together with the stock take of Government work (by the ODPM) on urban areas will also need to be taken into account.

B) Deliver Integrated Renaissance Programmes in Major Cities and Towns

3.124 Integrated renaissance programmes that bring together business, people, and physical aspects as well as issues including culture, housing, health, crime and tourism will continue to be implemented in all the major cities and towns. Where they are in place, Urban Regeneration Company masterplans will adopt urban renaissance principles and approaches.

3.125 Retail can change the fortunes and image of a town or city. The renaissance approach will focus on quality retail that adds to the shopping experience in existing towns, including independent retailers and interesting, individual design and townscape that prevent centres from becoming bland and ‘samey’. Good retail and leisure development can play a role in encouraging full use of the centre by the whole community throughout the day, rather than have centres that are typified by single uses like shopping by day and drinking by night.

3.126 The priority for urban renaissance will remain on those places with the largest populations and which require a fillip for lagging or static economies characterised by relatively low skills, employment and incomes. This will build on civic engagement and visioning work to date and reassert the importance of 25 year renaissance programmes and extend their depth. The scale of change required to really make a difference is transformational. This means thinking big, long term vision and delivery, and strong community support – not just a sprinkling of modest public realm improvements. The task is focused on three main things. First, to focus on delivering existing renaissance programmes, including a foundation in the physical developments identified in each city and town (see What Will Happen Where). Second, to use the renaissance approach to join up all the key economic interventions being made in a place – covering all the People, Business and Environment aims of this Strategy, as well as fully bringing in other partners and elements that contribute to renaissance like housing, culture, crime, green spaces, and tourism where that is a mainstay of a place’s economy. This will include bringing together a wide range of public sector investment and using initial interventions to attract larger and longer term private sector investment. Thirdly, to reassert that confidence, pride and perceptions are as fundamental to renaissance as they are hard to measure.

3.127 The urban renaissance programme will cover Barnsley, Bradford, Bridlington, Doncaster, Greater Grimsby, Halifax, Huddersfield, Hull, Leeds, Rotherham, Scarborough, Scunthorpe, Selby District, Sheffield, York, Wakefield, and the Five Towns. Building on current work, by summer 2006, all renaissance towns and cities will produce clear delivery plans that set out what will happen and when to deliver their visions, and where responsibilities lie. Places will develop their own unique approaches and futures that catch the imagination and generate belief, hope, excitement, and a real sense of belonging. All programmes will adopt a high quality and sustainable approach that seeks transformation across a place, with emphasis on local assets, culture and distinctiveness. Good design of buildings and townscape will be central. So plans and proposals for renaissance programmes will combine aspects such attractiveness, high environmental standards, facilitating walking, cycling and public transport, and secure by design standards to heighten safety.
3.128 Engagement with local people is fundamental, and innovative community participation methods and ‘Town Teams’ made up of local people have a key role in driving programmes. Outcomes such as population changes and skills, community participation, neighbourhood satisfaction and demand to be in the town centre will be monitored to evaluate progress in each programme (see Annex 3). The region will support the Government sponsored new national ‘Academy for Sustainable Communities’ in Leeds and make this a priority. It will make full use of its expertise to inform renaissance and regeneration throughout the region and in the North. There is a strong case for co-locating other relevant expertise close to the Academy, and the region will support opportunities to do so – for instance on national crime reduction.

C) Secure a Strong and Diverse Rural Economy

3.129 Rural areas remain important to the region, accounting for 86% of the region's land and 20% of its population. Renaissance market towns that already have commitment through Investment Plans will be taken forward and delivered. This will ensure the programme is focused on few enough places to allow clear and concentrated delivery before more programmes are begun. The same integrated, long term and partnership approach will be used as in urban areas. Any new additions to programmes should largely follow on from the delivery of others to ensure a focus on implementation, a manageable scale programme, and prioritisation on the rural communities it is most important to enhance. Priority will be governed by the size of the population catchment that will benefit, the need for improvement based on relatively low employment, skills and income levels, and opportunities for physical improvement. Rural areas outside city regions will not be ignored and we will work with the key partners and plans in more remote rural areas to develop the economies of these places. The region will respond to the ‘modernising rural delivery’ agenda. Exploiting the economic opportunities highlighted in the emerging Regional Rural Framework will be key. This will include networking, sharing knowledge and good practice as relevant and influence on the projects included in sub-regional Investment Plans, as well as ensuring that mainstream programmes effectively respond to challenges faced in our rural areas.

23 GOYH, A rural evidence base for Yorkshire and the Humber, 2005
3.130 There will be a special focus on supporting sustainable approaches to farming, tourism and land management to assist the economy in these places and secure a long term future, as well as exploring other avenues to diversify the rural economy such as IT based SMEs. Reform of the Common Agricultural Policy is having profound impacts on agriculture. This includes offering big opportunities to farmers focusing on food quality, biomass and biofuels, and environmental stewardship. It also however has impacts on hill farming with implications for farmers, biodiversity and landscapes. The rural renaissance agenda will link to action on the Food and Drink cluster which will fully incorporate agricultural aspects and link local growers to regional markets, food processors and distributors. The cluster, alongside the new modernised rural delivery framework will be a key component of delivering benefits for rural areas and ‘Farming and Food’ - the region’s Sustainable Farming and Food Strategy. Local authorities and other agencies in all rural areas will play a vital role in addressing other social and environmental needs, such as housing and access issues.

D) Capitalise on Housing and Health and Other Public Sector Investment to Support Renaissance

3.131 Excellent education, transport, a good housing offer, and a skilled workforce are all essential. The region will join up its major new physical investments in places undergoing renaissance programmes – including hospitals and health facilities, housing and regeneration, schools and colleges and transport. Joined up work, supported by regional strategy integration will guide housing and development to locations in urban centres with good public transport access. A high quality approach to developments will incorporate good design, high environmental and energy standards, and accessible locations. This will be the norm for development supported by any public funds and encouraged more widely too. The onus will be on clear co-ordination of public sector investment and using this as a catalyst to lever in private sector investment. This work will complement joining up at the regional level. It will involve planning priorities, approaches and allocations sub-regionally, as well as more detailed local level work about making sure the specifics of housing and renaissance programmes in particular places complement each other.

E) Use Culture to Contribute to the Economy, Renaissance and Profile

3.132 We will promote a positive image of the cities and towns in the region that are moving forward through renaissance programmes. This will be based on real progress on the ground in enhancing places, and making the most of distinctive local assets, environment and identity. Marketing will be substance not hype, integral to renaissance plans and will not cover everywhere at once. The Welcome to the North campaign will include new high profile public artworks at key sites, including the Yorkshire/Lancashire border near the M62 and in Hull to stress its role as a gateway to Europe. Northern Way activity also includes better co-ordinating and promoting cultural events and attractions and building media profile. A calendar of Northern events will build on regional work and promote our combined offer and facilitate discussion of local strengths and niches.

3.133 A new ‘Yorkshire Gold’ initiative will spark and co-ordinate activity to maximise the benefits sport and the London Olympics bring to the regional economy. This will provide an umbrella for actions on sport and inclusion (see Objective 4B) and could also include actions that promote opportunities for Olympic training camps/facilities in the region; links between sport, enterprising qualities and new business opportunities; boosting regional profile and tourism based on getting coverage in Olympics related publicity; and using sport’s ability to counter racism and build cohesion between ethnic groups. It will link to work on marketing the region and major events.

"The 2012 Olympics is a once in a lifetime opportunity for our region to celebrate, share and develop it’s rich cultural assets, to ensure we maximise the potential for raising the quality of life and the economy of the region through culture and sport"

GARY TOPP, CHIEF EXECUTIVE, YORKSHIRE CULTURE
## Objective 6: Action Table

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<thead>
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<th>What and Why (Deliverables)</th>
<th>How (3 Year Action &amp; Focus)</th>
<th>Who (Lead)</th>
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</thead>
</table>
| **A) BOOST THE ROLE OF CITY REGIONS AS ECONOMIC DRIVERS**  
(because successful regions need successful cities and city regions which will account for an increasing share of growth) | i) Utilise city region development programmes developed under the Northern Way to identify transformational initiatives, including on transport and competitiveness  

ii) Encourage collaboration and good practice sharing between cities and major towns in line with outcome of stock take of ODPM work in relation to urban areas | City region partnerships |
| **B) DELIVER INTEGRATED RENAISSANCE PROGRAMMES IN MAJOR CITIES AND TOWNS**  
(because renaissance is needed to enhance the prospects of cities and large towns, unifying key actions and agencies, boosting civic pride and engagement, skills, investment and productivity) | i) Deliver high quality, integrated renaissance programmes in all our major cities and towns - integrating social, business, environmental and cultural aspects  

ii) Improve leadership, knowledge and capacity to deliver renaissance and support the national Academy for Sustainable Communities in Leeds | YF + URCs, LSPs/local authorities, English Partnerships, EU programmes |
| **C) SECURE A STRONG AND DIVERSE RURAL ECONOMY**  
(because renaissance programmes are needed to kick start long term planning for key market towns that have a need for change, sizeable population catchment and service centre role. Remote rural areas outside the city regions need to make the most of their environmental, tourism and agricultural assets) | i) Deliver integrated rural renaissance programmes in the Dearne Valley and prioritised market towns, these being:  
Bedale, Boroughbridge, Brigg, Catterick Garrison, Colne Valley, Helmsley, Howdenshire, Hornsea, Isle of Axholme, Kirkbymoorside, Knaresborough, Malton & Norton, Market Weighton, Northallerton, Otley, Pately Bridge, Penistone, Pickering, Richmond, Settle, Skipton, Thirsk, Upper Calder Valley, and Whitby  

ii) Promote sustainable economic development in remote rural areas and drive change to support sustainable tourism, farming and land based industries, including in the National Parks  

iii) Tackle access to transport, services and affordable housing | Local authorities and YF  
Natural England, local authorities, YF and National Parks  
Local authorities + YF |
| **D) CAPITALISE ON HOUSING AND HEALTH AND OTHER PUBLIC SECTOR INVESTMENT TO SUPPORT RENAISSANCE**  
(because major areas of investment that have a big influence on the shape and development of places can add greatly to renaissance) | i) Use NHS capital investment in its buildings to support renaissance, the economy and sustainable development  

ii) Join up housing and economic planning and investment in all renaissance programmes  

iii) Capitalise on public investment in education and transport and ‘Lyons Review’ Government department relocations in renaissance programmes | NHS  
Sub-regional Economic and Housing Partnerships  
YF and GOYH |
| **E) USE CULTURE TO CONTRIBUTE TO THE ECONOMY, RENAISSANCE AND PROFILE**  
(to improve the profile, perceptions, and cultural pull of major cities and towns to attract more skilled people and business investments) | i) Put culture at the heart of renaissance programmes and strengthen their image and media profile  

ii) Develop and co-ordinate cultural assets, attractions and events to make the region a more attractive place to locate or visit  

iii) Use new public art to improve profile, perception and sense of place including as part of the ‘Welcome to the North’ campaign  

iv) Launch ‘Yorkshire Gold’ initiative in 2006 to maximise economic benefit of sport and the 2012 Olympics | Yorkshire Culture  
Yorkshire Culture, Yorkshire Tourist Board  
Yorkshire Culture  
Olympic Steering Group |
Costed Delivery – Resources and Responsibilities
Objective 6: Stronger Cities, Towns and Rural Communities (£10.3 Billion)

Regional Leadership and Influence

- Yorkshire Forward will lead on developing urban and rural renaissance policy.
- Yorkshire Culture will provide strategic leadership on the cultural agenda, and work with YF, local partners, and national Government to maximise benefits.
- RES topics will be subject to scrutiny activity by the Yorkshire and Humber Assembly.

Local Delivery

- Local government will lead on local delivery, utilising their funding programmes, physical assets and planning powers to deliver masterplans.
- Town Teams will act as custodians of their town's renaissance charter and vision, bringing together the interests of residents and the private, public, and voluntary sectors.
- Urban Regeneration Companies supported by Yorkshire Forward and English Partnerships will deliver this role within their boundaries in Bradford, Sheffield and Hull. In other cities and towns including Leeds, York, Wakefield, Doncaster and Barnsley different but formal partnership structures will be utilised.
- Developers and investors will be the driving force for delivery of individual schemes.
- Efficiencies will be sought to reduce the overheads associated with delivering this public investment.

Driving Up Quality

We will embed the cross cutting themes of Sustainable Development, Diversity, Leadership and Ambition to drive up the quality of projects and programmes. Renaissance puts the emphasis on centres with good public transport access and integrates economic factors with the physical and natural environment and quality of life. It insists on high quality and distinctiveness. Community and culture make renaissance programmes tick, so they will make the most of and protect the assets, environments and heritage places have. Programmes will hook into the cultural assets and aspirations of all the people in a place, including BAME communities. They will look at whole places, not just city centres. Throughout, good consultation and ownership is vital, coupled with the ambition and drive to deliver a 25 year vision on the ground.
Stronger Cities, Towns and Rural Communities - What Will Happen Where?
3.134 The following maps identify physical development priorities across the region’s sub-regions and its main districts. These will be the foundations of the urban and rural renaissance programmes in these places and be integrated into the renaissance visions and plans along with other work on issues such as business development, skills, culture, transport and connecting people to jobs. The maps do not show everything that needs to be done, only the main physical development priorities that partners will focus on to deliver jointly through Investment Plans. For instance the region has 100% broadband or equivalent coverage and this is not depicted. Neither are certain transport improvements for which firm commitments need to be secured. Other wide ranging programmes such as ‘schools for the future’, NHS ‘LIFT’ buildings, the development of FE colleges, and the many business parks in the region need to be considered in planning at a local level, but are generally not shown for the sake of simplicity and avoiding visual clutter. The maps are based on indicative priorities rather than full and formal agreement in all cases. And they are about investment by many partners, some of which have not always been considered in economically focused plans. Consultation with sub-regional partnerships as part of the review of Investment Plans in 2006 will inform implementation.

West Yorkshire

3.135 West Yorkshire has the biggest concentration of people, towns and cities in the region. The scale of renaissance activity reflects this. It takes in the main urban areas including Leeds, Bradford, Huddersfield, Halifax, Wakefield and the Five Towns. It also stretches into rural and semi-rural areas with Renaissance Market Towns programme activity in the Upper Calder Valley, the Colne Valley and Otley. The challenge moving forward is to even more strongly join up the physical development currently planned under renaissance visions or masterplans with other investment in the same places – for instance in hospitals, universities, housing and cultural facilities (as shown on the maps) as well as activity that is less easily translated into geographical areas on maps – like on business support and development and skills. The proximity of major cities and towns and inspiring countryside in West Yorkshire is a real asset. This combination of natural and built environment can benefit sustainable regeneration. It also poses challenges and opportunities, for instance utilising and revitalising old mills and industrial buildings in areas where the hilly terrain makes it harder to find new development sites. The sub-region benefits from extensive cultural assets including those based on sports, major tourist attractions and creative industries.

3.136 The economic potential of Leeds – the region’s commercial and business capital - is set out in the ‘Vision for Leeds 2004 to 2020’. It is for the city to become “an internationally competitive European city at the heart of a prosperous region where everyone can enjoy a high quality of life.” The major redevelopment this requires is being delivered through the Renaissance Leeds Partnership. It sees that action is needed to ensure the continued success of the city centre and to make sure this benefits the often deprived neighbourhoods surrounding it. The pattern has been likened to that of a flower, made up of petals of activity growing from the central core. As such, continued investment in quality public realm and major development in the city centre will sit alongside action to secure revival and improve environmental quality in areas like Holbeck Urban Village; the Leeds Waterfront; and the huge development potential in the Aire Valley. Moving forward there is opportunity to link this to development of a major new cultural asset in the city, the development of universities and hospitals, the national Academy for Sustainable Communities and investment in new housing, and specific renewal areas. Outside the centre, activity will include integrated renaissance in the market town of Otley and continuing work in the Millennium Village at Allerton Bywater.

24 Castleford, Pontefract, Featherstone, Normanton and Knottingley
25 Hebden Bridge, Mytholmroyd, Todmorden, Walsden and Sowerby Bridge
26 Marsden and Slaidwaite
3.137 Bradford is a diverse, creative city and a seedbed of enterprise and opportunity. Catalysed by Will Alsop’s visioning work and the need for fundamental transformation, the city will keep its best landmark buildings and Victorian heritage and bring them to the fore, and replace poor quality, unattractive buildings with exciting new high quality developments, water features and green spaces. Bradford Centre Regeneration, the Urban Regeneration Company leading delivery is working with the public and private sector to deliver four new public spaces in the city centre (The Bowl, The Channel, The Market and The Valley). This will ensure the transformation of areas such as Broadway and the city’s transport facilities; and take full advantage of Bradford University and the National Museum of Photography, Film and Television. A City Centre Design Guide will provide clarity for developers and set quality thresholds. The areas of Manningham, including Lister’s Mill, and Airedale are also priority areas for regeneration.

3.138 Wakefield’s renaissance plan has identified the issue of a city centre dominated by the car with uncoordinated traffic infrastructure cutting off the centre from pedestrians. The solution is based on ‘The Emerald Ring’ – a tree lined boulevard extending the existing partial ring road around rather than through the core of the city. This will reconnect the centre with the neighbourhoods next to it and make the centre more people friendly. Three development schemes will support the transformation – Wakefield Waterfront including a proposal for a new gallery to house the Hepworth collection, the Marsh Way retail offer and highway re-alignment, and Westgate including commercial and rail station improvements. Future opportunities include linking in Pinderfields hospital development to this vision.

3.139 Elsewhere in the Wakefield district, the Five Towns vision for Pontefract, Castleford, Normanton, Featherstone and Knottingley and the development of the Prince of Wales Colliery seeks to reverse the decline of the area after the collapse of mining locally. It will attract development, address transport issues and reinforce relationships between urban and rural areas by creating new economies and high quality places to live, work and invest. It will draw each of the five towns together to form a ‘polycentric’ – or many centred – city. The Castleford Project is a landmark regeneration initiative delivering a programme of public realm improvements (broadcast on Channel 4) that will demonstrate the unique approach to renaissance taken in this region.

3.140 Halifax has an exceptional urban quality characterised through its wealth of fine buildings and network of streets in the town centre. It is upon these that the renaissance vision is based, building on revitalised industrial heritage such as the Piece Hall and Dean Clough Mills as key resources for the town’s future. It will reconnect areas such as West Central Halifax and the valley bottom with a pedestrian friendly town centre and join up with activity on business and enterprise, for example in North Halifax.

3.141 The vision for Huddersfield sees attractive, high quality public realm as crucial to realising development opportunities and fostering economic success. Development is divided into three ‘activity corridors’ that characterise different sectors of the town. The Northern Quarter forms a creative business and leisure corridor, including high quality public space at St George’s Square linking to the rail station and the Kirklees Media Centre; the heart of the town comprises the retail core, including the Queensgate area of the centre; and the waterfront draws in the town’s university.

3.142 In the Renaissance Market Towns, the Upper Calder Valley programme brings together distinct towns that share common features such as landscape, heritage, and connections to Leeds, Manchester, Huddersfield and Halifax. Activity focuses on the rural economy, tourism, culture and heritage, creative and small businesses, marketing and information technology, housing, youth and social wellbeing. Housing issues in West Yorkshire include areas of low demand, and high demand areas like the ‘Golden Triangle’ that extends into North Yorkshire.
Indicative Physical Development Priorities – West Yorkshire

Key

Public realm and property led development
Housing led regeneration
Cultural regeneration
Health led regeneration
Education led regeneration
Rural renaissance
Cluster led regeneration
Strategic Transport Priorities
• Community led regeneration

Main Rail

Leeds Renaissance
1. Holbeck Village and waterfront
2. City Centre
3. Beeston Hill & Holbeck
4. Academy for Sustainable Communities
5. Leeds Cultural infrastructure
6. St James
7. Leeds Universities
8. Otley Market Town
9. Aire Valley

Bradford Renaissance
10. Bradford City Centre
11. Manningham/Girlington
12. NMPFT
13. Bradford University
14. Airedale

Kirklees Renaissance
15. Huddersfield Town
16. Kirklees/Manchester Rd. Gateway
17. St George’s Quarter
18. Huddersfield University
19. Colne Valley
20. Dewsbury

Wakefield Renaissance
21. Wakefield City
22. Hepworth Gallery
23. Pinderfields
24. Five Towns
25. West End Hemsworth/S.E. Wakefield regeneration area

Calderdale Renaissance
26. Halifax Town
27. West Central Halifax
28. Piecehall
29. Upper Calder Valley
30. Todmorden

Examples of Key Transport Improvements: Planned or Proposed
31. Transpennine rail to Manchester
32. Leeds to Sheffield Rail
33. M62 Enhancement
34. Leeds Supertram
35. Public Transport to Leeds Bradford Airport
36. Enhanced rail services to London
37. M1/A1 Improvements
38. East Leeds Link Road
+ Enhanced bus services in main centres / projects to enhance access & reduce travel

The map shows indicative priorities, based on the most important future planned and committed developments that renaissance approaches need to join up in each district. Detail will be finalised linked to Investment Plan reviews.
York and North Yorkshire

3.143 North Yorkshire's renaissance activity has a strong focus on its market towns, reflecting the rural nature of much of the sub-region. The programme includes a wide spread of settlements including Knaresborough, Boroughbridge, Pateley Bridge, Skipton, Settle, Whitby, Northallerton, Bedale, Thirsk, Richmond and Catterick Garrison, Malton and Norton, Helmsley, Kirkbymoorside and Pickering. The rural renaissance programmes will take an integrated approach combining all the issues and assets that are relevant to best effect. In Skipton for example, the vision of enhancing Skipton as a bustling, high quality and dynamic market town that acts as a gateway to and from the Yorkshire Dales will include activity to address the town centre, movement and transport, tourism and environmental quality. Whitby fits well the rural renaissance programme and given its character has a strong case to be eligible for support as ‘rural’ in key national programmes. Northallerton and Bedale will take account of their good connectivity – via the A1 and the East Coast main line to London, the North East and Scotland. Helmsley, Kirkbymoorside and Pickering will utilise their outstanding landscape and nationally important heritage. More generally, the superb environment of much of the sub-region and especially the national parks and coast will help to foster environmentally led economic development. Protecting and maintaining this ‘green infrastructure’ is important.

3.144 Urban renaissance programmes are moving forward in Selby District and Scarborough. The latter combines the natural beauty of its cliffs and beaches with an impressive architectural legacy that ranges from the medieval to Victorian. The renaissance is seen as “kissing the sleeping beauty.” A range of initiatives will reawaken the social, economic and urban fabric of the town. This includes, for example, improving the harbour and the redevelopment of the Futurist site; as well as a centre for creative industries in the town's cultural quarter. In Selby, the renaissance programme is in its early visioning stage and will move forward over the period of the Strategy, taking account of potential to attract the ‘European Spallation Source’ project.

3.145 York is progressing as a heritage centre, and as one of only six national Science Cities it has the opportunity to work with Government to develop an agenda that will help drive the regional and national economy. In addition, York Central is working to provide a substantial area of land for mixed use within York city centre adjacent to the railway station and the Holgate Business Park. Science City and the university are ensuring the city retains and builds on its reputation as a centre of research, innovation and learning. The city will also work to develop a ‘cultural quarter’ – adding to the already significant cultural and heritage assets of the city and its pull to visitors.

3.146 Significant activity is taking place in the sub-region on housing. Projects such as the Golden Triangle Partnership between North and West Yorkshire will need to be strongly connected to the renaissance agenda, to forge an integrated response to issues of housing affordability. Pilot schemes will examine routes for improving delivery of affordable housing in the region's market towns; and to establish the link between economic growth and housing provision. Other initiatives include Osbaldwick in York, Holme Lane in Selby and Abbeyfields Esk Moor in Scarborough district.

3.147 The region’s clusters and key sectors will benefit York and North Yorkshire. The tourism sector is so widespread that it contributes to the majority of places in the region – including market towns, the national parks, and coastal resorts. It cuts across so many renaissance programmes and activities that it is not shown as specific dots on the map. Clusters such as Digital Industries and Bioscience are important to particular places – especially in the York and Harrogate area, whilst specific projects to provide dedicated workspace for businesses in the Food and Drink cluster will progress in Melmerby and Leeming Bar.

3.148 The cultural sector in North Yorkshire is important and widespread, and often linked to tourism. Many cultural assets are small scale and based around local communities and others are about the expanses of national parks, coastline and inspiring environments. Cultural themes that emerge repeatedly include heritage, outdoor adventure, creative industries development, and events and festivals.
Indicative Physical Development Priorities – York and North Yorkshire

Key

- Public realm and property led development
- Housing led regeneration
- Cultural regeneration
- Health led regeneration
- Education led regeneration
- Rural renaissance
- Cluster led regeneration
- Strategic Transport Priorities
  - Community led regeneration

Main Rail

York Renaissance
1. York Science City/York University
2. National Science Learning Centre
3. York Central
4. York cultural quarter
5. Osbaldwick
6. Golden Triangle Project
7. Knaresborough
8. Boroughbridge
9. Pateley Bridge
10. Melmerby food cluster premises
11. Yorkshire Peoples – archiving centre
12. Harrogate International Conference Centre
13. Selby
14. Holme Lane – Selby
15. Skipton
16. Settle
17. Scarborough Renaissance
18. Abbeyfields Esk Moor – Scarborough
19. Whitby
20. Northallerton
21. Bedale
22. Thirsk
23. Leeming Bar food cluster premises
24. Richmond/Catterick Garrison
25. Malton/Norton
26. Helmsley, Kirbymoorside and Pickering

Examples of Key Transport Improvements: Planned or Proposed

27. Enhanced rail service to London
28. A1/M1 Improvements
29. A64 Improvements

The map shows indicative priorities, based on the most important future planned and committed developments that renaissance approaches need to join up in each district. Detail will be finalised linked to Investment Plan reviews.
The map shows indicative priorities, based on the most important future planned and committed developments that renaissance approaches need to join up in each district. Detail will be finalised linked to Investment Plan reviews.

**Public realm and property led development**
- 1. Sheffield City Centre; Station Gateway, Winter Gardens, E-Campus Commercial Quarter
- 2. Sheffield Riverside
- 3. Upper and Lower Don Valley
- 4. North Sheffield (Pathfinder)
- 5. Sheffield Universities

**Housing led regeneration**
- 6. Sports Events/Facilities

**Cultural regeneration**
- 7. Doncaster City Centre; Waterfront, Station, Interchange

**Health led regeneration**
- 8. Digital Knowledge Exchange

**Education led regeneration**
- 9. Robin Hood
- 10. Doncaster Sheffield Airport
- 11. Six Streets
- 12. Education City

**Rural renaissance**
- 13. Re-Making Barnsley
- 14. Grimethorpe New Housing
- 15. Huddersfield University – Barnsley campus
- 16. Digital Media Centre (including creative industries)
- 17. Wentworth Castle

**Cluster led regeneration**
- 18. Town Centre Masterplan
- 19. Advanced Manufacturing Park
- 20. Town Centre Housing (Pathfinder)

**Strategic Transport Priorities**
- 21. Renaissance in priority town(s) – to be determined
- 22. Sheffield – Manchester Rail
- 23. M1/M18 Enhancements
- 24. Sheffield Supertram
- 25. Public transport access to Robin Hood Airport
- 26. Doncaster – Scunthorpe – Immingham Main Line Rail
- 27. Enhanced rail service to London

+ Enhanced bus services in main centres /projects to enhance access & reduce travel

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**Key**

- **Main Rail**
- **Sheffield Renaissance**
  - 1. Sheffield City Centre; Station Gateway, Winter Gardens, E-Campus Commercial Quarter
  - 2. Sheffield Riverside
  - 3. Upper and Lower Don Valley
  - 4. North Sheffield (Pathfinder)
  - 5. Sheffield Universities
  - 6. Sports Events/Facilities

- **Barnsley Renaissance**
  - 12. Re-Making Barnsley
  - 13. Grimethorpe New Housing
  - 14. Huddersfield University – Barnsley campus
  - 15. Digital Media Centre (including creative industries)
  - 16. Penistone
  - 17. Wentworth Castle

- **Doncaster Renaissance**
  - 7. Doncaster City Centre; Waterfront, Station, Interchange
  - 8. Digital Knowledge Exchange
  - 9. Robin Hood
  - 10. Doncaster Sheffield Airport
  - 11. Six Streets
  - 12. Education City

- **Rotherham Renaissance**
  - 18. Town Centre Masterplan
  - 19. Advanced Manufacturing Park
  - 20. Town Centre Housing (Pathfinder)

- **Dearne Valley Renaissance**
  - 21. Renaissance in priority town(s) – to be determined

- **Examples of Key Transport Improvements: Planned or Proposed**
  - 22. Sheffield – Manchester Rail
  - 23. M1/M18 Enhancements
  - 24. Sheffield Supertram
  - 25. Public transport access to Robin Hood Airport
  - 26. Doncaster – Scunthorpe – Immingham Main Line Rail
  - 27. Enhanced rail service to London

  + Enhanced bus services in main centres /projects to enhance access & reduce travel
3.149 Renaissance activity in South Yorkshire is taking place in Barnsley, Doncaster and Rotherham. Sheffield city centre is being transformed through the work of its Urban Regeneration Company and Masterplan.

3.150 Sheffield’s goal to be an advanced producer centre is being progressed in a number of ways. Sheffield One brings together partners to develop the city centre as a “vibrant and attractive European city and a driver of regional economic growth and competitiveness.” Fundamental to this is the delivery of seven projects. Heart of the City will provide a premier new central business district; the Sheaf Valley ‘E-Campus’ will support the city’s growing digital industries; the Station Gateway will transform the rail station as an entrance to the city; and a new retail quarter will be created. In addition, the City Hall and its precincts will be refurbished; new office accommodation will be provided at Castlegate; and an integrated transport strategy will improve access in and around the city. There are also opportunities to further connect city-centre development to Sheffield more widely, including its sporting assets, universities, housing and airport.

3.151 Remaking Barnsley has gained national and international coverage for its ‘Tuscan hill village’ vision. It will transform Barnsley into a 21st century market town – the redevelopment of the market itself heralding the start of the town’s renaissance. Other areas for focus include the refurbishment of the Civic Hall and adjacent Mandela Gardens to provide retail and office space, development of a 21st century transport interchange, the Gateway Plaza, the Digital Media Centre, and the introduction of HE presence through a University of Huddersfield campus in the town centre. The challenge of integrating all the different developments and issues will be at the heart of transforming the town.

3.152 Doncaster has a clear vision for its future and priorities for turning this vision into a reality. It will invest to reconnect the town to its waterways along with a new mixed use waterfront quarter. The market will be restored and a business plan developed for its ongoing management. Public spaces will be created including in the Waterdale area. Projects to provide a safe and attractive pedestrian environment will promote ease of movement around Doncaster and tackle the severance of the town centre, waterfront and station. Finally, learning and knowledge will underpin the vision, building on Doncaster’s ‘Education City’ initiative to link schools, training providers, further and university level education to business and the community. Work will be needed to connect people in rural towns in the district to the learning and job opportunities created by these developments.

3.153 Rotherham has faced a drift of people away from the town centre. This has had impact upon the town as an economic and social centre. Likewise, the surrounding road infrastructure dominates the town. An ambitious vision “to become a town of connected streets and great spaces, set in a beautiful landscape of parkland and meadows where the river is the focus for recreation and living” is attracting considerable interest. It will be delivered by projects including alleviation of potential flood risks at key sites thereby facilitating development of the riverside and protecting existing employment land. The Advanced Manufacturing Park at Waverley links business to university expertise. It will provide substantial business and job opportunities and is integral to the region’s Advanced Engineering and Metals cluster.

3.154 Work will move forward to consolidate improvements in the Dearne Valley, following up the success of the Enterprise Zone there and its position in the European Objective 1 programme. This will be based on developing renaissance programme activity in the Dearne Valley, focusing on prioritised towns (based on catchment and need), the links between them, and opportunities to use the environment to lead regeneration. In other largely rural areas, Penistone is moving forward as a Market Town, with projects to create new businesses and jobs and improve skills. Wentworth Castle’s restoration will provide a major cultural asset that will boost the visitor economy. Housing Pathfinder activity spans the sub-region. Transform South Yorkshire will operate on the housing agenda across all four districts and the ‘Green Corridor’ scheme will look at a more focused area of housing regeneration in a defined ex-coalfield area.
Humber

3.155 As the region’s main ports logistics centre, the Humber sub-region is focused on Hull and the major assets of the Humber Ports, including the ports of Immingham, Hull, Grimsby and Goole as well as large centres like Scunthorpe. It extends north to the attractive rural expanses of the East Riding, and includes coastal resorts like Bridlington and Cleethorpes and market towns like Hornsea, Market Weighton and Beverley. The renaissance of market towns is also important in other parts of the Humber with programmes in places like Brigg and the Isle of Axholme. The physical development projects are linked to the Hull and Humber Ports City Region Development Programme. There are some leading edge environmental programmes in the Humber, and opportunities to use special habitat and environmental qualities of the Humber estuary to support sustainable development in the sub-region. An environmentally sensitive approach will be especially important in designated areas, for instance because of wildlife value. There will be a need to ensure that development pressures do not result in damage to designated sites, and where possible development enhances their value.

3.156 In Hull, Hull Citybuild, the Urban Regeneration Company and partners are delivering an ambitious Masterplan for the city centre. Key schemes include St Stephens and the transport interchange, development of the Island Wharf site, Quay West and the Humber Quays, Fruit Market, Albion Square and East Bank. A new cultural quarter will revamp the city centre. The city will seek to reunite the city centre with its waterfront and key assets like The Deep visitor attraction and the Marina. There is scope for the city to combine major cultural assets like the BBC’s new office with the development of the port, the university, major community regeneration schemes, housing ‘pathfinder’ activity and development of business cluster strengths, such as in Healthcare Technologies.

3.157 The East Riding of Yorkshire District has a spread of rural renaissance activity in market towns like Hornsea, Market Weighton and Howdendenshire, all of which will take an integrated approach that addresses local issues and utilises existing assets. In Bridlington, renaissance includes redevelopment of a major mixed use centre with a ‘retail circuit’ linked to the harbour; the refurbishment of the spa, the potential of sailing and watersports, and support measures to ensure local capacity to deliver the renaissance initiative. There are also hospital and housing developments that can be capitalised on. In Goole, there will be work to enhance the town and its port and the ability of people to get jobs in major new developments locally.

3.158 The Ports of Immingham and Grimsby, as well as wharfs and development potential on the South Bank provide a major focus for work in North and North East Lincolnshire. The Food and Drink cluster is strong there and key sites relate to its development, including Humberside Airport and the Europarc site. Urban renaissance is focused in North East Lincolnshire in Grimsby (and Cleethorpes linked to its Integrated Development Plan), and in Scunthorpe in North Lincolnshire; with potential to link changes in physical form and the public realm to new cultural, educational and housing development. In Grimsby and Cleethorpes, the renaissance vision is for a sub-regional centre with sustainable population growth that utilises its waterfront and heritage assets to attract and retain people. It will take account of industrial activity, the docks and the tourist resort. In Scunthorpe, the vision will move it from being a traditional industrial town over-reliant on a dominant employer to one based on advanced manufacturing with a diversified, higher value, more flexible set of industries. A new urban heart, public realm improvements, and ‘greening’ the centre will sit alongside investment in a Knowledge Campus and an ambitious project to create a major new sustainable waterside setting and neighbourhood – the Lincolnshire Lakes.
Indicative Physical Development Priorities – Humber

Key

Public realm and property led development
Housing led regeneration
Cultural regeneration
Health led regeneration
Education led regeneration
Rural renaissance
Cluster led regeneration
Strategic Transport Priorities
• Community led regeneration

Hull Renaissance
1. Hull City Centre (URC)
   e.g St Stephens Development; Humber Quays; Heart of the City; Hull River Corridor
2. Hull Cultural Quarter
3. Wilberforce Institute of Emancipation & Slavery
4. Hull University
5. Preston Road NDC
6. Hull & East Riding Gateway Pathfinder (all of Hull)
7. Royal Hull Infirmary
8. Port Expansion/access & related development

North East Lincolnshire Renaissance
9. Grimsby Town centre
10. Development of Cultural Quarter & Higher Education Facility
11. Cleethorpes IDP
12. Port Expansion/access & related development
13. Europarc/A180 Food Corridor
14. South Humber Bank port related development

North Lincolnshire Renaissance
15. Port related development (Wharves)
16. Scunthorpe Town
17. Crosby Development
18. Humberside Airport Food Cluster Development
19. Isle of Axholme
20. Brigg
21. Barton Waterside

East Riding Renaissance
22. Bridlington
23. Howdeshire
24. Market Weighton
25. Hornsea
26. Advance Goole
27. Port Expansion/access & related development
28. Castle Hill Hospital
Examples of Key Transport Improvements: Planned or Proposed
29. Rail Access to Humber Ports (including Wrawby Junction)
30. Public Transport to Humberside Airport
31. Road access to Hull and Ports
32. Road access to Immingham Port
+ Enhanced bus services in main centres/projects to enhance access & reduce travel

The map shows indicative priorities, based on the most important future planned and committed developments that renaissance approaches need to join up in each district. Detail will be finalised linked to Investment Plan reviews.
The light is always, always with us in this huge and bone-strong land and we are illuminated by its grace and exultant purity. It shows us we can be anything; we can be everything;
Part Four:
Monitoring, Review
and Evaluation
Progress Reporting and Monitoring

4.1 To support delivery of this Strategy, Yorkshire Forward will produce an annual RES Progress Report assessing work on deliverable and action in it. This will build on the reports produced in 2004 and 2005 and be used to both speedily identify emerging good practice and rectify any areas where insufficient progress is being made. The report will both check whether action is happening on the ground as planned and how relevant outcome indicators are changing as a result – with strong links to the monitoring work done through Yorkshire Futures’ annual Progress in the Region document. Monitoring will include performance on key indicators and targets and gaps between groups to assess progress on diversity and equality. The Companion Document sets out relevant indicators that will be tracked annually through RES Progress Reports and Progress in the Region as appropriate. Monitoring will continue to track indicators used as previous ‘Tier 1 targets’ and include work to allow regular assessment of progress towards ‘sustainable economic growth’. Given its nature, the targets and indicators directly related to the Strategy are predominantly economic in nature. They will be viewed alongside other headline social and environmental indicators set out in ‘Advancing Together’ and Progress in the Region to assess overall regional progress towards sustainable development and how far the region is living within environmental limits; including indicators of sustainable consumption and production.

Evidence, Evaluation and What Works

4.2 Evidence is vital to informing what we do and how we do it as a region generally and specifically for this Strategy. This RES has been informed by early evaluation results from projects, Yorkshire Futures’ Progress in the Region reports, and good practice review. Yorkshire Futures, the Regional Intelligence Network, will be strengthened and supported to enable it to continue to provide data, information and intelligence that underwrite strategy development in the region. This includes taking forward the shared evidence base that has been used in development of the region’s economic, spatial and housing strategies, as well as work on identifying good practice, what approaches work best, and developing ideas, dialogue and research on the future of the region. This ‘think-tank’ role will be further developed in the future.

4.3 Yorkshire Futures will continue to utilise the work and contributions of other key partners including the Yorkshire and Humber Assembly, Yorkshire Forward, Yorkshire Universities, GOYH, the Environment Agency, LSC and cultural, health and environmental ‘observatories’ or intelligence hubs. Making good use of tools such as local area data and the Regional Econometric Model will be vital to this. As will tapping into the vast range of intelligence and expertise in the region’s universities which can help inform action in economic and other policy areas to improve the region. Other knowledge resources such as the region’s wealth of libraries and museums will be fully utilised.

4.4 The region aspires to be at the forefront of intelligence and evaluation activity in the UK. All projects that use public sector funding to deliver parts of the RES will carry out evaluations to assess success and identify lessons learned. Before end of project evaluations, quick and effective ‘annual project learning reviews’ will be encouraged within a project’s life to bring lessons to the fore and make changes to enhance delivery during a project’s lifetime.

4.5 The region will benchmark its performance against regions or similar areas across the world that we can make comparisons against and learn from. These will be based on areas of a broadly similar scale to Yorkshire and Humber; which are making a similar economic journey as this region in terms of restructuring to become a ‘Knowledge Economy’; and which are guided by a regional strategy and have a context of partnership delivery. Yorkshire Futures will have responsibility for leading benchmarking work.

Strategy Integration

4.6 Key organisations in the region have worked together to integrate strategies that impact on each other. Building on its objective position and evidence gathering role, Yorkshire Futures will play a key role in working with partners across the region to support policy development on economic, social and environmental issues and in marrying together and integrating strategies. A Regional Strategy Group will be established by the Yorkshire and Humber Assembly to embed this approach, supported by Yorkshire Futures which will encourage application of a shared evidence base to support joined up regional policy. The initial focus on economy, planning, transport and housing will be extended to cover culture, health, education and environment and other areas when appropriate. The group’s work will include consideration of the quality, quantity and location of development.

Delivery Capacity and Appraisal

4.7 The review of Investment Plans to take place in 2006 will include a review of delivery capacity in the region at sub-regional and especially local level. This will include consideration of whether we have the right range of ‘delivery vehicles’ (i.e. bodies or mechanisms set up to do a particular job) to implement the RES at the local level. It will fully consider the circumstances of rural and coastal areas and the need to properly represent them. Sub-regional partnerships and investment plans will bring together a range of partners that is broad enough to integrate issues and deliver the full breadth of this Strategy, but focused enough to deliver change. They will be key to implementing the targets, actions and cross cutting themes of this Strategy, and to ensuring it contributes to economic success and sustainable development. The review of Investment Planning and relevant plans and programmes will consider whether the regional headline targets in this document should be further broken down into more local targets. Commitment to dialogue and partnership with key stakeholders, including local authorities as well as other sectors, will be maintained.
4.8 The Strategy has been subjected to a robust and objective Strategic Environmental Assessment / Sustainability Appraisal (SEA/SA) - integrated to provide a rounded assessment against the environmental, social and economic aspects of sustainable development; and a Health Impact Assessment. The processes have led to significant changes being made to the Strategy, including a stronger emphasis on the low carbon economy; extra actions on energy and climate change; recognition of the need to protect and conserve water resources as climate change pressure increases; further content to enhance its impact on health; and commitment to allow future monitoring of sustainable economic development and resource consumption and production alongside GDP. The appraisals stressed the merits and importance of certain RES actions in delivering environmental and social, as well as economic benefit. In addition they stressed the need to implement the outcomes of the appraisals in RES delivery to ensure that significant advances in sustainable development can be achieved alongside economic growth. A number of policies – cutting red tape, foreign direct investment and actions in areas of increasing trends in CO2 emissions - were identified as being potentially damaging to the environment and specific mitigation will be needed.

4.9 Fully delivering and properly monitoring these actions will be an essential part of delivering the RES, and requires follow through via incorporating and implementing relevant projects in Investment Plans. The Companion Document includes detail of the appraisal processes and an Environmental Statement will be available following the launch of the revised RES in summer 2006 detailing how the RES has responded to the appraisals. The Yorkshire and Humber Assembly Sustainable Development Board will need to consider producing a Sustainable Development Action Plan which will provide a framework for the sustainable economic development of the region. Partners involved in delivering the RES are encouraged to develop their own actions for sustainable development. The region’s sustainable development appraisal tool will meanwhile be used to support sub-regional Investment Plans that deliver the RES and key projects within them. Sustainability Appraisal will include key schemes that could have significant environmental or biodiversity impacts, to ensure good understanding and integrated, positive outcomes.

4.10 The RES has also been considered through an Equality Impact Assessment to determine the extent to which it reflects the region’s diverse makeup, and on the extent to which all of the region’s people have equal opportunity to benefit from the economic development interventions that the RES promotes. Doing this has given the cross cutting theme of diversity real bite throughout the Strategy and shows clear regional leadership to stress how this theme should be embedded in delivery.
Annex 1: Linkages to Other Key Topics and Strategies

The focus of this Strategy on the economy, business and jobs should not be divorced from other related issues – our economy’s success goes hand in hand with social well being and environmental responsibility. It is not the role of this Strategy to lead on delivery in non-economic areas or to replicate the detail in other complementary plans. But it is important to make connections to other areas that impact on the economy and/or are affected by it. This annex summarises these linkages, making references to specific strategies as relevant.

Planning and Transport (Regional Spatial Strategy)

Regional policy on planning and transport remains a touchstone for this RES. A process has been undertaken to ensure that the RES builds on the approach of the current Regional Planning Guidance and dovetails with the new Regional Spatial Strategy. This has included joint meetings on principles and approaches and making reciprocal inputs into drafting and consultation processes.

The Region’s Economic and emerging Spatial strategies are wholly integrated and adopt a set of mutually supportive principles and policies. Both strategies share the following points as a foundation. These have informed their development and will guide implementation. Both strategies make the principle of sustainable development central to their approach and content – based on adopting a long term perspective and integrating progress on social, economic and environmental goals. The RSS applies sustainable development to the spatial policies it contains, and likewise the RES applies the principle to how it goes about economic development.

More specifically the RES and RSS support each other because both:

1. Place stress on development and investment in cities and major towns with an emphasis on good accessibility by public transport – in order to maximise accessibility for people and address congestion and environmental impacts.

2. Recognise and address the issues facing rural areas with policies and programmes to support market towns and more remote rural areas, adopting a tailored basis that reflects key opportunities and needs, and which is of a scale appropriate to each settlement.

3. Make the renaissance of cities and towns a key priority with an emphasis on integrating development and investment in these places and on avoiding any development that would undermine renaissance priorities.

4. Foster the growth and expansion of businesses, including emphasis on existing businesses and helping them to grow, and stressing the importance of business development – including in priority clusters, sectors and locations that need to regenerate their economies. Both strategies emphasise the importance of key economic assets to the region’s economy including the key role of universities and other higher education institutions.

5. Endorse the principle that the region cannot rely on ‘trickle down’ and include policies to ensure development and investment benefits communities, especially in disadvantaged areas.

6. Include proposals to promote environmental quality and good practice in the region. This includes promotion of renewable energy, effective flood risk management, the enhancement of environmental assets, a focus on quality of place, high standards of design, green infrastructure and energy efficiency in new developments, and resource efficiency in business.
7. Join up housing and economic development – including emphasis on and joining up of housing, employment and renaissance in the same priority locations, and promoting housing renovation, replacement rates and design standards to meet the needs of the future.

8. Adopt clear transport policies that recognise the role of the regional Transport Strategy and Local Transport Plans, and places emphasis on priorities and schemes that bring economic benefit as well as other social and environmental benefits in line with the principles of good access, minimising congestion and sustainable development.

9. Recognise and plan around the same geographic areas. This includes the delivery roles of the four sub-regions of West Yorkshire, South Yorkshire, North Yorkshire and the Humber and the region’s local authorities. Both the RES and RSS recognise and plan for the role of city regions as key regional drivers. Their use of ‘city regions’, ‘sub-regions’ and other ‘sub-areas’ is consistent in terms of the geographies considered, issues affecting each and policies that apply. Both address needs and realise opportunities across the whole of the region including cities and city regions, towns, market towns, more remote rural areas, and coastal areas.

10. Use the same evidence base. Both share a foundation in economic forecasts based on the Yorkshire Futures econometric model, and consider relevant risks, assumptions and policy implications in ways that are appropriate to each document.

11. Take forward the principle of subsidiarity and only specify locations and detail where this is necessary or important to do so at the regional level.

12. Provide and utilise an implementation framework for project and development decisions to take the RES and RSS forward. This is based on a wide range of sub-regional and local plans, strategies and investment programmes including the sub-regional Investment Planning approach, local area agreements and community plans, local development frameworks and local transport plans. All RES locational decisions will be fully in line with RSS policies and the RSS is framed to support sustainable economic growth as set out in the RES.

The region will work with the private sector to provide an effective utility infrastructure, including broadband provision. Given its high rate of transport growth coupled with relatively low Government transport expenditure, Yorkshire and Humber has a strong case to make for additional transport investment in the next few years based around agreeing a shared set of transport priorities.

Tourism and Culture

Tourism is already a significant contributor to the regional economy but has the potential to be much more so. It reflects the totality of what Yorkshire and Humber has to offer, bringing together the rich heritage of which the region is proud, its outstanding landscape, the diversity of its people, and a wealth of rural and urban towns and cities.

This Strategy provides the overall direction for tourism which is fully detailed and actioned through the region’s ‘Strategic Framework for the Visitor Economy’. Together these will address both organic growth of the existing tourism products as well as new product development. Tourism interventions will be embedded across the RES, in particular as a sector in its own right. It fits with the renaissance approach to transforming our cities, towns and rural areas (Objective 6). In addition, actions on skills, enterprise and transport will benefit tourism as part of a mainstream approach.

A significant priority for the sector will be to grow visitor income rather than just visitor numbers. We will encourage more people to come, to come for longer, to come more frequently. Integrated marketing activity will deliver this message to the domestic market, the business market and the international market. We need to further develop what our unique tourist offer is, what will set us apart from other UK locations, and how it can be sustainable in every sense of the word. In doing this, quality will be our watchword – quality of product, of place, of experience, of welcome – and we will work with all partners who share our commitment to quality. A combination of strategy, delivery and quality will ensure the region meets growth targets set out in the Strategic Framework.
The region has many cultural strengths including highly regarded theatres; achievement in music, literature and dance; an array of museums and outstanding national heritage such as York Minster; a thriving network of racecourses, top flight rugby league and union teams; and a wealth of football and other sporting teams that provide focal points in their cities, towns and villages. These assets are part of the lifeblood of the region and underpin renaissance. They assist in attracting and retaining skilled people. They support tourism and the cultural and creative industries make a weighty contribution to employment. Challenges include how to maximise the contribution of this sector, to utilise creativity in business and in promoting social inclusion, and how to promote nightlife and cultural opportunities that add to the feeling of life and buzz in the region and attract and retain young people and graduates.

Yorkshire and Humber adopted a Cultural Strategy in 2001 embracing an array of areas including arts, sport, heritage, cultural industries and broadcast media. The Strategy focuses on ten priorities for the region. These are: Access (to Culture); Ambition; Education; Equity; Innovation; Integration; Priorities; Recognition; Regeneration; and Skills.

This RES identifies culture – widely defined - as fundamental. It is central to the cross cutting theme of Leadership and Ambition and there are strong linkages between culture and each RES Objective. This includes how culture affects enterprise, education and skills acquisition, the Digital Industries cluster, culture as a route into quality employment, culture as part of the renaissance process, and the role of culture in attracting skilled people, tourists and investment.

Manufacturing

Yorkshire and Humber's history is rooted in manufacturing. The region’s prowess in this field is well documented, with our businesses leading the world for much of the previous century and being the backbone of the national economy. However, recent decades have seen those fortunes fade and now our region is in the middle of a period of radical change, as the global economy moves increasingly towards a high value, knowledge based future. In order to ensure that we are not left behind and move the sector forward, manufacturing is mainstreamed throughout the RES, backed up by a Manufacturing Action Plan which is delivered by the RES. The action plan focuses on seven key pillars for manufacturing, which have been identified by Government. These are:

1. Macroeconomic Stability
2. Investment
3. Science and Innovation
4. Best Practice
5. Raising Skills and Education Levels
6. Modern Infrastructure

These objectives dovetail with the RES Objectives in the region's Manufacturing Plan. As a core part of this, Yorkshire and Humber has a cluster based approach to business in our region, and the bulk of the clusters will continue to have a strong manufacturing element. Manufacturing is concentrated in the sub-regions with a more urban nature, but still accounts for 13% of employment in North Yorkshire – the most rural sub-region. The sectors that grew fastest in rural areas between 1998 and 2003 were ‘Banking and finance’ and ‘Public administration, education and health’.

Health

Health is central to quality of life and connected to economic performance. Ill health and incapacity are barriers to employment, whilst employment is a major determinant of physical and mental health. Healthy working environments promote well-being, reduce sickness and increase productivity. Despite this, pronounced health inequalities exist within the region, with some of the UK's highest levels of preventable ill-health, long term illness and premature deaths. In order to address this, a range of regional and national bodies (including Yorkshire Forward, Government Office for Yorkshire and the Humber, the Department of Health and the Yorkshire and Humber Assembly) have joined up to create the Regional Strategic Framework for Health. The framework lays out 8 key areas which it aims to influence:

- Improving health and reducing health inequalities through regional policies, strategies and plans;
- Supporting the implementation of national public health and policies;
- Influencing national and European health policy development;
- Continuing to form and develop key strategic partnerships;
- Working to support the development of organisations, networks and communities;
Crime and Community Safety

Crime and the fear of crime have a negative influence on economic prosperity and quality of life. It is bad for business in many ways, not least because of its cost – it is estimated that crime against business costs the UK economy £19 billion a year. Beyond this it gives a perception of a town or area as unsafe, thereby discouraging business, employees, potential residents and tourists from moving there or visiting. Companies increasingly examine the crime profile of an area before deciding to invest and communities with high crime rates become less attractive and can suffer reduced opportunities for local suppliers, sub-contractors and jobseekers as a result.

Crime, including business crime, also impacts upon staff and individuals and the wider community. National research shows that 40% of all crime occurs in 10% of all neighbourhoods, making clear the links between the crime reduction and regeneration agendas. The region’s police services are committed to developing neighbourhood policing models that are fully engaged with the local community, that seek to help solve community concerns and actively promote participation and awareness amongst all sections of the community, promoting community cohesion and social inclusion.

Inclusion

The needs of communities and the economy cannot be separated; the whole point of the economy is to benefit the region’s people, including those in disadvantaged communities. Past experience has shown that a ‘trickle down’ approach does not work. Proactive action is needed to ensure the opportunities and benefits of business success and prosperity extend to all the people of the region, young and old, regardless of ethnicity, colour, religious belief, gender, sexuality, deafness and disability or geographic location. This Strategy will take account of and benefit all those living and working in the region. It will advance social issues including health and health equality, culture, housing and community safety and work to connect people to economic opportunities.

Inclusion and strong community cohesion is made even more vital with the changing age profile in the region and it will be important to make the most of the talents of older people in the economy, as well as many other groups and communities. The regional agencies are committed to a joined up approach that will ensure this happens, with the Yorkshire and Humber Assembly, the Association of Local Authorities and Government Office for Yorkshire and the Humber at a regional level and Local Strategic Partnerships at a local level taking a leading role on inclusion. The voluntary and community sector and faith communities have vital roles to play in building strong and inclusive communities and are often well placed to build on cultural assets and apply creative new approaches.

Environment

A diverse and attractive environment contributes to quality of life and helps make our region an attractive place to live and invest. Yorkshire and Humber has a third of England’s area of national parks, a stunning and diverse coastline and many striking towns and areas of natural beauty. Its strong environmental offer is part of the region’s distinctiveness and a key ‘selling point’ that needs to be nurtured and better utilised.

We face a range of challenges on the environment. Global warming, air and water pollution and the impact of traffic pollution on health are all high profile issues. Action to address these environmental impacts is not inherently uneconomical. In many ways, efficient use of transport, energy and natural resources can aid business competitiveness, as well as minimising waste and pollution. Those businesses that act first have potential to win ‘first mover’ advantages and enhance their market position. This includes improving competitiveness through energy and resource efficiency and taking advantage of the economic and employment potential of a ‘low carbon economy’.

In order to better achieve environmental goals, the Regional Environment Forum has put together a Regional Environmental Enhancement Strategy. This complements other environmentally focused strategies areas like waste and forestry. The Strategy aims to raise awareness and exert influence, particularly on the high level strategy documents that our region must produce, focusing on four key themes: Building knowledge and understanding; Conserving environmental resources; Managing environmental change; and Making community connections. This Regional Economic Strategy addresses these goals in its deliverables, themes and actions.
Housing

Housing and the economy both have critical roles within the region and there are mutually positive links between both areas. Housing is a key sector of economic activity both in its own terms (due to work in construction, design and maintenance, etc.) and through its role in helping to create sustainable communities with good quality of life. Affordable, attractive and integrated housing of this sort creates locales where people want to live and businesses want to invest. This in turn enhances the skills, capacities, jobs and investment that will assist economic opportunities across the region.

At the same time, a strong economy that assists businesses and people, including in deprived areas, can raise income levels, allow people to improve their housing, foster sustainable communities, and stimulate balanced and stable housing markets. Urban and rural renaissance programmes can further enhance settlements and, by making them more attractive places to locate, assist in creating more, better and sustainable housing and communities. With this in mind, it is vital that economic development supports a healthy housing market and vice versa. This will be reflected through the close alignment of policies in the Regional Housing Strategy (RHS) and the RES.

The review of the RES has included full consultation with the housing sector. Given economic and housing intelligence; the fundamental importance of aligning economy, housing, planning and transport; and existing commitments such as in the region’s four sub-regional Investment Plans; it is possible to identify a series of guiding principles for how the RES and RHS can support each other. Specifically, the RES should support the RHS by:

- Providing a good economic offer
- Focusing economic investment and growth in the same places where extra or better housing is planned and which is also sustainable
- Fully aligning urban and rural renaissance activity across the region with the RHS and housing investment
- Tackle underlying economic and skills issues
- Recognising the role of the housing sector as a part of the economy
- Acknowledging high demand and affordability issues in certain parts of the region
- Promote principles of sustainable development such as good environmental practice, quality design, and mixed use development
- Working with Yorkshire Futures and other key parties to join up intelligence

Equally, the RHS should support the RES by:

- Join up housing investment with economic planning and growth
- Aligning housing investment with renaissance programmes in cities, towns and market towns where both are progressing
- Improve housing in deprived areas and create knock on benefits
- Build on housing as a key economic sector by maximising legitimate employment and contract opportunities for local businesses, social enterprises and people
- Address high demand and affordability issues
- Championing excellence in design and distinctiveness, quality and environmentally sound construction in accessible locations to promote sustainable development
- Work with Yorkshire Futures and other key parties to join up intelligence

Rural

The Yorkshire and Humber Rural Framework has informed this RES and will be highly pertinent to its delivery. The RES will contribute to delivering key themes in the Framework, especially on economic and social regeneration, but also on social justice and the value of the countryside. The content of every RES Objective is relevant to rural as well as urban areas, and Objective 6 in particular puts the challenges and opportunities of rural areas in the spotlight.

Regional Skills Partnership Board

The Government’s 2003 National Skills Strategy tasked Regional Development Agencies with establishing Regional Skills Partnerships (RSP) to bring closer integration of skills, training, business support and labour market activity to support regional economic development. Subsequent to this, in 2005, and in light of the Government’s second Skills White Paper, the 14-19 White Paper, the revised RES for 2006 - 2015, and the review of the Yorkshire and Humber Assembly, the region agreed the time was right to review the RSP structure.

The review of the RSP (comprising the Regional Skills Alliance and the Yorkshire and Humber Assembly’s Education and Skills Commission) was completed in September 2005. In line with the review’s findings, the RSP decided to establish a revised Yorkshire and Humber Regional Skills Partnership Board which was implemented in April 2006, and is led by a Chair from the private sector. The main purpose of this Board will be to ensure the delivery of the skills element of the RES, including the region’s 14-19 agenda. Its goal will be to ensure that:

- Employers have the right skills to support the success of their business - through a “Better Deal for Business”; and
- Individuals have the skills they need to be employable and personally fulfilled – through a “Better Deal for People”;
## Northern Way workstreams

This table adds further detail on how RES Objectives cover all of the Northern Way workstreams in terms of where and how they are covered. Where priorities in the workstreams and the RES are specific to a known location, such as in one of the Northern Way city regions, these are also stipulated in the RES. Examples include the locations of worklessness pilots in Hull, Bradford and South Yorkshire; the Academy for Sustainable Communities in Leeds; Science City activity in York, and other locations that are transport priorities or potential venues for ‘Welcome to the North’ public art installations. In other areas such as skills and enterprise education locations for delivery are either not yet specific or will be potentially relevant across the whole or most of the region, including all three city regions.

<table>
<thead>
<tr>
<th>Northern Way Workstream</th>
<th>RES Coverage - Objective (and deliverable if specific)</th>
<th>Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1 - Employment</td>
<td>Objective 4 (B)</td>
<td>The RES takes forward three Northern Way worklessness pilot projects and includes extra content on promoting employment</td>
</tr>
<tr>
<td>C2 – Knowledge Base and Innovation</td>
<td>Objective 2 (A) &lt;br&gt; Objective 3 (E)</td>
<td>Innovation is prominent in the RES and includes growing/exploiting the science &amp; research base and the Science City of York. Knowledge Transfer Programmes are linked to higher level skills.</td>
</tr>
<tr>
<td>C3 – Entrepreneurial North</td>
<td>Objective 1</td>
<td>The Northern Way priority of Enterprise Education is a central part of the RES’ thrust on encouraging and supporting more people to start a business.</td>
</tr>
<tr>
<td>C4 – Key Clusters</td>
<td>Objective 2 (B/C)</td>
<td>The Chemicals cluster is included to go forward linked to the Northern Way. Other ‘secondary’ Northern Way cluster activity is covered through other RES clusters/sectors and work on resource efficiency within clusters.</td>
</tr>
<tr>
<td>C5 – Employer Skills Needs</td>
<td>Objective 3</td>
<td>The Regional Skills Partnership is central to the RES approach to skills. Train to Gain expansion is included, and the importance of higher level and generic skills is reinforced.</td>
</tr>
<tr>
<td>C6-8 – Connectivity</td>
<td>Objective 5 (A/B)</td>
<td>The Northern Transport Compact is included in the RES together with focus on Humber Ports, consistent early win interventions and making the case for longer term priorities such as Transpennine rail enhancements.</td>
</tr>
<tr>
<td>C9 – Sustainable Communities</td>
<td>Objective 6 (B/D) + related sub-regional maps</td>
<td>The Academy for Sustainable Communities is included as a key action. Strong links are made between RHS and RES, including joining up housing and renaissance.</td>
</tr>
<tr>
<td>C10 – Market the North</td>
<td>Objective 6 (E) &lt;br&gt; Objective 1 (C)</td>
<td>Northern Way priorities on co-ordinating cultural events, media profile, public art and perceptions, and marketing to tourists and investors are all included.</td>
</tr>
</tbody>
</table>
Annex 2: Implementing Regional Agendas and Issues through the RES Deliverables

The table shows how wide ranging agendas – such as health, culture and tourism are mainstreamed through implementation of the RES deliverables in all six Objectives. The same could be done (but isn’t to avoid visual clutter) for other areas such as innovation, community safety or ICT – the latter of which for instance runs through the Strategy, in terms of e-business, e-skills and infrastructure.

<table>
<thead>
<tr>
<th>MORE BUSINESSES</th>
<th>COMPETITIVE BUSINESSES</th>
<th>SKILLED PEOPLE</th>
<th>CONNECTING PEOPLE TO GOOD JOBS</th>
<th>TRANSPORT, INFRASTRUCTURE AND ENVIRONMENT</th>
<th>STRONGER CITIES, TOWNS AND RURAL AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage Business Start-Ups</td>
<td>Innovation</td>
<td>Enthusiasm for Learning</td>
<td>Regional Inclusion Framework</td>
<td>Regional Transport Priorities</td>
<td>City Regions</td>
</tr>
<tr>
<td>Business Support for Start-Ups</td>
<td>Regional Clusters</td>
<td>Basic and Skills for Everyday Work</td>
<td>Improving Performance in the Most Deprived Areas</td>
<td>Initial Transport Schemes</td>
<td>Renaissance in Major Cities and Towns</td>
</tr>
<tr>
<td>Private Investment</td>
<td>Key Sectors</td>
<td>Skills for Technicians, Crafts People and Managers</td>
<td>Getting More People into Good Jobs</td>
<td>Energy, Utilities and Broadband</td>
<td>Strong Rural Economy</td>
</tr>
<tr>
<td>Business Support</td>
<td>Skills of People in Work</td>
<td>Utilise Voluntary Sector</td>
<td>Environment and Natural Resources</td>
<td>Capitalise on Housing and Health</td>
<td></td>
</tr>
<tr>
<td>Best Practice</td>
<td>Higher Level Skills</td>
<td>Remove Barriers to Work</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supply Chains, Trade and Procurement</td>
<td>Evidence for Education and Skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Key:
- Shared Deliverables with Health
- Shared Deliverables with Tourism
- Shared Deliverables with Culture
Annex 3: Targets and Indicators

Summary of RES targets to start of 2016 – baselines, indicators and fit

The table sets out the detail of regional outcome targets to 2016, including baselines and indicators, and shows how they fit with and build on other targets sets. Targets will be measured at least annually, including modelling or index updates where required. Relevant outcomes will also be measured in terms of beneficiary groups and closing gaps between them – reflecting the importance of equalities and diversity. As an established indicator and data are not currently available to measure ‘sustainable economic growth’ (see figure 3) in the region, we will commission work to develop such an overall measure which uses economic growth as a base and amends it to take account of social and environmental well-being. Yorkshire Forward will work with Yorkshire Futures to progress this and ensure the region is able to use such an indicator by 2007 to inform assessment of progress and policy development.

<table>
<thead>
<tr>
<th>Target Area</th>
<th>Targets and Indicators - 2016 outcomes (10yrs after launch of RES in early 2006)</th>
<th>Fit with Tier 1 and 2 targets, Advancing Together (AT) and ‘PSA’ outcome indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Growth</td>
<td>Increase GDP faster than main competitors (e.g. EU 15)</td>
<td>Tier 1, Tier 2, AT, PSA</td>
</tr>
<tr>
<td>Employment</td>
<td>Raise the ILO Employment rate from 74.4% in 2004 to 78%-80% - equating to around 155,000 - 200,000 net extra jobs</td>
<td>Tier 1, Tier 2, AT, PSA</td>
</tr>
<tr>
<td>Productivity</td>
<td>Raise GVA per worker by 25-30% from £28,300 in 2003 to between £35,000 -£37,000 (GVA per workforce job)</td>
<td>Tier 2, AT, PSA</td>
</tr>
<tr>
<td>Innovation</td>
<td>Double R&amp;D expenditure from 0.5% of GVA in 2002 to &gt;1% of regional GVA (Business Enterprise R&amp;D all industries, total workplace based)</td>
<td>Tier 2, AT, PSA</td>
</tr>
<tr>
<td>Enterprise</td>
<td>Increase total business stock by 25% from 32 businesses per 1,000 adults in 2004 to 40 businesses per 1,000 adults – based on VAT registered firms and equating to over 30,000 extra net businesses</td>
<td>Tier 1, Tier 2, AT, PSA</td>
</tr>
<tr>
<td>Skills</td>
<td>Raise % of people with NVQ level 2 or equivalent or higher to 80% (from 70% in 2004) and the proportion within this total with Level 4+ from 37% in 2004 to 45%</td>
<td>Tier 1, Tier 2, AT, PSA</td>
</tr>
<tr>
<td>Investment (transport)</td>
<td>Achieve real terms increase in transport investment in the region as a % of regional GVA from 0.9% in 2004/5 to over 1% of GVA</td>
<td>New target to reflect priority on transport and AT indicators</td>
</tr>
<tr>
<td>Investment (overall)</td>
<td>Raise total private sector manufacturing and services investment by 50% from £5.3 billions in 2002 to £8b</td>
<td>Tier 1, Tier 2, AT, PSA</td>
</tr>
<tr>
<td>Quality of Place</td>
<td>Significantly above trend improvement in regional quality of place index for renaissance cities and towns. Based on equal weighting of 12 factors in renaissance cities and towns(^27)</td>
<td>New target to reflect priority on quality of place and AT indicators</td>
</tr>
<tr>
<td>Environment (pollution)</td>
<td>Reduce greenhouse gas emissions (CO2 equivalent) by 20-25% over 1990 baseline, based on modelling of energy/resources consumption attributable to Y&amp;H</td>
<td>Tier 1, AT, PSA</td>
</tr>
<tr>
<td>Diversity (including regeneration)</td>
<td>Cut the % of local ‘super output areas’ in the region in the 10% most deprived nationally from 16% (in 2004) to 13% - halving the gap to national average</td>
<td>Tier 1, Tier 2, PSA</td>
</tr>
</tbody>
</table>

\(^*\) Fit based on covering the target area rather than exact detail of indicators.

\(^{27}\) This index is agreed at headline level and will be finalised by early 2006, including how ‘significantly above trend’ will be defined and the towns/cities it will be based on. The 12 indicators it will be based on are equally weighted. Four cover attitudes – to neighbourhoods, the town, attractiveness for business, and civic engagement. The others cover outcomes in terms of: no. of businesses, employment, population, incomes, skills, crime, % of brownfield development, and private sector investment/demand. Further detail is in the Companion Document and extra factors including on civic engagement and town centre will also be measured at the local level.
Annex 4: Plans, Frameworks and Strategies in the Region

The diagram shows how the RES connects to other regional strategies – including the overall ‘Advancing Together’ framework which shows how all issues will be integrated and monitored at a headline level. Regional activity is supported by local delivery and it fits in the wider context of the global, European and national economies, as well as pan-Northern collaboration.
Annex 5: Growth Assumptions and Risks

Growth Forecasts and Assumptions

The economic forecasts supporting the region’s forward view of output and employment growth have been developed using ‘econometric modelling’ techniques driven by a set of underlying national and regional macro economic assumptions. This means predicting what the economy will do, using the best information available. This section spells out in overview what these assumptions are:

- **The estimates of GDP** and its growth used in the RES are current cost estimates.

- **Inflation** – We have assumed that in the timeframe of the growth forecasts (2006 to 2016) inflation will remain within the Bank of England’s central probability forecast range at the median – 1.9% to 2.4% - year-on-year until 2008 – with the 2008 range extended to 2016 at the median (May 2005 Inflation report). This is in the context of possible deviations driven by oil and energy prices. If the annual inflation outturn varies significantly outside this central band it will impact the overall annual growth rates used to derive our estimate of total regional GDP to 2016.

- **Interest Rates** - Variations in the Bank of England’s base lending rate have a significant impact on the regional economy and tend to differentially impact on SMEs. Going forward we have assumed that the long term risks from interest rates (as a constraint to year on year growth) increasing above the Governments target range can be broadly balanced in the risk assessment. It is true though that the short term UK consensus on interest rates currently estimates the base lending rate somewhat higher than HMT’s target range. Our projections incorporate assumptions for higher annual interest rate growth than assumed by the Government, returning to the current target range in 2008.

- **World Trade Growth** – In the medium term our forecasts assume that world trade growth will moderate to 4% annually by 2007 and remain constant at this rate to 2016, falling from the 2004 peak of 5% globally. Within this overall view the US and China will continue to drive global growth. It is recognised that it will be important for the regional economy to maximise exports to both of these economies. Output growth in terms of potential for year-on-year growth in Yorkshire will be fundamentally determined by the relative performance of the UK economy internationally and by the strength of London and the South East. In trade terms, Yorkshire exports an above average share of its output to these economies. The downside risks in this situation are obvious – if world trade growth (year-on-year) falls below our assumptions it is likely to flow from a significant macro impact on demand in these economies. In this situation Yorkshire’s output growth would decline (as direct consequence) at a rate above the national average.

- **Employment and the regional labour market** – Our forecast estimates for output growth are fundamental in determining our view of the rate of output growth in the Yorkshire economy. In headline terms two substantive macro issues are germane – the current strength of the regional (national) labour market and the estimated performance of key sectors and clusters in Yorkshire compared to the UK:
  
  - Regional employment rates to the medium term will fall increasingly below the national rate (year on year), but we will still have healthy employment growth. This rate of growth will mean increasing capacity constraints on the supply side within the regional labour market (which may be even more challenging given the range of transformational projects assumed).
  
  - Strategically, in the long term it is imperative that any comparative under representation (relative to the UK) of key sectors, such as Financial Services and Digital cluster in Yorkshire, is addressed. This task is made more difficult in a tight labour market for such labour intensive industries and it will be important for the supply to clearly differentiate generic needs and specific high-level skills needs.

- **Energy, Oil and Producer Input Prices** – The main risk to producer input prices flows from the uncertainties around oil prices in the medium and long term and the short term relationship of the spot price of oil on unit prices for gas. This has a particularly strong effect on specific manufacturing industries, which are ‘overrepresented’ in the region’s economy. How these forces interplay at the regional level is difficult to determine at present, and will be influenced by factors including energy efficiency and dependence on fossil fuels as well as international demand and currency fluctuations. Accepted logic though would suggest that if we see a permanent $10 shift upwards in price of a barrel of oil – the economy of Yorkshire and Humber could decline by around 0.5%.

- **Investment** – Forecasts are based on an assumption that the level and proportion of Government investment in key areas such as R&D and transport in the region compared to the UK average remain at least stable, and have a real potential for growth. If this does not materialise, then this is likely to have a negative impact on regional growth.
Strategic Risks by Objective

There are a number of risks and implications that higher and lower levels of growth to those forecast based on the stated assumptions will have for performance and action. Some key examples are set out below for each RES Objective.

### Objective 1: More Businesses

<table>
<thead>
<tr>
<th>GDP Growth Rate</th>
<th>Impact Scenario</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher Growth</td>
<td>Supportive climate for new businesses to start.</td>
<td>Prioritise high growth businesses and promote entrepreneurial skills to take full advantage of growth.</td>
</tr>
<tr>
<td>Lower Growth</td>
<td>Risk averse culture may dissuade new enterprises. Potentially more difficult for businesses to secure finance and to manage cash flows.</td>
<td>Work with banks to support firms on cash flow, access to finance and property issues. Build long term skills for self-employment.</td>
</tr>
</tbody>
</table>

### Objective 2: Competitive Businesses

<table>
<thead>
<tr>
<th>GDP Growth Rate</th>
<th>Impact Scenario</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher Growth</td>
<td>Higher growth in existing regional businesses and more willingness to invest and innovate.</td>
<td>Maximise growth in key areas and make the most of a positive climate for innovation. Strong action to attract and retain skilled employees given a tight labour market. Ensure higher growth does not cause negative environmental impacts.</td>
</tr>
<tr>
<td>Lower Growth</td>
<td>Reduced growth in existing regional businesses, and danger of closures</td>
<td>More emphasis on helping key businesses with a long term future to survive a difficult period in the short term. Address potential reluctance to invest in innovation and new markets where warranted.</td>
</tr>
</tbody>
</table>

### Objective 3: Skilled People

<table>
<thead>
<tr>
<th>GDP Growth Rate</th>
<th>Impact Scenario</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher Growth</td>
<td>Increased opportunities and demand for skilled employees</td>
<td>Ensure skills base keeps pace with and predicts needs of growing parts of the economy</td>
</tr>
<tr>
<td>Lower Growth</td>
<td>Reduced demand for employees – likely to increase onus on gaining skills to compete in the labour market.</td>
<td>Focus on transferable skills to allow movement between firms in the event of redundancies and to retain push for high skills levels to maximise economic performance.</td>
</tr>
</tbody>
</table>
### Objective 4: Connecting People to Good Jobs

<table>
<thead>
<tr>
<th>GDP Growth Rate</th>
<th>Impact Scenario</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher Growth</td>
<td>Potential full employment and good opportunities to regenerate deprived areas.</td>
<td>Even stronger emphasis on quality and value of employment. Proactively ensure growth benefits deprived areas.</td>
</tr>
<tr>
<td>Lower Growth</td>
<td>Lower employment rates and possible cycles of decline in the areas hit hardest.</td>
<td>Inclusion activity to prevent polarity between those in and out of work and rich and poor areas. Strong interventions to manage transition and enable people to find new jobs after any large business closures.</td>
</tr>
</tbody>
</table>

### Objective 5: Transport, Infrastructure and Environment

<table>
<thead>
<tr>
<th>GDP Growth Rate</th>
<th>Impact Scenario</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher Growth</td>
<td>Risk of GDP and traffic growth resulting in more congestion and pollution – with adverse impact on likelihood of meeting greenhouse gas emissions target.</td>
<td>Greater transport investment and focus on public transport solutions, demand management and work to reduce greenhouse gas emissions from all key sources</td>
</tr>
<tr>
<td>Lower Growth</td>
<td>Reduced private sector infrastructure investment.</td>
<td>Focus on fewer clear priorities for private investment and on role of transport in stimulating growth. Resource efficiency to enable competition on cost.</td>
</tr>
</tbody>
</table>

### Objective 6: Stronger Cities, Towns and Rural Communities

<table>
<thead>
<tr>
<th>GDP Growth Rate</th>
<th>Impact Scenario</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher Growth</td>
<td>Rush for development may bring quick and cheap low quality development alongside more high quality buildings. Good private investment opportunities. Housing affordability issues.</td>
<td>Planning policy and renaissance policies to drive up quality and foster long term approach. Maintain integrated approach and take advantage of positive scenario for spending on cultural aspects.</td>
</tr>
<tr>
<td>Lower Growth</td>
<td>Risk of housing market collapse, notably in areas with high new housing numbers. Less infrastructure investment and possible tendency to low quality.</td>
<td>Even stronger focus on integrated action to maximise efficiency and make most of investments. Use examples of quality development boosting performance to deter low quality development.</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
<td></td>
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<tr>
<td>---------</td>
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<td></td>
</tr>
<tr>
<td>ACAS</td>
<td>Advisory Conciliation and Arbitration Service</td>
<td></td>
</tr>
<tr>
<td>ALA</td>
<td>Association of Local Authorities</td>
<td></td>
</tr>
<tr>
<td>AT</td>
<td>Advancing Together</td>
<td></td>
</tr>
<tr>
<td>BD4B</td>
<td>Better Deal for Business</td>
<td></td>
</tr>
<tr>
<td>BITC</td>
<td>Business in the Community</td>
<td></td>
</tr>
<tr>
<td>BL</td>
<td>Business Link (operators)</td>
<td></td>
</tr>
<tr>
<td>BAME</td>
<td>Black, Asian and Minority Ethnic</td>
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</tr>
<tr>
<td>BREEAM</td>
<td>BRE Environmental Assessment Method</td>
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<tr>
<td>CBI</td>
<td>Confederation of British Industries</td>
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<tr>
<td>CIC</td>
<td>Centres of Industrial Collaboration</td>
<td></td>
</tr>
<tr>
<td>CRDP</td>
<td>City Region Development Programme</td>
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<tr>
<td>DCLG</td>
<td>Department for Communities and Local Government</td>
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<tr>
<td>DCMS</td>
<td>Department for Culture, Media and Sport</td>
<td></td>
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<tr>
<td>DEFRA</td>
<td>Department for Environment, Food and Rural Affairs</td>
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<tr>
<td>DFES</td>
<td>Department for Education and Skills</td>
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<tr>
<td>DFT</td>
<td>Department for Transport</td>
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<td>DTI</td>
<td>Department of Trade and Industry</td>
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<td>DWP</td>
<td>Department of Work and Pensions</td>
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<td>EEF</td>
<td>Engineering Employers Federation</td>
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<td>ESB</td>
<td>European Strategy Board</td>
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<td>European Union</td>
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<td>EU15</td>
<td>The 15 Member States of the European Union prior to 1 May 2004</td>
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<tr>
<td>EU25</td>
<td>The 25 Member States of the European Union from the 1 May 2004</td>
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<tr>
<td>FE</td>
<td>Further Education</td>
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<td>FDI</td>
<td>Foreign Direct Investment</td>
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<tr>
<td>FRESA</td>
<td>Framework for Regional Employment and Skills Action</td>
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<tr>
<td>FSB</td>
<td>Federation of Small Businesses</td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>GOYH</td>
<td>Government Office for Yorkshire and Humber</td>
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<tr>
<td>GVA</td>
<td>Gross Value Added</td>
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<td>Higher Education</td>
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<td>Higher Education Statistics Agency</td>
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<td>HMT</td>
<td>Her Majesty’s Treasury</td>
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<tr>
<td>ICT</td>
<td>Information, Communication, Technology</td>
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<td>ILO</td>
<td>International Labour Organisation</td>
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<td>Institute of Directors</td>
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<td>KTP</td>
<td>Knowledge Transfer Partnerships</td>
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<td>LA</td>
<td>Local Authorities</td>
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<td>LAA</td>
<td>Local Area Agreements</td>
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<td>LEA</td>
<td>Local Education Authority</td>
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<td>LEGI</td>
<td>Local Enterprise Growth Initiative</td>
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<td>LSC</td>
<td>Learning and Skills Council</td>
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<td>LSP</td>
<td>Local Strategic Partnerships</td>
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<td>NHS</td>
<td>National Health Service</td>
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<tr>
<td>NVQ</td>
<td>National Vocational Qualification</td>
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<tr>
<td>ODPM</td>
<td>Office of the Deputy Prime Minister</td>
<td></td>
</tr>
<tr>
<td>ONS</td>
<td>Office of National Statistics</td>
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<td>PSA</td>
<td>Public Service Agreement</td>
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<td>PFI</td>
<td>Private Finance Initiative</td>
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<td>R&amp;D</td>
<td>Research and Development</td>
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<tr>
<td>RDA</td>
<td>Regional Development Agency</td>
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<tr>
<td>RES</td>
<td>Regional Economic Strategy</td>
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<td>RHS</td>
<td>Regional Housing Strategy</td>
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<td>RSP</td>
<td>Regional Skills Partnership</td>
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<td>RSS</td>
<td>Regional Spatial Strategy</td>
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<td>RTB</td>
<td>Regional Transport Board</td>
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<td>SBS</td>
<td>Small Business Service</td>
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</tr>
<tr>
<td>SME</td>
<td>Small and Medium Sized Enterprise</td>
<td></td>
</tr>
<tr>
<td>SRB</td>
<td>Single Regeneration Budget</td>
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<tr>
<td>UKTI</td>
<td>United Kingdom Trade and Investment</td>
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<tr>
<td>URC</td>
<td>Urban Regeneration Company</td>
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<td>YF</td>
<td>Yorkshire Forward</td>
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<td>Y&amp;H</td>
<td>Yorkshire and Humber</td>
<td></td>
</tr>
<tr>
<td>YHA</td>
<td>Yorkshire and Humber Assembly</td>
<td></td>
</tr>
</tbody>
</table>
Northlands

by Joolz Denby
It’s all about light here, the breathing light, 
light that floods across the folded velvet swell of moorlands, 
gazes the peaks, gilds snow and glimmers in the deep tarns.
It sets hawks dancing on the warm rising air
and shivers the faded desiccated bells of heather
that chime layer upon layer of flickering songs
about faith and love and the ancient, open North.
These crag-knotted, sky-blessed lands roll in clear
and savage majesty from coast to coast
bounded by icy feral strands, buffeted by winds
that write spells in the powdery sand and spindrift-glaze
the silvery-grey stone quays that bind the tiered seaside towns.
It’s all about the light here, the heart catches fire with it,
the spirit rises high and bright with it - Northern light,
like no other, healing to come home to, heartbreaking to leave.
That light comes to the great Northern cities too, picking out the convoluted carving on amber stone or terracotta and red brick, quickening the humming mazes woven tight with people from everywhere on earth, all wrapped in light, gazing up at the opal sun rising in pale splendour, smelling the faint breath of nature drifting like wild incense from the stepping fells that lie so close around the urban hives. Light blooms amongst the electric hustle of city days as the streets stir from their brief sleep, shaking off the theatres’ hush and gesture, the glittering dance clubs, pulse-beat, the raw tribal shout of guitars, and the laughter of girls, tinkling with sequins, a twist of jewels shimmering in the searing glare of neon and the voodoo energy of the night-time carnival’s crazy whip and whirl.

The light, that soft, cool morning kiss, brings families chattering into the day, sees schools bursting into the bustle and hum of youth’s furious salty flight, workers filling up factories, offices, shops and markets with the chanting hymns of daily life. And in the pools of warmth caught on park benches, it smoothes old faces, beautiful with memories, and smiles at babies, stuttering on unsteady legs, peering in fresh wonder at the complex brand-new enormity of grass blades.

The light is always, always with us in this huge and bone-strong land and we are illuminated by its grace and exultant purity. It shows us we can be anything; we can be everything; we can make our own mythologies and our own futures, we can be re-made by our passion and our dreams.

Every day light floods the Northlands; every day the light, every day the light, that pure, fine and tempered light, is with us.

Northlands by Joolz Denby
Joolz Denby has been a professional writer, spoken-word performer and illustrative artist for over twenty-five years. She is an award-winning novelist and is considered to be the UK’s premier woman spoken-word artist, with an international reputation for excellence in all her creative fields. Joolz lives and works in Bradford and the poem *Northlands* that threads its way through this document was commissioned specifically for The Regional Economic Strategy for Yorkshire and Humber.