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

The Regional Economic Strategy
for Yorkshire & Humber
2006-2015
A Summary





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.

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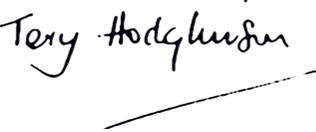
Foreword

Our region has come a long way since the first Regional Economic Strategy (RES). 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, straight-forwardness, 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 to turn our vision into reality.



Terry Hodgkinson
Chair, Yorkshire Forward



Councillor Peter Box
Chair, Yorkshire and Humber Assembly

This is a summary document of the RES and is backed up by a Companion Document which further details the evidence base for the Strategy. The full version of the RES and the Companion Document are both available from Yorkshire Forward.

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. The RES sits within the Advancing Together strategic framework co-ordinated by the Yorkshire and Humber Assembly.

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 port complex. And our renaissance programme is building strong market towns in rural areas such as 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 in the Northern Way partnership 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 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 cross-cutting themes of sustainable development, diversity, and leadership and ambition underpin the way they are delivered.



x. What makes Yorkshire and Humber unique is its mix of diverse people and places. 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.



...Through our people

xi. 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.

xii. 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.

Objective 1: More Businesses that last

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

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 by a diverse range of people, higher survival rates, better business support and more investment in the region. By 2016 we seek to achieve a major boost to business formation and survival rates, building on the 1,000 extra businesses in the region and thousands more attending Enterprise Shows.

Objective 1: Action Table

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

Objective 2: Competitive Businesses

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
- £70bn economy (2003)
- 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

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.

Objective 2: Action Table

What and Why (Deliverables)	How (3 Year Action & Focus)	Who (Lead)
(A) FOSTER INNOVATION TO DEVELOP NEW MARKETS AND PRODUCTS – INCLUDING GOOD LINKS BETWEEN BUSINESS AND HE INSTITUTIONS <i>(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>	i) Assist businesses to develop new/better products – through the network of business and innovation support, including Yorkshire and Humber Manufacturing Advisory Service	YF/HE
	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	
(B) GROW BUSINESS AND EMPLOYMENT IN KNOWLEDGE BASED REGIONAL CLUSTERS <i>(because there needs to be focus on key interventions in the clusters/sectors that will impact most on the region's economic future)</i>	i) Implement action plans for knowledge based regional clusters, and review clusters on a rolling basis based on: <ul style="list-style-type: none"> • 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 	YF
	ii) Incorporate employment, inclusion and environmental resource efficiency goals into all key clusters	

Objective 2: Action Table (continued)

What and Why (Deliverables)	How (3 Year Action & Focus)	Who (Lead)
(C) BOOST KEY SECTORS OF REGIONAL SIGNIFICANCE <i>(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>	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	YF
	ii) Deliver the Strategic Framework for the Visitor Economy and its focus on visitor spend, quality, sustainability and innovation	Yorkshire Tourist Board
	iii) Campaign to attract tourists from abroad, as part of a North of England initiative, focused on Europe and USA markets	England's North Country (+ YF)
(D) IMPROVE BUSINESS SUPPORT TO SUPPORT GROWTH and CUT RED TAPE <i>(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)</i>	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	YF, Business Link, LSC
	ii) Bring universities into the Better Deal for Business framework for both R&D and higher level skills	YF
	iii) Support initiatives to cut the impact of red tape on business, including intelligence and influence on future EU legislation	YF, ESB and Y&H Brussels office

Objective 2: Action Table (continued)

What and Why (Deliverables)	How (3 Year Action & Focus)	Who (Lead)
(E) APPLY BEST PRACTICE FOR BUSINESS SUCCESS AND TO RECRUIT/RETAIN GOOD STAFF <i>(because good leadership and management, and healthy, motivated staff, boost business success, and we can better use the talents of women and BAME groups in business)</i>	i) Develop a programme of business leadership training and promote best practice management techniques	YF, private sector bodies, Northern Way
	ii) Promote healthy and safe workplaces to boost productivity	Department of Health RPHG, NHS, HSE, Private Sector, Business Link, ACAS
	iii) Promote Corporate Social Responsibility – including equality/diversity and environmental good practice	BITC/ACAS
	iv) Promote good practice in employee relations	Employee Relations Forum
(F) HELP BUSINESSES TO WIN AND EXPAND MARKETS THROUGH SUPPLY CHAINS, TRADE AND PROCUREMENT <i>(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)</i>	i) Develop regional supply chain initiatives and 'Virtual Enterprise Networks' that provide business and employment opportunities in the region	YF
	ii) Develop NHS, local authority and other public sector procurement policies to enhance local business opportunity	NHS, local authorities and other public bodies
	iii) Promote more international trade and exporting	UKTI, YF
	iv) Seize opportunities provided through e-business and good use of ICT and broadband	YF
	v) Make the most of universities as businesses that trade globally and attract overseas students and investment	Universities/HE

Objective 3: Skilled People - benefiting business

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

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 depends 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.

Objective 3: Action Table

What and Why (Deliverables)	How (3 Year Action & Focus)	Who (Lead)
(A) CREATE A NEW ENTHUSIASM FOR LEARNING AND INCREASE ATTAINMENT <i>(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)</i>	i) Promote the benefits of learning to children, parents and employers	Local Authorities, Connexions, Education-Business Link Organisations, LSC, Skills for Business network
	ii) Apply best practice in teaching that motivates children to learn and perform well beyond primary school	Local Authorities, DfES + teacher training bodies and schools
	iii) Improve educational and training provision to raise the number of young people gaining qualifications	Local Authorities/LSC
	iv) Increase take-up of subjects linked to economic success – including ICT, Maths, Science, Technology and major modern languages	Local Authorities/ LSC /YF
	v) Reduce the number of young people not in education, employment or training, and improve progression routes into/between all levels of learning	Connexions/ LSC/ Local Authorities
	vi) Make information on job/learning opportunities better integrated and easier to access and understand	LSC + Jobcentre Plus + Connexions
(B) IMPROVE BASIC SKILLS AND SKILLS FOR EMPLOYABILITY and EVERYDAY WORK <i>(so more people have the basic and employability skills that help them to meet business needs and secure good jobs)</i>	i) Develop basic skills including ESOL, vocational and core employability skills	LSC/LEAs/ Skills for Business network /FE
	ii) Encourage the take up of level 2 qualifications	LSC/FE
	iii) Deliver regional Digital and ICT Action Plan	YF/LSC
(C) IMPROVE SKILLS FOR TECHNICIANS, CRAFTS PEOPLE AND MANAGERS TO ENSURE APPROPRIATE SKILLS FOR EMPLOYABILITY AND SUITABLE CAREER PROGRESSION ROUTES <i>(as evidence shows that 'level 3' skills make a real difference to people's lives and their employers)</i>	i) Identify and address priority areas of business where skills shortages are affecting productivity	Skills for Business network /LSC
	ii) Make the most of apprenticeships and pilot adult apprenticeships in health and social care, construction and engineering	LSC/Sector Skills Councils

Objective 3: Action Table (continued)

What and Why (Deliverables)	How (3 Year Action & Focus)	Who (Lead)
(D) IMPROVE THE SKILLS OF PEOPLE ALREADY IN WORK AND THE POTENTIAL WORKFORCE <i>(to help people and businesses achieve more and to better match the type of training provided to the skills that businesses need)</i>	i) Deliver Train to Gain using the brokerage model within the Better Deal for Business framework	LSC
	ii) Improve the quality, flexibility and responsiveness of education and training providers	Skills for Business network/ LSC/HE/FE
	iii) Meet the needs of employers and individuals in growth businesses	YF/LSC/Skills for Business network
	iv) Work with business, employers and unions to increase employer resources invested in workplace training	LSC/FE/Skills for Business network /TUC
(E) IMPROVE HIGHER LEVEL SKILLS TO CAPTURE THE POTENTIAL OF PEOPLE WITH DEGREES <i>(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)</i>	i) Foster excellence in management and leadership skills across the North, through for example, the Leadership Academy	Business Link/Northern Way/LSC/Skills for Business network
	ii) Expand Knowledge Transfer Partnerships that encourage SMEs to recruit graduates and apply their skills	HE/ Northern Way
	iii) Develop a programme to retain more graduates in the region	HE/YF
	iv) Expand HE provision, including Foundation Degrees, and presence in areas such as the Humber South Bank, Doncaster, Barnsley and Scarborough	HE/FE
(F) USE EVIDENCE ON SKILLS AND ECONOMIC NEEDS TO GUIDE ACTION <i>(to ensure learning and skills resources are invested where they will make most difference)</i>	i) Establish a common regional approach to collect and disseminate intelligence	Yorkshire Futures/LSC/ Skills for Business network/ Sub Regional Partnerships



Objective 4: Connecting People to Good Jobs

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

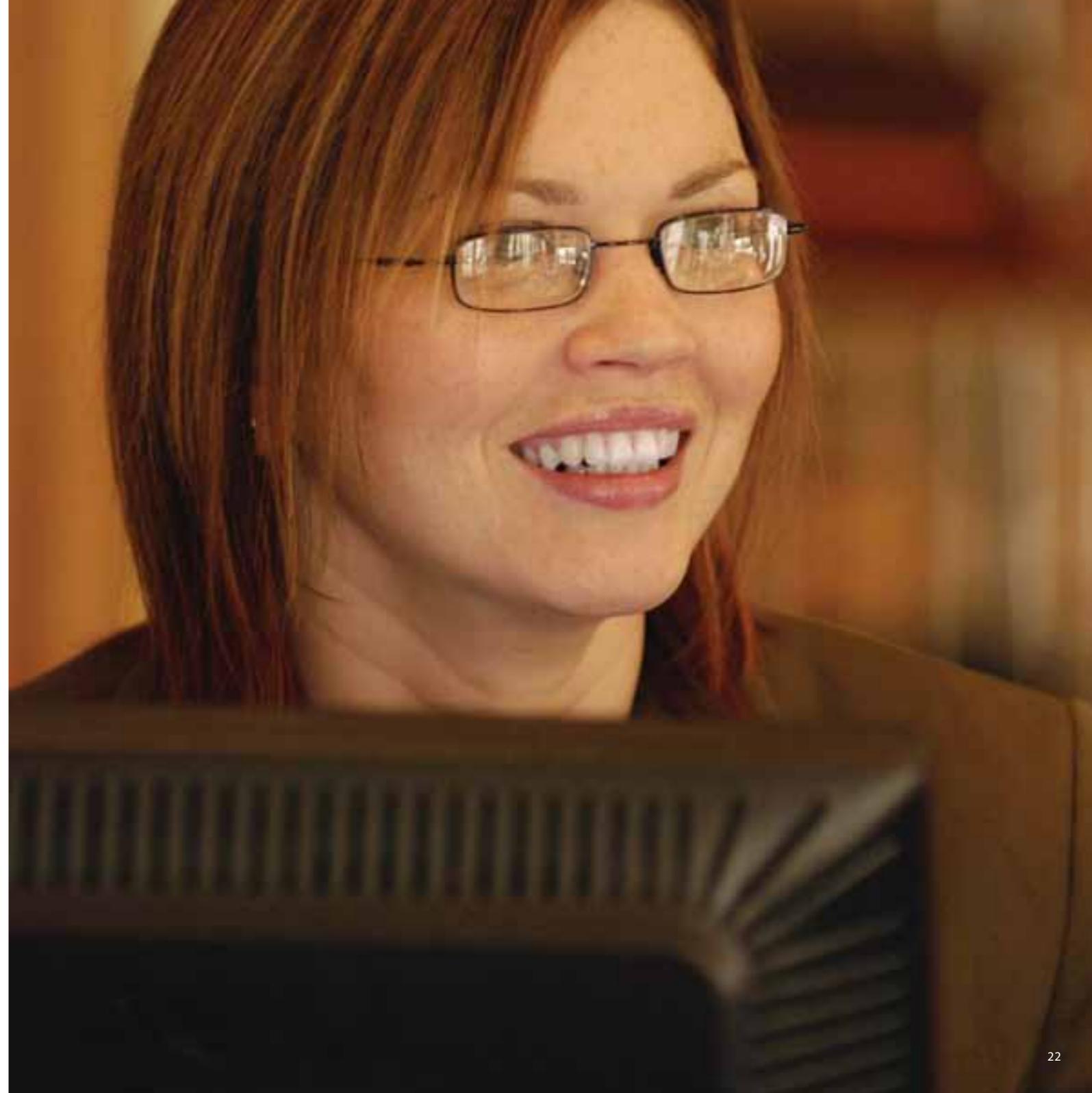
Connecting people to opportunity so they can make the most of life is the focus of this Objective. It is about making sure people are not cut off from job opportunities through incapacity, lack of skills, barriers like lack of affordable childcare, or not being able to get to work because there is no public transport – for instance in deprived and rural areas.

Objective 4: Action Table

What and Why (Deliverables)	How (3 Year Action & Focus)	Who (Lead)
A) DEVISE AND DELIVER A REGIONAL INCLUSION FRAMEWORK <i>(social and economic well-being go together, so there is a need for strategic direction, and clear leadership and actions)</i>	i) Produce a Regional Inclusion Framework in 2006 to identify priority localities to focus on an overall approach plus clear resources and responsibilities	YHA, ALA, GOYH, YF
B) DEVELOP PROGRAMMES AND PROJECTS TO TACKLE WORKLESSNESS AND GET MORE PEOPLE INTO GOOD JOBS <i>(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>	i) Deliver projects to get people off benefit and into work, including in Hull, Bradford and South Yorkshire	Jobcentre Plus
	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	Jobcentre Plus and business /unions/NHS and DWP partners
	iii) Mainstream employability initiatives in the NHS, targeting areas of deprivation	NHS
	iv) Use health based, volunteering, cultural, environmental and 'youthbuild' type projects to provide positive routes into employment	Voluntary and community sector
C) USE LOCAL AREA AGREEMENTS TO TARGET RESOURCES TO IMPROVE PERFORMANCE IN THE MOST DEPRIVED AREAS <i>(because joined up responses are needed that direct most money to where it is most needed)</i>	v) Link young people and local sports teams to assist skills, inclusion, regeneration and health	Sport England (with local authorities and sports teams)
	i) Local Area Agreements to bring organisations together and say what will be done, by who, and when for the 10% most deprived areas.	Local authorities/LSPs
	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.	GOYH to promote and encourage spend by local authorities, YF, LSC, etc.
	iii) Complete delivery of European Objective 1, 2 and 3 programmes	GOYH/O1

Objective 4: Action Table (continued)

What and Why (Deliverables)	How (3 Year Action & Focus)	Who (Lead)
D) UTILISE THE VOLUNTARY SECTOR TO REACH LOCAL PEOPLE AND IMPROVE SERVICE DELIVERY <i>(because at its best, the voluntary sector is innovative, efficient and close to communities)</i>	i) Utilise and build the capacity of the voluntary sector and social enterprises to deliver appropriate mainstream services	Voluntary and community sector and local authorities
	ii) Support successful development trusts or similar anchor bodies in local communities that give them a voice and route to improving their areas	YF, Development Trusts, local authorities
E) IMPROVE CHILDCARE AND REMOVE BARRIERS THAT PREVENT PEOPLE ACCESSING WORK <i>(because evidence shows mobility and lack of affordable childcare can both be barriers to entering the labour market)</i>	i) Improve awareness, provision and uptake of childcare options and incentives	Children and Young People Strategic Partnership
	ii) Encourage location of new jobs in places where communities can easily access them without a car	YHA, YF, local authorities
	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	Local authorities + YHA
	iv) Assist employers to ensure people have equal employment and advancement chances regardless of background (e.g. race, gender, age, deafness and disability)	Business Link, Employee Relations Forum



Objective 5: Transport, Infrastructure and Environment

2000 - What we wanted
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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

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.

Objective 5: Action Table

What and Why (Deliverables)	How (3 Year Action & Focus)	Who (Lead)
A) ENSURE GOVERNMENT COMMITMENT TO THE REGION'S LONG TERM TRANSPORT PRIORITIES <i>(because the region and the North need greater transport investment focused on clear priorities and backed by good evidence)</i>	i) Work through the Regional Transport Board and Northern Transport Compact to make the case for priority improvements	Northern Transport Compact and city regions /Regional Transport Board
	ii) Focus effort to secure faster progress on 4 key long term regional priorities; these being: <ul style="list-style-type: none"> • 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 	
B) DELIVER INITIAL TRANSPORT SCHEMES OF ECONOMIC PRIORITY <i>(these support economic priorities and will deliver good economic benefits from modest investment. Delivery would be slow and uncertain otherwise)</i>	i) Work with public and private partners to establish funding and deliver on 4 priorities swiftly; these being: <ul style="list-style-type: none"> • 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 <i>(as private investment planned in physical infrastructure should be joined up to other work)</i>	i) Make the most of private sector utilities and infrastructure development – including broadband/ICT, water and energy – and join it up to renaissance programmes	Private sector utility providers and regulators
	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	

Objective 5: Action Table (continued)

What and Why (Deliverables)	How (3 Year Action & Focus)	Who (Lead)
<p>D) PROTECT, ENHANCE AND UTILISE THE ENVIRONMENT AND NATURAL RESOURCES <i>(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></p>	i) Deliver projects that reduce and mitigate greenhouse gas emissions and enhance economic performance	YF + environment sector and local partners
	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)	Environment Agency
	v) Apply shared, high quality design and environmental standards for all developments receiving public sector support	YF



Objective 6: Stronger Cities, Towns and Rural Communities

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.

Our region's success depends on prosperous and attractive cities, towns and rural communities. This Objective concerns how we integrate a spatial dimension into delivery of the RES. Our three city regions have a central role in driving a step change in competitiveness, and collaboration between our major cities and towns will also be vital if we are to realise their economic potential.

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 '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

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 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.

Objective 6: Action Table

What and Why (Deliverables)	How (3 Year Action & Focus)	Who (Lead)
A) BOOST THE ROLE OF CITY REGIONS AS ECONOMIC DRIVERS <i>(because successful regions need successful cities and city regions which will account for an increasing share of growth)</i>	i) Utilise city region development programmes developed under the Northern Way to identify transformational initiatives, including on transport and competitiveness	City region partnerships
	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	YF/an expanded network of cities and major towns/Local Government Yorkshire and Humber
B) DELIVER INTEGRATED RENAISSANCE PROGRAMMES IN MAJOR CITIES AND TOWNS <i>(because renaissance is needed to enhance the prospects of cities and large towns, uniting key actions and agencies, boosting civic pride and engagement, skills, investment and productivity)</i>	i) Deliver high quality, integrated renaissance programmes in all our major cities and towns - integrating social, business, environmental and cultural aspects	YF + URCs, LSPs/local authorities, English Partnerships, EU programmes
	ii) Improve leadership, knowledge and capacity to deliver renaissance and support the national Academy for Sustainable Communities in Leeds	DCLG and YF linked to the Northern Way
C) SECURE A STRONG AND DIVERSE RURAL ECONOMY <i>(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>	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 Axeholme, Kirkbymoorside, Knaresborough, Malton & Norton, Market Weighton, Northallerton, Otley, Patley Bridge, Penistone, Pickering, Richmond, Settle, Skipton, Thirsk, Upper Calder Valley, and Whitby	Local authorities and YF
	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	Natural England , local authorities, YF and National Parks
	iii) Tackle access to transport, services and affordable housing	Local authorities +YF

Objective 6: Action Table (continued)

What and Why (Deliverables)	How (3 Year Action & Focus)	Who (Lead)
D) CAPITALISE ON HOUSING AND HEALTH AND OTHER PUBLIC SECTOR INVESTMENT TO SUPPORT RENAISSANCE <i>(because major areas of investment that have a big influence on the shape and development of places can add greatly to renaissance)</i>	i) Use NHS capital investment in its buildings to support renaissance, the economy and sustainable development	NHS
	ii) Join up housing and economic planning and investment in all renaissance programmes	Sub-regional Economic and Housing Partnerships
	iii) Capitalise on public investment in education and transport and 'Lyons Review' Government department relocations in renaissance programmes	YF and GOYH
E) USE CULTURE TO CONTRIBUTE THE ECONOMY, RENAISSANCE AND PROFILE <i>(to improve the profile, perceptions, and cultural pull of major cities and towns to attract more skilled people and business investments)</i>	i) Put culture at the heart of renaissance programmes and strengthen their image and media profile	Yorkshire Culture
	ii) Develop and co-ordinate cultural assets, attractions and events to make the region a more attractive place to locate or visit	Yorkshire Culture, Yorkshire Tourist Board
	iii) Use new public art to improve profile, perception and sense of place including as part of the 'Welcome to the North' campaign	Yorkshire Culture
	iv) Launch 'Yorkshire Gold' initiative in 2006 to maximise economic benefit of sport and the 2012 Olympics	Olympic Steering Group



Progress Reporting and Monitoring

To support delivery of this Strategy, Yorkshire Forward will produce an annual RES Progress Report assessing work on every 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.

The table overleaf 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’ 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.

Evidence, Evaluation and What Works

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 underwrites 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.

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.

Target Area	Targets and Indicators - 2016 outcomes (10yrs after launch of RES in early 2006)	Fit with Tier 1 and 2 targets, Advancing Together (AT) and ‘PSA’ outcome indicators
Economic Growth	Increase GDP faster than main competitors (e.g. EU 15)	Tier 1, Tier 2, AT, PSA
Employment	Raise the ILO Employment rate from 74.4% in 2004 to 78%-80% - equating to around 155,000 - 200,000 net extra jobs	Tier 1, Tier 2, AT, PSA
Productivity	Raise GVA per worker by 25-30% from £28,300 in 2003 to between £35,000 -£37,000 (GVA per workforce job)	Tier 2, AT, PSA
Innovation	Double R&D expenditure from 0.5% of GVA in 2002 to >1% of regional GVA (Business Enterprise R&D all industries, total workplace based)	Tier 2, AT, PSA
Enterprise	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	Tier 1, Tier 2, AT, PSA
Skills	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%	Tier 1, Tier 2, AT, PSA
Investment (transport)	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	New target to reflect priority on transport and AT indicators
Investment (overall)	Raise total private sector manufacturing and services investment by 50% from £5.3 billions in 2002 to £8b	Tier 1, Tier 2, AT, PSA
Quality of Place	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 ²	New target to reflect priority on quality of place and AT indicators
Environment (pollution)	Reduce greenhouse gas emissions (CO2 equivalent) by 20-25% over 1990 baseline, based on modelling of energy/resources consumption attributable to Y&H	Tier 1, AT, PSA
Diversity (including regeneration)	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	Tier 1, Tier 2, PSA

² 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.



It's all about light here, the breathing light, light that floods across the folded velvet swell of moorlands, grazes 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 smooths 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