

Aspire

Achieve

Enjoy

# The York and North Yorkshire Investment Plan Review 2007

(**Working Draft 04 July 2007** – This represents an initial first working draft, bringing together the work to date on the Investment Plan into one document. It therefore requires further editing and improvements to its presentation)

York and North Yorkshire Partnership Unit  
12 Clifton Moor Business Village  
James Nicholson Link  
Clifton Moor  
York  
YO30 4XG

[www.ynypu.org.uk](http://www.ynypu.org.uk)

## Introduction

Sub Regional Investment Plans (SRIP) are the tool for delivering the Regional Economic Strategy (RES). Following the development of the first Strategic Economic Assessment (SEA) in each sub-region at the end of 2003, the first Sub Regional Investment Plans were published in July 2004.

Yorkshire Forward has established a cycle whereby the Investment Plan is reviewed in the year following the 3-year review of the RES. The RES was last reviewed in 2005 with a final version produced in May 2006.

This document therefore forms the summary of the York and North Yorkshire Investment Plan Review 2007. It provides a summarised version of each of the following supplementary documents that form the suite of documents that make up the 2007 York and North Yorkshire Investment Plan.

These include:

- ❑ The York and North Yorkshire **Strategic Economic Assessment 2006** – stage one of the SRIP process providing the evidence base for the SRIP.
- ❑ The York and North Yorkshire **Transformational Themes Paper** – Setting out in detail the agreed vision, transformational themes, interventions and special foci.
- ❑ The Sub Regional **Investment Plan Issue Specifications** – Specification or brief for each of the agreed issue specifications derived from the transformational themes. These specifications set the scope for what programmes are required to achieve the vision for the sub region.
- ❑ The **SRIP Programme Profiles** – detailed outline of each of the agreed SRIP Programmes, setting out the outcome required, indicators, programme elements, lead partners, and investment requirements.

### What does this Plan seek to do?

This Investment Plan articulates what strategic activity York and North Yorkshire will undertake to:

- ❑ Ensure that positive economic benefit continues in order to deliver the objectives and targets outlined in the RES
- ❑ Counteract underperformance
- ❑ Capitalise on potential opportunities
- ❑ Capture all partners activities with the specific aim of promoting a joined up approach to public sector investment, in particular Yorkshire Forward, Local Authority and EU funding.

The Plan is **a strategic view on what needs to be done**, how it is going to be achieved and how the sub-region will measure and evaluate the effectiveness of its interventions. It will also be an influencing and aspirational document, making the case to a range of public and private sector partners to support both short, medium and long term activity to engender a change for the region's people, businesses and places.

## The York and North Yorkshire Strategic Economic Assessment

The **Strategic Economic Assessment**<sup>1</sup> was produced at the beginning of the Investment Plan process. It provided a comprehensive review of the evidence that helped to determine the investment priorities for the Sub-region and determining how best York and North Yorkshire makes a contribution towards achieving the objectives set out in the **Regional Economic Strategy (RES)**.

York and North Yorkshire has enjoyed sustained economic growth over a long period, as has the UK generally. Over the next ten to fifteen years, the competitive pressures will increase as other major economies seek to increase their competitiveness in the light of increased pressure from China and India.

York and North Yorkshire has experienced:

- ❑ Strong population and workforce growth;
- ❑ A marked increase in employment, both full and part time;
- ❑ A high level of business start ups and the number of active businesses is considerable;
- ❑ Very low unemployment and low levels of multiple deprivation.

However, this very positive experience needs careful interpretation, as below these headlines, there are a number of issues which may have consequences for the sub region over the coming years. These are:

- ❑ The forecast data suggests that while York and North Yorkshire will continue to be successful, the sub region will experience lower levels of performance when compared to the national performance and for some indicators the regional performance.
- ❑ In particular, the forecast rates of economic growth will lead to a widening of the gap between the sub region and the national position, and the other sub regions, with strong urban centres, may close the gap more quickly.

In summary, the forecast suggests that **York and North Yorkshire's time as the top performing sub region in Yorkshire and the Humber may be coming to an end.**

The key findings of the Strategic Economic Assessment, under each of the Regional Economic Strategy Objectives, are set out in Appendix 1 to this Plan. This forms the basis of the vision, transformational themes and priorities for investment that follow.

---

<sup>1</sup> The full Strategic Economic Assessment is available as a separate document and can be downloaded from [www.ynypu.org.uk](http://www.ynypu.org.uk)

# A Vision for the York and North Yorkshire

The York and North Yorkshire Vision is for:

A sustainable and prosperous  
York and North Yorkshire  
Economy

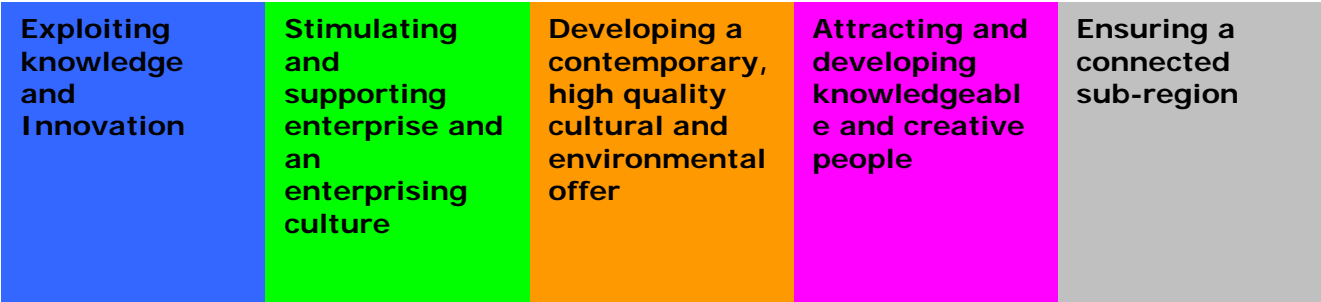
Where its people are able to:



Underpinned by the following core values:

Contemporary  
Innovation and creativity  
Culture and the environment  
Quality niche markets  
Enterprise  
Knowledge

Achieved through five Transformational Themes:



## Transforming the Sub Region

To achieve this vision and transform the sub region, 5 '*Transformational Themes*'<sup>2</sup> have been adopted to help take this Investment Plan forward. They reflect the evidence in the Strategic Economic Assessment and the opportunities that are available to the sub-region.

The 5 Transformational Themes and their Objectives are as follows:

### 1. Exploiting knowledge and Innovation

We want to:

- Build a culture of innovation throughout the sub region
- Create an environment that supports innovation
- Promote pan-European and international engagement
- Establish the sub-region as the best and easiest place to locate science in the UK

### 2. Stimulating and supporting enterprise and an enterprising culture

We want to:

- Promote an enterprise culture and support entrepreneurship
- Enhance business competitiveness
- Make York and North Yorkshire the best place to do businesses
- Raising ambition and innovation in small businesses working in traditional industries or dependent on the visitor economy
- Escalate the growth of the digital and creative cluster
- Ensuring sites and premises meet the needs of new, young and growing businesses

### 3. Developing a contemporary, high quality cultural and environmental offer

We want to:

- Create contemporary and vibrant towns and cities
- Achieve international recognition for our outdoor adventure
- Build upon our Heritage Landscapes
- Reposition the tourist industry in a contemporary world

### 4. Attracting and developing knowledgeable and creative people

We want to:

- Raise aspirations
- Increase the scale and impact of Higher Education
- Sustain the high level knowledge base for competitiveness
- Engage employers in renewing skills
- Connect people to jobs

### 5. Ensuring a connected sub-region

We want to:

- Connecting Knowledge, Technology & Services
- Connecting People and Goods
- Connect Activities that belong together
- Connect support for business
- Connect with others from City Regions to globally

<sup>2</sup> A comprehensive and detailed paper on the Transformational Themes is available and can be downloaded from [www.ynypu.org.uk](http://www.ynypu.org.uk)

**Spatial Context**

Within the context of the five Transformational Themes, four spatial areas are identified as having specific characteristics which may need to be addressed, through the themes, in a more targeted way. Each of these areas includes a number of spatial specific objectives that connect directly to the 5 Transformational Themes. These objectives are colour coded below.

A map showing these spatial areas is set out in Appendix 2.

The Spatial foci and objectives are:

**A** Developing the opportunities for significant new investment, economic and employment growth in **York and its hinterland**

We want to:

- Develop the Infrastructure for Science
- Promote the York Innovation Hub
- Develop and Invest in Strategic Sites and Premises
- Develop and renew skills
- Connect people to Jobs
- Create a contemporary cultural city
- Secure Transformational change in Selby Town
- Improve Connectivity

**B** Significantly raising the economic performance in **Scarborough town**

We want to:

- Encourage and develop the creative and digital Sector
- Increase the availability of sites and premises
- Promote and develop entrepreneurship
- Reduce worklessness and improve skills
- Develop and expand learning opportunities
- Develop and create a contemporary and vibrant Scarborough
- Improve connectivity to Scarborough

**C** Addressing the problems of **rurality** through building a sustainable economy

We want to:

- Develop high quality, specialist sites and premises
- Encourage the growth of creative industries
- Promote the growth of social enterprises
- Achieve international recognition for our outdoor adventure
- Create culturally vibrant rural towns
- Create a high quality '21<sup>st</sup> Century' visitor experience from our heritage landscape
- Secure Broadband and new technology connectivity

**D** Sustaining buoyant economies integral to the City Regions of Leeds and the Tees Valley (the short hand title for this being **Harrogate and the Lowlands**)

We want to:

- Develop and grow the digital sector
- Provide specialist sites and premises
- Exploit the locational advantage for the food and drink cluster
- Promote Business Tourism in Harrogate
- Capitalise on the economic opportunities arising through the investment in Catterick Garrison

## Translating the Transformational Themes into priority programmes

In order to facilitate the delivery of the Sub Regional Investment Plan there was a need to agree a set of programmes that would help the sub region achieve the objectives set out in the vision and transformational themes. It is clear that there is a great deal of cross over within and between the transformational themes and spatial foci objectives, which would not facilitate effective delivery. A process of translating the 'vision, transformational themes and spatial foci' into priority groups and programmes was therefore undertaken.

This involved the drawing together of the theme and spatial objectives, pulling together common areas and themes with the intention of identifying a series of investment priorities that would help to facilitate delivery.

This process looked at each objective within a set of criteria. This included:

- ❑ Whether the objective related more specifically to a spatial area or a theme - e.g. science in York or business tourism in Harrogate.
- ❑ Whether some of the objectives are repeated and can they be amalgamated to facilitate more effective delivery - e.g. growing the creative sector appears as an objective within all the spatial foci and within the Enterprise Theme, therefore could this form a single programme.
- ❑ Whether some of the themed based objectives would be better delivered within a spatial context – e.g. the provision of specific sites and premises is different depending on its spatial context.

At the end of this process **23 'issue specifications'** were identified. These were then grouped into six priority groupings. The issue specification aimed to set the parameter and scope for each of the issues.

Partners across York and North Yorkshire developed these Issue specifications, identifying outcomes, and proposals, which resulted in a set of agreed priority programmes for investment. This has also involved early consideration of the investment required and how these programmes can be delivered<sup>3</sup>.

To summarise this SRIP proposes **six Investment Plan Priority Groups and 23 Programmes for Investment**. These form the basis of delivering the Plan, helping to achieve the **Transformational Themes**, making a contribution to the **Regional Economic Strategy** Objectives and ultimately realising **the Vision for the Sub Region**.

Appendix 3 contains a full programme schedule for the Investment Plan including the outcomes and programme elements.

---

<sup>3</sup> Detailed issue specifications and programme proposals are available for all 23 Programme for investment. These can be obtained from the York and North Yorkshire Partnership Unit by request.

The **priority Groupings and programmes** are as follows: -

### **York and Science**

Programmes:

- ❑ **Invest in Strategic sites for business growth and Science investment**
- ❑ **Developing the York Innovation Hub**
- ❑ **Create a sustainable, contemporary cultural City: developing York's tourism and city centre offer.**
- ❑ **Connecting people to Jobs.**
- ❑ **Securing transformational change in Selby Town**

### **Enterprise and Innovation**

Programmes:

- ❑ **Promoting an Enterprise Culture and Entrepreneurship**
- ❑ **Developing ambition and innovation within businesses that relate to or depend on the visitor economy**
- ❑ **Promoting business competitiveness**
- ❑ **Supporting the growth and impact of the digital and creative cluster**

### **Rural, Outdoor Adventure and Landscape**

Programmes:

- ❑ **Creating culturally vibrant rural towns**
- ❑ **Developing Specialist sites and premises within rural settlements**
- ❑ **Achieving international recognition for our Outdoor Adventure**
- ❑ **Increasing the economic value of our heritage landscape**

### **People and Skills**

Programmes:

- ❑ **Raising aspirations within York and North Yorkshire**
- ❑ **Sustaining the high level knowledge base for competitiveness**
- ❑ **Engage employers in renewing skills**

### **Scarborough Town**

Programmes:

- ❑ **Developing a contemporary and vibrant Scarborough - renaissance programme**
- ❑ **Developing Scarborough as a Learning Town**
- ❑ **Connecting Local People to Local Jobs**

### **Harrogate and the Lowlands**

Programmes:

- ❑ **Developing specialist high quality sites and premises**
- ❑ **Exploiting the sub regions strengths in Food and drink**
- ❑ **Promoting Harrogate as a centre for business tourism**
- ❑ **Capitalise on the economic opportunities arising through the investment in Catterick garrison**

## Appendix 1

### Key Findings from the Strategic Economic Assessment

#### 1. More Businesses that Last (Regional Economic Strategy Objective 1)

There are two elements to this RES Objective, both of which have particular importance to York and North Yorkshire. These are new starts and entrepreneurialism and inward and new investment. These are both areas in which historically the sub region has been strong.

##### ***New Starts and Entrepreneurialism***

The sub region has a very high level of new starts, a very high number of businesses relative to its population and low business failure rates. It also has high levels of self-employment. At the same time, **earnings and GVA are lower than average and there remain some underlying weaknesses in the economy**, particularly with regard to the knowledge economy. There are some specific issues with regard to the location, type and growth of new starts.

These can be summarised as:

- There is a **need to increase the business base in Scarborough** as part of the response to the overall poor economic performance and the forecasts which suggest that the economy will continue to under perform.
- Prioritising new starts in sectors in high growth areas. While this does not imply a picking winners approach, there is a **need to re-structure the economic base towards higher value added sectors**.
- The need to **raise aspirations** further amongst the wider community to increase the number and ambition of entrepreneurs as part of the long term process of **creating a more dynamic culture of entrepreneurialism** in Sub-region.

##### ***New Investment***

The sub region has a strong and successful track record in attracting new and inward investment. The economic forecasts suggest that the scale of new investment may be less than in previous years, and that some sectors are still re-structuring. In the face of a possibly reducing demand and increased competition from other sub regions **there is a need to ensure that a broad range of quality sites and premises are available** in York and North Yorkshire.

The key issues can be summarised as follows:

- York has a number of advantages for the attraction of new, substantial investment, and acts as an employment centre for a large part of rural North Yorkshire. There is a **need to ensure that York has the Premium employment sites to attract the quality and scale of new investment** that can help accelerate growth and assist with the restructuring of traditional industries.
- There is a **need to ensure that rural areas have a supply of sites appropriate to the likely level of future demand** and can support a diversified and more modern economy. This also needs to be linked and reconciled with the plans for the Market Towns.
- **Scarborough faces a number of challenges and it is important that its revival is not impeded by a lack of suitable sites or premises.**

#### 2. Competitive Businesses (Regional Economic Strategy Objective 2)

A thriving and competitive business base is critical to the prosperity of the sub region and its residents. There has been considerable success over the past ten years, with strong enterprise and employment growth.

The Strategic Economic Assessment however, highlighted a number of issues that can be summarised as:

- The **employment growth of the past ten years will slow down** considerably, and the emphasis in terms of economic growth will be on improving productivity. This may be a major challenge for many smaller companies.
- The economic forecasts suggest that a **large proportion of employment growth will be in lower value added sectors**, and involve part time employment. This may result in the sub region under-performing over the next ten years.
- The economic forecasts suggest that **the sub region will lose higher paid and higher skilled jobs** in its manufacturing base. Given the numbers of companies involved and their distribution, this will have a dramatic affect on the sub region.
- The forecast suggest continuing employment decline in important sub sectors, and slower growth in higher value added service sectors. There is a **need to improve productivity across the business base** to maintain employment levels in many sub sectors. This implies an integrated approach incorporating workforce and management skills, innovation and product development and efforts to increase sales both domestically and internationally.
- The forecasts also suggest that **employment growth will be focussed in Harrogate and York**. It is important that both of these centres have the appropriate economic and business infrastructure to support growth.

- **Scarborough has under performed in economic terms.** Given its relative isolation, it is important that the employment and business base is diversified to help develop a more sustainable local economy.
- While **the food and drink cluster** currently employs 14,000 people the forward forecasts suggest that employment will decline. In addition, in spite of being a producer of food and benefiting from a strong tourism and retail location, the sub region has a very small number of specialist businesses in this sector.
- While **Creative and Digital Industries** currently employ 16,000 people in 1,700 enterprises, there is considerable competition from other sub regions for the quality opportunities arising from this sector. While York and North Yorkshire may have a significant number of smaller enterprises, it is unclear the extent to which it has high growth, high value added businesses
- **Creative and digital industries, tourism and cultural industries** are all linked to both the quality of life and economic well being of many towns and communities in the sub region. It is important that the competitiveness of the sub sectors is strengthened to help improve quality, business sustainability and maintain employment levels.

### 3. **Skilled People Benefiting Business** (Regional Economic Strategy Objective 3)

York and North Yorkshire benefits from above average performance by school students, a relatively well qualified workforce and employers with a relatively high level of engagement in training. This positive picture does not apply across the sub region. There are issues with regard to young people, adults and with some employers.

The adult population and workforce are relatively well qualified in York and North Yorkshire. There are two specific issues which need to be addressed to tackle underlying and fundamental weaknesses which will ultimately impact on economic growth. These are:

- **Significant numbers of adults have literacy and numeracy difficulties.** This will reduce the employment opportunities available to them as individuals, and may in part account for the low levels of earnings in parts of the sub region. There is a need to provide support to adults in employment and those seeking to return to the labour market to ensure that the basic skills needs of employers are met.
- Although numbers of **adults with no qualifications** are lower than the national average, they still account for one in four of the workforce.

On many indicators, such as skills gaps, the severity of issues has reduced over the past two years. Nevertheless, there remain some specific issues and the more general need to raise employer engagement. The policy priorities are:

- Work with companies in Advanced Engineering and Metals, Creative and Digital Industries and Food and Drink (with a combined employment total of 37,000) to reduce skills gaps which act as a constraint on growth.
- Investigate why the level of skills gap is so high in York and develop appropriate policy response.
- Work with employers across the entire sub region to raise the proportion of employers engaged in training.
- Work with employers to tackle skills shortage vacancies by providing training tailored to specific needs, e.g. through Train to Gain.
- Identify in more detail specific future skills needs in key York and North Yorkshire sectors, including quantifying potential demand, in order to ensure appropriate provision is in place.
- Support employers to ensure that more highly skilled employment opportunities are created, which will help to attract and retain graduates, at all stages of their working lives. This will help to achieve the region's RES target on level 4 skills and should lead to higher wage levels in the sub region.

### 4. **Connecting people to Good Jobs** (Regional Economic Strategy Objective 4)

York and North Yorkshire has benefited from a very strong employment growth over many years. Parts of the sub region also benefit from proximity to the Leeds City Region, and its much larger labour market, where employment has grown significantly since 2000. As a consequence of this sustained growth economic activity and employment rates are high, and key indicators such as unemployment and inactivity rates are low.

York and North Yorkshire does not have the scale or intensity of issues which face the other parts of the region. There are, however, a number of issues which are affecting particular groups in the labour market, as well as longer term changes in the economy which will affect the workforce. The scale and nature of the challenges facing York and North Yorkshire indicate a need for very focussed and targeted interventions.

In terms of more specific issues within the Sub region there is a need to:

- **Focus resources on Scarborough** to reduce the claimant rates for Job Seekers Allowance, Income Support and Incapacity Benefit. Scarborough also has one of the higher rates of long term (over two years) rates of claiming within York and North Yorkshire.

- Consider a response to **reducing worklessness and multiple deprivation in the City of York**, although the target area, is likely to be quite small.

## 5. **Transport, Infrastructure and the Environment** (Regional Economic Strategy Objective 5)

Balancing transport and infrastructure priorities with environmental concerns is a key priority, particularly in an area such as York and North Yorkshire, where the environmental assets are of such high quality and provide such value to the sub region.

### **Transport Implications**

The overriding aim should be to **ensure that the transport network is able to support the anticipated growth of the York and North Yorkshire economy**, whilst ensuring the sub region's environmental quality is enhanced and protected. In particular, there is a need to handle and transport the growing level of commuters and meet the demands of the tourist sector of the economy.

### **ICT Implications**

ICT is an important part of business infrastructure and is likely to increase in importance, both in urban and rural parts of the sub region. The key policy implications are:

- To monitor current provision and future service provision to ensure that the sub region has a competitive infrastructure.
- The need to encourage businesses to use the ICT infrastructure that is available, both to build demand and to improve the competitiveness of enterprises.
- In support of demand, there is a need to increase the ICT skills levels within businesses and employees in order to maximise the potential of broadband.

### **Environment Policy Implications**

The sheer **number of environmental designations of regional, national and international significance in the sub region provides valuable economic opportunities**. These assets require a high degree of safeguards and sensitivity to protect these fragile environments/valuable ecosystems. As well as providing a high quality of life for residents environmental assets provide a draw for visitors as well as opportunities to study or learn about nature or simply to enjoy it.

The sensitive development of historic assets can play a central role in achieving successful regeneration – representing an opportunity for York and North Yorkshire rather than a constraint.

## 6. **Stronger Cities, Towns and Rural Communities** (Regional Economic Strategy Objective 6)

The key issues for **culture, tourism and rural areas** can be summarised as:

- Cultural industries and cultural assets and activities are particularly important for York and North Yorkshire, including the more rural areas. There is a need to continue to maximise the benefits of culture and improve the quality to ensure that residents and visitors have access to experiences which reflect their expectations.
- Some 80,000 residents live in less sparsely populated areas, and some of these are in more remoter parts of the sub region. There is a need to ensure that the provision of key services, including business development, learning and skills and access to employment activity, take account of these communities when planning and delivering initiatives.
- The availability of affordable housing is likely to have a major effect on many rural communities, with limited prospects for many residents to purchase homes. There is a need to continue to develop affordable housing solutions for many rural areas.
- Tourism remains an important industry and underpins the rural economy. There is a need to modernise and up date the product and encourage businesses to raise standards, given changing tastes and expectations
- The sub region is characterised by a number of major employment centres, market towns and smaller settlements. All have a role to play in supporting a dynamic, growing and inclusive economy. There are two major challenges facing the sub region – **capitalising on the growth potential of York; and addressing the challenges facing Scarborough**.

Other issues relating to cities and towns can be summarised as:

- York is a major asset for the region and the sub region, and can make a significant contribution to the Leeds City region. With a University, a strong tourism brand, and its growing role as a science and innovation centre, York has considerable potential. It also acts as a major commercial and retail centre. Maximising York's growth potential, and ensuring that it has adequate infrastructure to sustain growth will benefit large parts of the sub region and contribute to the Leeds City region. The policy implications for York include ensuring that substantial, high quality development sites are available for the type of major investment relevant to the City's growth plans; addressing the congestion and public transport issues which could constrain growth and limit the impact that new employment could make to the wider sub region; reviewing housing provision and ensuring that new

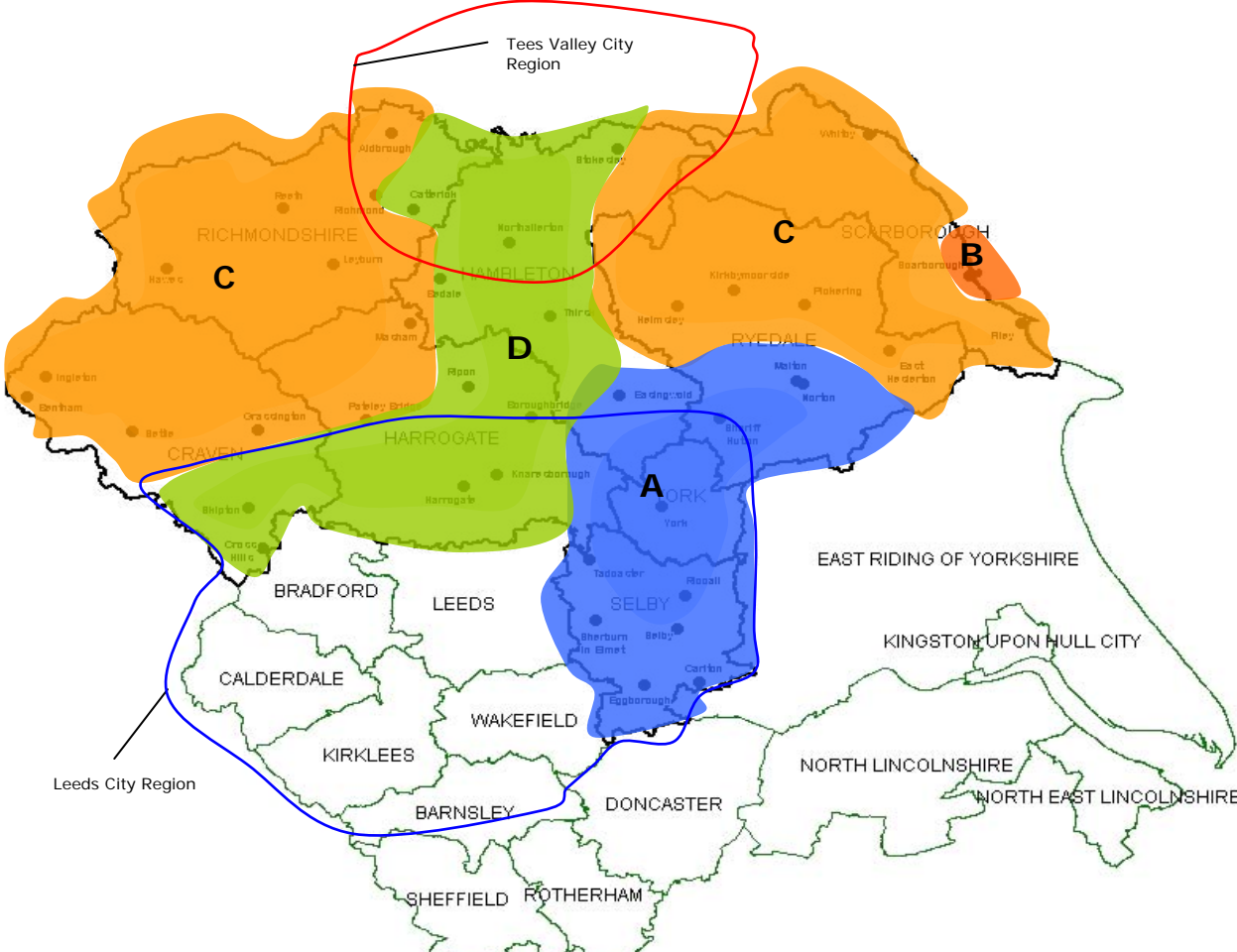
and affordable housing is developed to take account of household projections and high levels of economic growth; and ensuring that Science City delivers the scale of benefits envisaged by the key stakeholders.

- In Scarborough, there is a need to continue support long term plans for the regeneration of the borough, and diversify its economic base. In particular, its relative isolation from other economies means that Scarborough needs to generate internal solutions in terms of new employment.

The policy implications for Scarborough include continued stimulation of new enterprise to generate local employment opportunities, modernising the tourism and leisure product and further developing cultural and creative industries, addressing the problems of economic inactivity and concentrations of deprivation in particular neighbourhoods and ensuring new private sector led developments.

- Market Towns are central to the sustainability of the rural economy. There is a need to create the conditions for further private sector investment and ensuring a sustainable economic base for the longer term is an on-going priority for key stakeholders. Although relatively robust, many market towns need to modernise their economies and replace the inevitable jobs losses in traditional sectors with new opportunities, preferably in higher paid employment, although in some cases prospects will be limited.

**Appendix 2  
Map Showing the Four Spatial areas**



- A** Developing the opportunities for significant new investment, economic and employment growth in **York and its hinterland**
- B** Significantly raising the economic performance in **Scarborough town**
- C** Addressing the problems of **rurality** through building a sustainable economy
- D** Sustaining buoyant economies integral to the City Regions of Leeds and the Tees Valley (the short hand title for this being **Harrogate and the Lowlands**)

## Appendix 3 Investment Plan Outcomes, Programmes and Programme Elements

### York and Science Priority Grouping

<i>Outcome</i>	<i>Proposed Programme</i>	<i>Programme Elements</i>
A readily available portfolio of sites and premises with an institutional infrastructure that secures economic growth and makes the area the best place to locate science investment in the UK.	<b>Invest in Strategic sites for business growth and Science investment</b>	<p>Premises strategy/private sector investment</p> <hr/> <p>major sites - York Central, Expansion of the University of York, and Burn Airfield</p> <hr/> <p>Adding value to current Science City York property programmes</p> <hr/> <p>Specialist premises for Science City York. To include Malton Technology Park, Selby Innovation centre and Heslington East embedded premises.</p> <hr/> <p>To establish the mechanisms by which sites and premises are promoted to inward investors</p>
A substantial part of the growth opportunities in the York economy driven by technological innovating businesses and research organisations.	<b>Developing the York Innovation Hub</b>	<p>Adding value to current Science City York and Higher education Enterprise support through EU funding.</p> <hr/> <p>Taking forward Science City York(including HE activity) ten years.</p> <hr/> <p>Building networks regionally, nationally and internationally</p>
York is a world class visitor destination deriving increasing benefits to the economy from cultural and tourism investment	<b>Create a sustainable, contemporary cultural City: developing York's tourism and city centre offer.</b>	<p>Place making: Developing York city centre as an inspiring place to live, work and visit by improving the quality of the public realm both by day and by night.</p> <hr/> <p>Specific investment on a combined development and restoration project at York Minster</p> <hr/> <p>New city centre Visitor Information Centre services, utilising new technology in the delivery of services that the resident and visitor needs, and showcasing the best of Yorkshire in state of the art city centre facilities.</p> <hr/> <p>Specific investment, complementing the YF Major Events Strategy on signature events which will encourage the higher spend longer stay visitors (including visits into the evening and overnight) with particular focus on the 2010 Mystery Plays and the annual Illuminating York campaign.</p> <hr/> <p>Overall promotion and evaluation of the above</p>
Reduce worklessness and improve skill levels within the six key wards of multiple disadvantage in York, connecting residents in these areas to employment opportunities in the city, along with other inactive individuals, from across the city.	<b>Connecting people to Jobs.</b>	<p>The programme will identify a series of interventions which add value to the mainstream programmes of Jobcentreplus and the LSC, by orchestrating support for individuals through appropriate mechanisms, such as mentors and IAG, ensuring that they can fully utilise what is available to them. In particular it will assist to individuals break down their own barriers to work, identify gateways to employment through intermediate labour market opportunities and finally support individuals gain full time employment.</p>
Selby town to be a vibrant community, with high levels of aspiration, enterprise, skills, learning and culture, fully engaged with the dynamics of the Leeds City Region.	<b>Securing transformational change in Selby Town: To build on the renaissance of Selby town, enabling it to play a dynamic role in the York and Leeds economies.</b>	<p>To secure a substantial increase in investment through a continued Renaissance programme in Selby Town,. This should include uncovering the hidden heritage, and exploit the River Ouse, all leading to a vibrant Town Centre with a sense of place.</p> <hr/> <p>To establish a programme that promotes the town as a cultural and learning centre addressing low level's of aspiration and enterprise and providing a vibrant place to live for those with higher level skills and educational attainment.</p>

## Enterprise and Innovation Priority Grouping

<i>Outcome</i>	<i>Proposed Programme</i>	<i>Programme Elements</i>
<p>A vibrant enterprise culture which produces a large volume of new businesses and drawing its entrepreneurship from all parts of the community.</p>	<p><b>Promoting an Enterprise Culture and Entrepreneurship</b></p>	<p><b>Promoting enterprise and entrepreneurship to all young people</b> (those between 14 – 30) whether in full time education – schools, colleges and universities – employment, training or currently out of work.</p> <hr/> <p><b>Engaging with latent Entrepreneurs</b> Targeted engagement and reengagement with all of those people – estimated at 5.7% of the population - that are thinking of starting a business to increase the number of people starting a business.</p> <hr/> <p><b>Supporting Pre-Starts</b> Practical support to anyone thinking of setting up a business to increase the number of new businesses that start and survive</p> <hr/> <p><b>Supporting the Growth of Early Stage Businesses</b> Practical support to new and young businesses to help them grow and to increase the number of VAT registered businesses</p> <hr/> <p><b>Increasing the impact of social enterprises</b> Practical support to increase the number and impact of social enterprises within local economies, particularly in rural, coastal and disadvantaged communities</p>
<p>For visitors and customers to have a high quality experience from attractions, accommodation, food service and products that enhances the visitor experience and promotes a positive sense of 'place' and a desire to return</p>	<p><b>Developing ambition and innovation within businesses that relate to or depend on the visitor economy</b></p>	<p><b>Raising Quality within the tourism sector.</b> To establish a programme of principally individual or one to one business support that draws together mainstream programmes of assistance and identifies areas where additional individual business support is required to raise the quality of the sub regions tourism businesses and those that relate to the visitor economy. There may be some elements of one to many activities. This would aim to promote the use of RDPE funds to support growth in this sector.</p> <hr/> <p><b>Supporting local producers</b> To bring forward a programme to enhance joint marketing of local products and other businesses.</p>
<p>Businesses that have the strategy and leadership to address new markets, develop new processes, products and services so they remain competitive utilising their resources sustainably.</p>	<p><b>Promoting business competitiveness</b></p>	<p><b>Ensuring no business fails through lack of access to information.</b> Providing easy access to relevant, topical and timely information and self help materials – both reactively and proactively – on key business issues, regulations, legislation, threats and opportunities to all businesses across York and North Yorkshire to increase business survival.</p> <hr/> <p><b>Raising aspirations and promoting and best business practices.</b> Providing encouragement and inspiration to business owners to raise their aspirations, to adopt new ways of working and to embed best business practices across key business functions – to improve business survival and performance.</p> <hr/> <p><b>Promoting effective Leadership and Management.</b> Providing a variety of flexible approaches to help business leaders, owners and managers to develop effective leadership and management skills to improve business performance and competitiveness</p> <hr/> <p><b>Promoting Innovative Approaches.</b> Promoting and providing support to targeted business to develop and embed innovative approaches to new markets, new products, new services, new processes and new approaches to improve business competitiveness.</p> <hr/> <p><b>Developing Internationalisation</b> Increasing the number of businesses engaged in international activities – whether through international trade, attracting overseas visitors, developing international partnerships or inward investment.</p> <hr/> <p><b>Developing Carbon reduction and sustainability.</b> Increasing awareness amongst businesses of the need to reduce carbon emissions. Promoting resource and energy efficiency in businesses, and providing tools and methods of assessing carbon footprints and advice on how to reduce emissions.</p> <hr/> <p><b>Improving access to finance</b> Providing support to targeted businesses to access finance to support and accelerate business growth and development</p>

The digital and creative industries contribution to the local economy to be 50% more significant by 2017

**Supporting the growth and impact of the creative and digital cluster**

**Developing the New Media sectors**

Maximising the opportunities within the digital and new media sectors and exploiting synergies within the Leeds City region and Science City York

---

**Supporting the growth of the IT and Digital sectors**

Maximising the opportunities within the IT and Digital sector, particularly in relation to financial and business services, and developing synergies within the Leeds City Region

---

**Supporting the arts and creative industries**

Supporting the growth and collaboration within the music, visual arts, performing arts and creative industries and developing links with the cultural tourism and festivals and events.

---

## Rural, Outdoor Adventure and the Landscape Priority Grouping

<i>Outcome</i>	<i>Proposed Programme</i>	<i>Programme Elements</i>
To have strong, sustainable and vibrant rural towns building on their distinctiveness and role within their wider landscape	<b>Creating culturally vibrant rural towns</b>	<p>Investment in <b>public realm</b> – environmental improvements, waterfront development, infrastructure and the built environment</p> <p>Increasing their <b>cultural vibrancy</b> – Through supporting events that maximise their distinctiveness and identity, and investing in the towns 'cultural product' such as venues, attractions etc.</p>
To have a supply of high quality specialist businesses premises available across rural communities in order to attract higher value added businesses and help to build a sustainable rural economy.	<b>Developing Specialist sites and premises within rural settlements</b>	<p>Develop a <b>rural sites and premises strategy</b> to identify priorities for investment, areas of market failure, demand, the type of premises needed and where. Providing clear direction in the provision of sites and premises in rural areas.</p> <p>Identify a programme to develop major specialist <b>sites and premises within the key rural (upland) market towns</b> of Settle, Pickering, and Whitby.</p> <p>Encouraging new commercial <b>use for rural buildings</b> to provide high quality accommodation in rural areas. Utilising and promoting the use of RDPE funds.</p> <p>Developing <b>'a sustainable rural workspace scheme'</b> - to demonstrate traditional skills, use of local materials, and renewables.</p>
To transform the image and perception of North Yorkshire through exploiting and building on its outdoor adventure offer and to ensure that outdoor adventure is a key driver for growing the visitor economy and provides an opportunity to create a more vibrant image of the sub-region	<b>Achieving international recognition for our Outdoor Adventure</b>	<p>To develop <b>new iconic experiences</b> from our outdoor adventure, with the focus on mountain biking and rock sports. This is primarily around the need for further capital investment to build on and develop the outdoor adventure infrastructure. For example to include Further Wheeled sports developments at Dalby Forest , and Adventure Centre proposals in Craven linked to Rock sports</p> <p>To build on, attract and increase the value of <b>'outdoor adventure' events and festivals</b> within the sub region. For example building on the current Etape du Dales long distance event and working closely with the Regional Major Events Strategy and business plan</p> <p>To establish a <b>co-ordinated marketing campaign</b> around outdoor adventure for the sub region. For example promoting the idea of North Yorkshire 'A year of adventure'. Initially this programme is primarily around better co-ordination of current marketing for this sector.</p>
To maximise the economic value gained from our heritage landscape, broaden the economic base or rural communities and maintain and enhance the areas special qualities.	<b>Increasing the economic value of our heritage landscape</b>	<p>Promoting a <b>North Yorkshire River Renaissance</b> - themed around a sustainable uplands, wetland heritage, renewable energy, urban waterfronts and water heritage trails. Exploiting the potential and investing further in the <b>World Heritage Site</b> at Fountains Abbey and Studley Royal, <i>(and other iconic sites in North Yorkshire?)</i></p> <p>Investing in <b>Local heritage landscape partnerships</b> - to build on the work of existing initiatives and develop programmes around landscape character areas.</p> <p>Developing major events around our high quality landscape.</p>

## People and Skills Priority Grouping

<i>Outcome</i>	<i>Proposed Programme</i>	<i>Programme Elements</i>
Individuals are inspired to invest to fulfil their own potential within the local economy.	<b>Raising aspirations within York and North Yorkshire</b>	<p>Bring together (extended) schools, colleges, VCS, Community Education, JCP, PCT to develop integrated outreach and provision using all available facilities in target areas, building on mainstream provision, to raise awareness, build confidence, provide first steps and progression opportunities towards employment.</p> <p>Develop IAG offer for young people and adults to identify and provide routes to higher qualifications, career changes and business start ups ensuring individuals are aware of full range of learning, funding, and enterprise and career opportunities. To include awareness raising events, show case projects, case studies, involvement of provider partnerships to facilitate pathways.</p>
Consistent and ambitious development for all people in skilled and professional employment, through learning with plentiful and high quality learning opportunities	<b>Sustaining the high level knowledge base for competitiveness</b>	<p><b>Education Bank</b> Create and develop an infrastructure of higher level learning opportunities available across the sub region through local institutions. Set up networks, physical and virtual, which enable people in all parts of the sub region to access the opportunities from home, work or community facilities. Establish programmes of learning that provide clear routes for progression towards more advanced levels and laterally across subject areas to enable breadth of knowledge. Build on the learning requirements of the economy to ensure that localities benefit and commit to greater engagement in increased educational activity. Create opportunities and pathways for all people to follow higher level learning routes that provide enrichment.</p> <p><b>Opportunities for students and graduates</b> Use packages of incentives to encourage employers to offer work placements to students and graduates who need to develop employability skills and business disciplines but have technical skills and knowledge which can be applied practically to improve business performance. Set up networks including the employers, graduates and educational institutions to discuss and explore the business issues and challenges facing them and what solutions or opportunities might be adopted.</p> <p><b>Synchronisation of education</b> Bring together all educational sectors using existing partnerships and networks to develop coherent and efficient use of facilities and resources to the benefit of all communities – of place, of similar interest, of business and employment and of need. Capitalise on the development of next generation broadband to enable the rapid communication of ideas and generation of new thinking and that educational resources can be made available to those with the potential to exploit them to the benefit of the sub region.</p>
An employer base committed to and investing in developing the workforce at all levels.	<b>Engage employers in renewing skills</b>	<p>Supplement work of Train to Gain brokers and business support programme with events and activities promoting the value of skills development to employers, including exemplars and case studies</p> <p>Provide wage subsidies and payments for job cover for hard to reach employers</p> <p>Examine opportunities for mobile learning facilities to improve access</p> <p>Consider subsidised graduate placements in SMEs</p> <p>Expand TU learner representative project</p>

## Scarborough Town Priority Grouping

<i>Outcome</i>	<i>Proposed Programme</i>	<i>Programme Elements</i>
<p>The growth opportunities of the Scarborough economy to be driven by knowledge based, creative and digital industries and a high quality tourism and cultural offer, transforming the image and perception of the town.</p>	<p><b>Developing a contemporary and vibrant Scarborough - renaissance programme</b></p>	<p>Improved business support for knowledge based industries encouraging greater start-ups and survival rates</p>
		<p>A ladder of provision of workspace including Creative Industries Centre, Graduate Enterprise Centre, incubators and managed workspace</p>
		<p>Improved networking and connectivity with other key centres and agencies in support of the sector and business growth initiatives (i.e. Science City York, Media centre Huddersfield)</p>
		<p>An enhanced programme of education and training providing opportunity, training and employment for young people in the growth sectors</p>
		<p>Delivery of the NYNET project to facilitate connectivity</p>
		<p>A programme to improve and develop key cultural facilities and attractions.</p>
		<p>A marketing programme to improve the image of the town</p>
		<p>A programme to enhance and develop events and festivals</p>
		<p>A major programme of urban realm improvements including the town centre and principal tourist areas</p>
		<p>Higher education making a substantial contribution to the Scarborough town economy and where local communities achieve levels of attainment and skills on a par with the national average.</p>
<p>To connect people in the disadvantaged communities to the new employment opportunities created within the Town, reducing the levels of worklessness and benefit dependency.</p>	<p><b>Connecting Local People to Local Jobs</b></p>	<p>Improve organisation and integration of current activity</p> <p>An employment programme that connects workless people to sustainable jobs</p> <p>Developing enterprise in disadvantaged communities</p>

## Harrogate and Lowlands Priority Grouping

<i>Outcome</i>	<i>Proposed Programme</i>	<i>Programme Elements</i>
To have no business growth constrained by lack of suitable premises	<b>Developing specialist high quality sites and premises</b>	<p>An Employment land and Premises strategy</p> <hr/> <p>Speculative Units in areas of Market failure - using public funding to stimulate the supply of speculative units suitable for small businesses of all types.</p> <hr/> <p>At selected locations (mainly the lowland market towns) Developing a small number of incubator facilities offering services and facilities that can accelerate the growth of small innovative and/or technology based businesses with potential.</p> <hr/> <p>In Harrogate and Skipton Stimulating the provision of office accommodation suitable for firms in the digital, financial and business service sectors, priority being given to sites adjacent to railway stations.</p> <hr/> <p>Within the A1/A19 corridor Extending the provision of food grade units for start-up businesses and developing the supply of move-on accommodation for food and drink businesses.</p> <hr/> <p>Promotion. What are the requirements for promotion and attracting investors and businesses.</p>
Creating the North Yorkshire Food and Drink innovation hub, to increase value of the sector.	<b>Exploiting the sub regions strengths in Food and drink</b>	North Yorkshire Food and Drink innovation hub
A business tourism business in Harrogate that sustains its competitiveness for the next fifty years and promotes the region as a preferred business destination	<b>Promoting Harrogate as a centre for business tourism</b>	To establish a realistic programme, on completion of the feasibility study, that sets out the investment required to refurbish the older exhibition halls, timescale and who will fund it, including consideration of any eligible expenditure that could utilise ERDF.
Catterick Garrison is a sustainable settlement growing with MOD investment yet balancing that with a wider and diverse economic and community base.	<b>Capitalise on the economic opportunities arising through the investment in Catterick garrison</b>	<p>Exploit Business start up and new enterprise along the A1 corridor and providing an adequate supply of business premises</p> <hr/> <p>Investing in activities that support a growing business base such as revenue based education and skills, and capital investment in improvements to infrastructure such as (roads and wires) and serviced employment land.</p> <hr/> <p>Establish links between key employers, the MOD and skills/education providers to ensure adequate supply of trained employees now and for the future (including the retention of skilled MOD personnel leaving the army)</p> <hr/> <p>Develop supply chain links locally</p>