

ANNEX B

YORK AND NORTH YORKSHIRE

INVESTMENT PLAN REVIEW 2007

TRANSFORMATIONAL THEMES

This is the next iteration of the paper incorporating amendments and revisions proposed since 18.01 .

The intro, vision and appendix all need rewriting,

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THE TRANSFORMATIONAL THEMES

Introduction

An important stage has been reached in the review of the Sub-Regional Investment Plan. A set of transformational themes that address the economic issues within York and North Yorkshire, providing the framework for Plan, has been prepared.

These themes are derived from Strategic Economic Assessment. Work on the Assessment benefited from a broadly based discussion with partners, starting with a 'First Thoughts' paper and workshop in May. This was followed by a further series of workshops, led by consultants EKOS, enabling them to complete the Assessment in October 2006. That concluded the first stage of the review.

The Next Steps

We are now in the second stage of preparing the Investment Plan - the identification of issues and priorities. This will be completed by March 2007. The final stage of the plan - seeking solutions to issues - will be completed by June 2007.

The first part of this second stage involved a reflection on the evidence in the Strategic Economic Assessment to determine what sort of aspirations we wish to achieve through the Investment Plan. Over the next few years, public sector resources to support economic development will be reduced and it is important that we focus on what might be the most important priorities.

Therefore the Development Board, supported by the Partnership Executive, have agreed a framework for the Plan review based on a set of five transformational themes. The geography of York and North Yorkshire is diverse and therefore four spatial foci have been identified to ensure the applicability of these five themes to local areas.

It is intended that towards the end of March, "issue specifications" will be published commencing the final stage of the Plan review which seeks solutions to enable the sub region to achieve its objectives. Prior to this the wider engagement of partners in the five transformational themes is sought so that the final stages of the plan truly matches the aspirations of as many people as possible.

The Request for Partner input

Partners are specifically asked to consider whether:

- a) They feel they can engage with, and support, the aspirations of the plan as expressed through the five transformational themes and the suggested interventions.
- b) And to consider what might be the most important issues for them.

So that views can be fully considered in the preparation of the "issues specifications", a response from partners is sought by the 15th February, 2007. Ideally an earlier response than that would be greatly appreciated. These should be returned to the York and North Yorkshire Partnership Unit.

This document should be printed in colour. If printed copies are required then these can be made available by contacting susan.christie@ynypu.org.uk (01904 477970)

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THE VISION

The starting point is to agree a vision for the sub-region – high-level value(s) that encapsulate our overarching ambition. This means:

- constructing a 15 – 20 year vision if we are really to change the culture and transform the economic base.
- ensuring that we will achieve the goals of sustainable development in those changes.
- recognising the need for aspiration that is stretching but realistic. Also, the competition is huge –we need to differentiate ourselves from the very many other sub-regions that would make similar claims
- getting ‘buy in’ – such a vision can deliver impact that is greater than the sum of its parts
- whilst being selective, seeking an ambition that is meaningful across the sub-region and is therefore applicable or replicable across local economies and communities
- the need for focus – fewer and bigger interventions are likely to have most lasting impact

The vision is still being developed. However, though the words need refining, a series of discussions with key stakeholders has revealed a remarkable degree of consensus – a set of key values that reflect our strengths but also the need to address change.



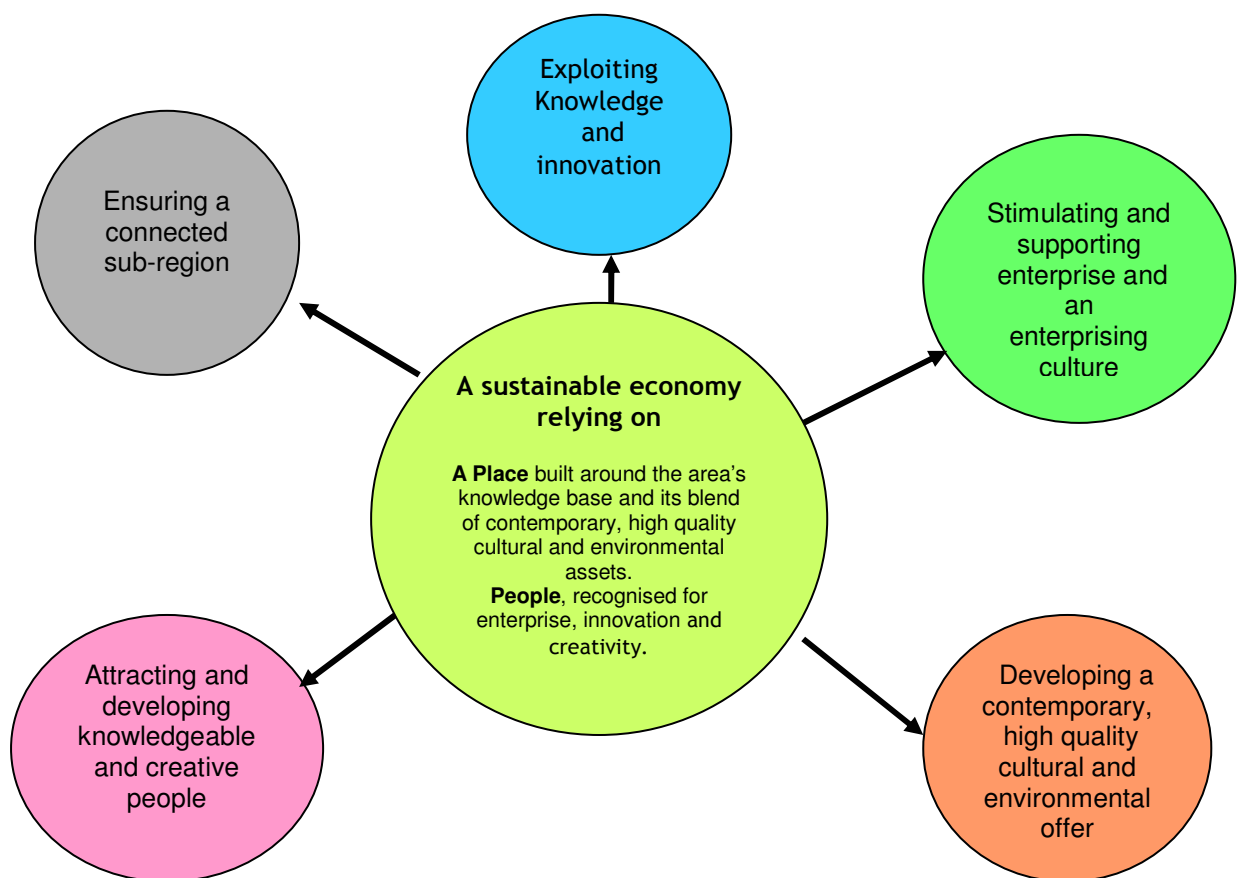
TRANSFORMATIONAL THEMES

The themes translate the vision into five key 'platforms' to take the Plan forward. They reflect the evidence in the Strategic Economic Assessment and the opportunities that are available to the sub-region.

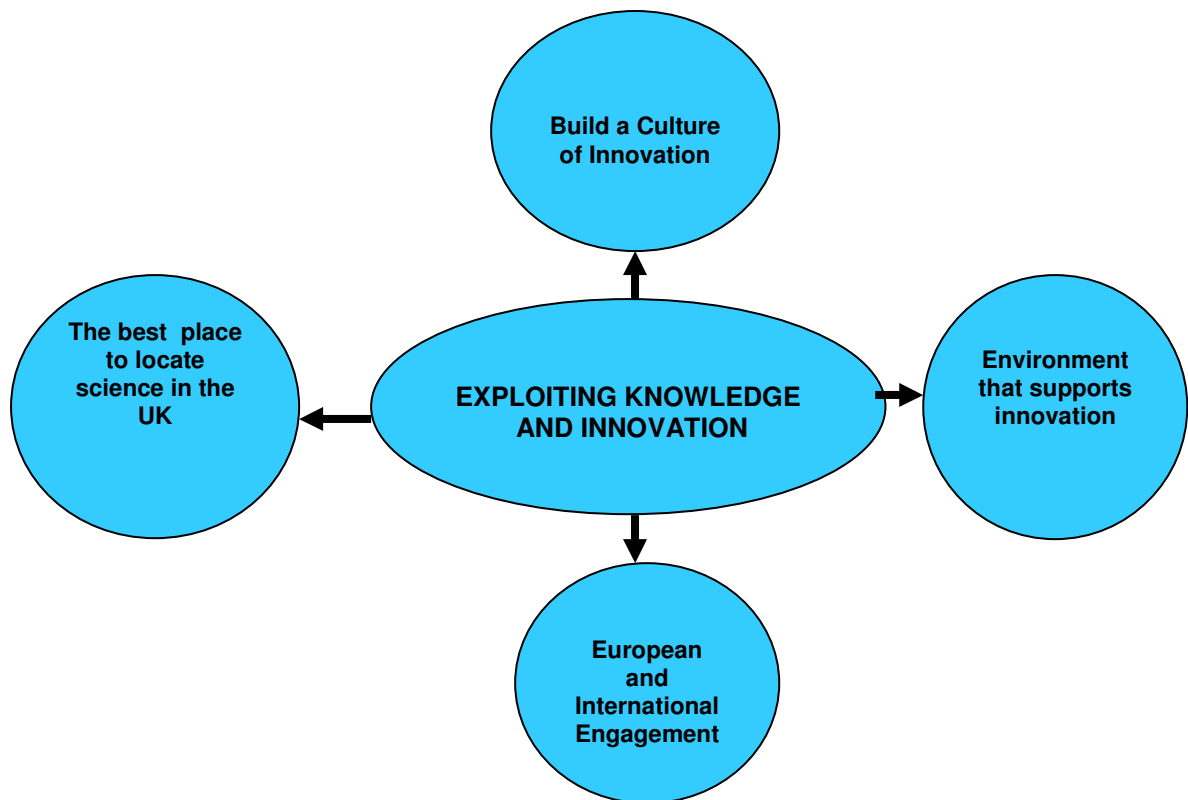
They also take account of some imperatives:

- building on opportunities and potential for success (and then spilling out that success)
- accepting that not everyone can benefit equally from each aspect of the priorities
- the greater and more lasting impact of having fewer, bigger and stronger interventions which are not simply a proliferation of initiatives
- focus on 'opportunity' rather than 'need'
- stimulating facilitating cultural and attitudinal change – in a way that is applicable across sectors and across areas

On this basis, it is suggested that there should be **five main transformational themes** in the new Investment Plan.

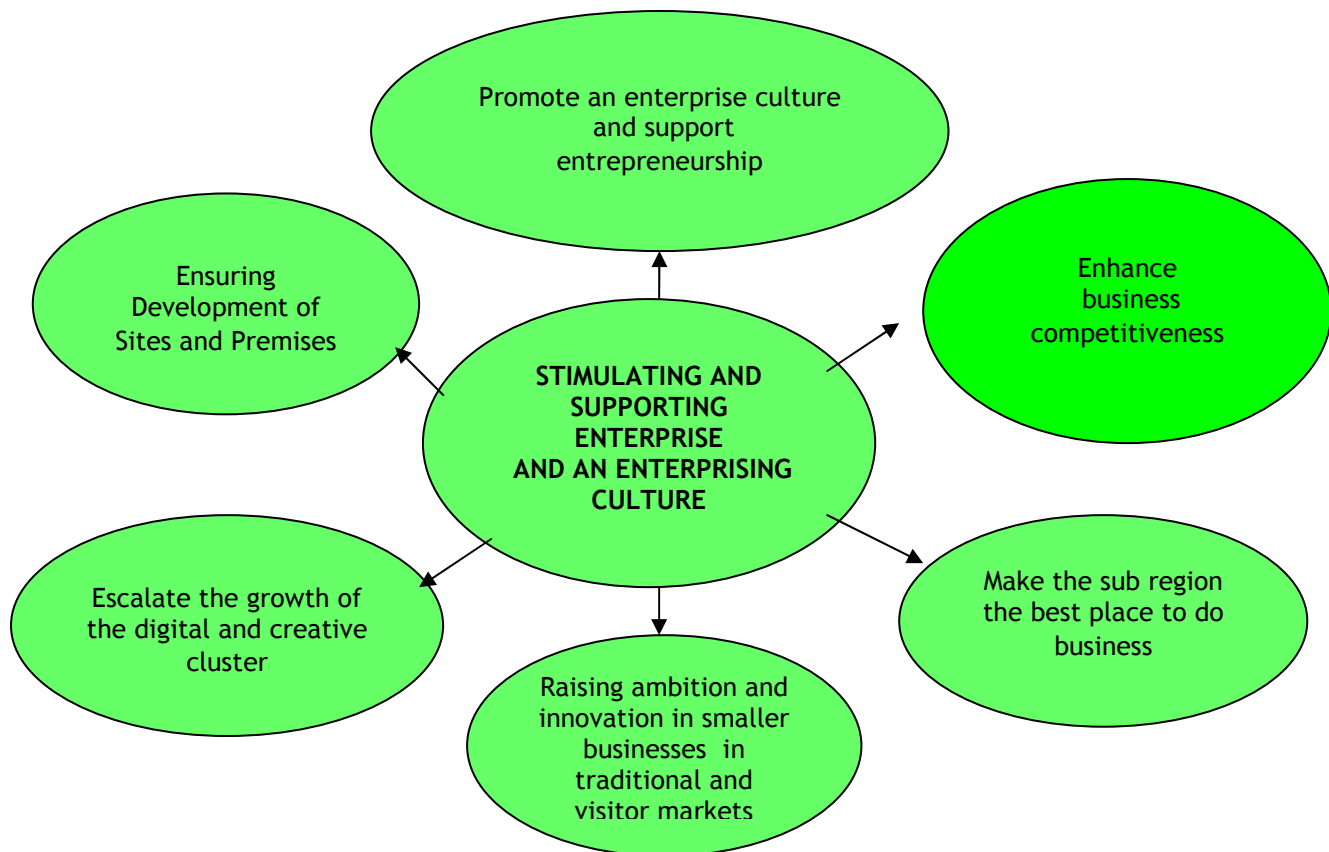


The next five pages provide the detail of the proposed interventions that will define the themes and provide the basis for future action.



We want to:-

- **Build a culture of innovation** throughout the sub region, through the creation of new ideas, new products, processes, services and management systems, and connecting businesses into sources of innovation support. Innovation will also be a driver of the rural economy, developing Higher Education Institutional engagement and intellectual capital in rural parts. It will require effective linkage with 'skills' and 'enterprise' themes in order to develop the creative capacity and the supportive culture that turns knowledge into successful business
- **Create an environment that supports innovation**, where innovation can easily occur through concentrations of innovative companies alongside the strengths of the knowledge base. This means **building the knowledge base platform** – supporting university growth, especially where this leads to employment gain. It also means **extending the 'reach' of Science City York(SCY)** – increasing the depth and impact of SCY possibly through a more strategic vehicle that spreads SCY activity geographically (across North Yorkshire and towards Leeds City region) and develops new business activity and clusters. This could include the establishment of Innovation Hubs (e.g., the York Innovation Hub) and Satellites that would capitalise on existing science-related infrastructure, in particular at the Higher education Institutions, Central science laboratory and new, emerging knowledge opportunities. Independent manage workspaces will be turned into an integrated business incubator network.
- **Promote pan-European and international engagement.** Prioritise use of EU Structural Funds (2007-13) to help implement and deliver innovation in the region and forge strong collaborative networks, locally, nationally, internationally. Build stronger global links and presence, taking the region into new areas of trade.
- **Establish the sub-region as the best and easiest place to locate science in the UK** – evidenced through identifying appropriate funding streams (regional, national, EU and global), supportive public sector, availability of skills and excellence of the knowledge base and HEI expertise.



We want to:-

Promote an enterprise culture and support entrepreneurship – promoting enterprise to those in education or training and those living or working in the sub-region and supporting entrepreneurship in key groups - including high growth knowledge based businesses, spin-outs; social enterprises; young people, women, ethnic minorities, migrant labour , older entrepreneurs and those in disadvantaged communities

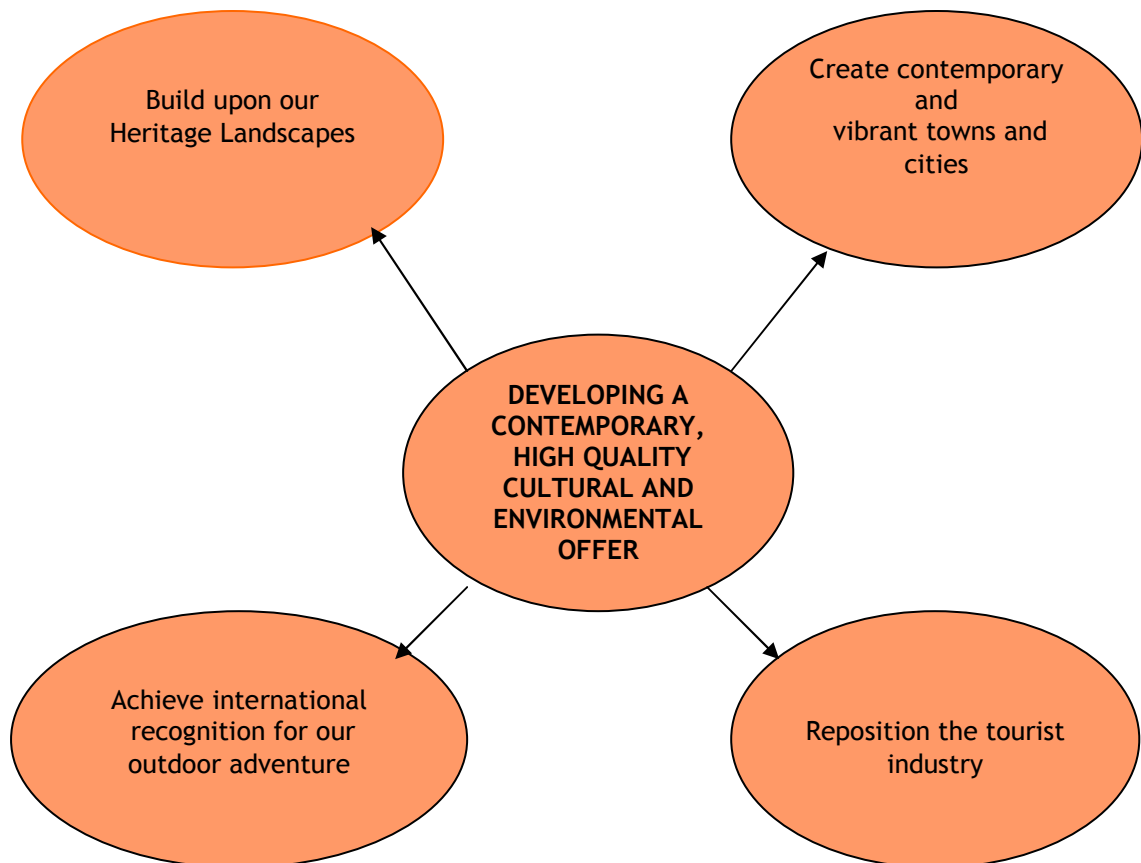
Enhance business competitiveness – support businesses maximise potential and exploit opportunities through the adoption of best business practices; e-business; management and leadership development; exploiting good environmental practise; innovative development of goods, services and business processes; internationalisation

Make York and North Yorkshire the best place to do businesses – creating the environment for business success by providing businesses with simple and timely access to relevant and effective skills, finance, networks and expertise and by providing simple and business-friendly support with issues such as planning, waste and energy management

Raising ambition and innovation in small businesses working in traditional industries or dependent on the visitor economy – increasing the aspirations and innovative approaches of those with the potential to operate in high value added niche markets whose development contributes to, or depends on, the image of the locality such as creative industries, tourism, cultural tourism, outdoor adventure, food and drink, festivals, events and land based businesses

Escalate the growth of the digital and creative cluster – maximising the growth of these sectors appropriate to varying spatial business opportunities.

Ensuring sites and premises to meet the needs of new, young and growing businesses – to ensure that supply of workspace meets demand – including incubation facilities and grow on space across the sub-region – to develop a diversity of modern provision.



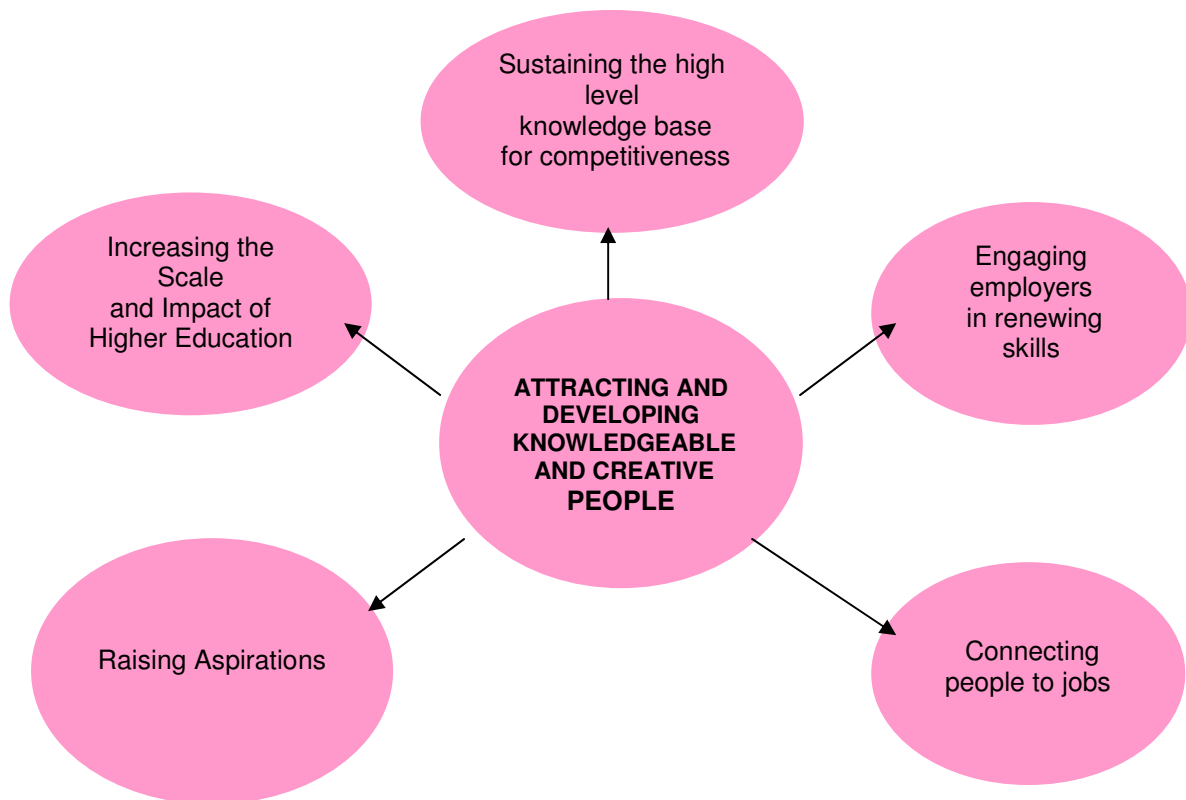
We want to:-

Create contemporary and vibrant towns and cities - investing in international quality townscape, building distinctiveness and sense of place by increasing the quality of cultural product including developing international standard cultural events and festivals, bringing existing visitor attractions up to world class standard, developing new cultural product that is experimental and creating cultural quarters where heritage and other cultural strands come together to create contemporary, vibrant environments.

Achieve international recognition for our outdoor adventure - creating an international profile by investing in the infrastructure especially for mountain biking and climbing.

Build upon our Heritage Landscapes - promoting clear brands around for example "Dinosaur Coast", Churches and Abbeys and our rivers and other concentrations of environmental assets, capitalising on investment in the natural environment to create new market opportunities, developing the creative industries as key economic drivers, reinterpreting our historic assets through a "state of the art" infrastructure, investing in leading edge interpretation that draws on the strengths of the sub-regional HE and digital industries sectors, and exploits our unique museum and archives collections to create international profile.

Reposition the tourist industry in a contemporary world - investing in the highest quality visitor information services, attracting the highest quality of visitor accommodation, supporting businesses in attractions, accommodation and food service to attract higher value added customers, enhancing and developing business tourism opportunities and raising the skills of workers in the visitor economy



We want to:-

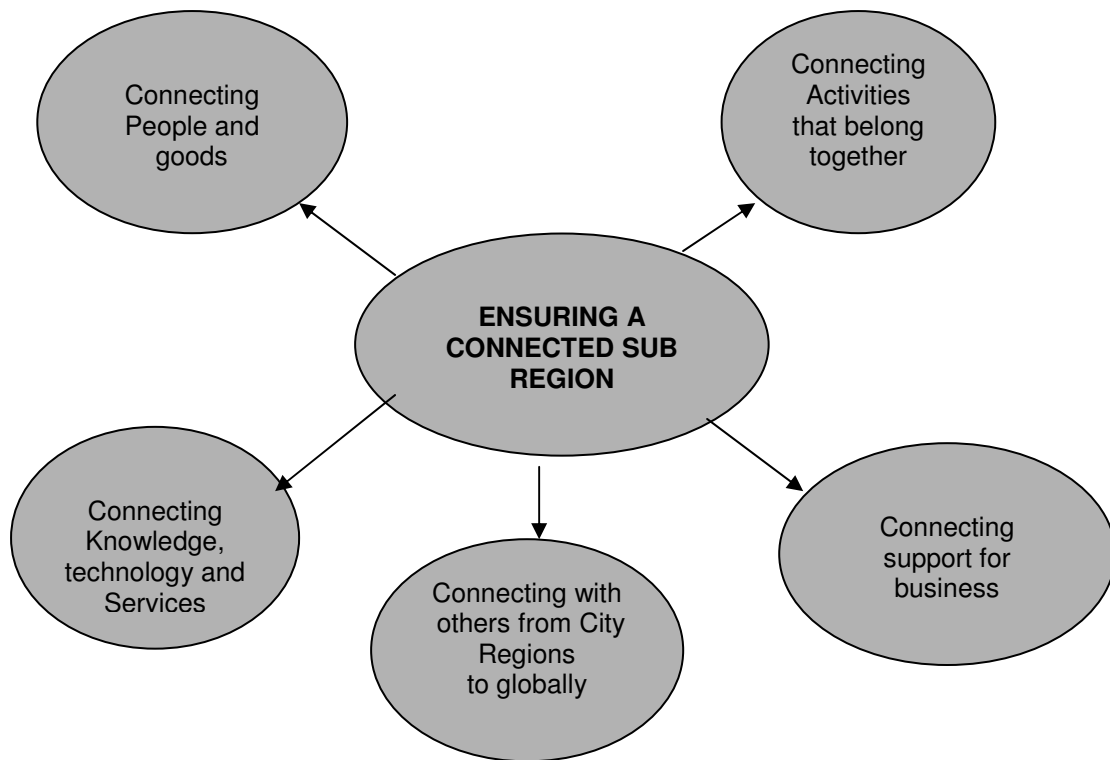
Raise aspirations— develop and prepare the current and future workforce to aspire to the career paths that are already available in the economy and will be available in future, and to fulfil individual potential within a transforming, inclusive and entrepreneurial society

Increase the scale and impact of Higher Education – placing the expansion and diversification of higher education as central to increasing economic activity, as an economic driver promoting knowledge transfer and broadening cultural life

Sustain the high level knowledge base for competitiveness – ensuring that those people with high level skills and qualifications remain competitive in the job market as well as enabling all people to progress to those levels of attainment, by means of a high quality learning infrastructure providing excellent high quality learning opportunities

Engage employers in renewing skills – working with all employers, to develop an inclusive and diverse workforce which is flexible and has appropriate skills relevant to the changing employment and economic structure. Additionally to ensure that businesses can access leadership and management skills

Connect people to jobs – address problems of worklessness and focus on those people who are disadvantaged by having low levels of skills or qualifications, whether they are in employment or not



We want to:-

Connecting Knowledge, Technology & Services – ensuring easy access to knowledge and services, especially through durable broadband provision. Encouraging increased use of virtual networks to promote trade, learning and the delivery of public and private services in ways that maximise the inclusion of rural communities and builds sustainable economies.

Connecting People and Goods – ensuring effective, efficient and sustainable transport networks especially improving access to peripheral areas. Connecting the sub-region to regional and other airports in ways that are effective and efficient.

Connect Activities that belong together – Joining up strategies and plans and actions to ensure an integrated approach to investment

Connect support for business including skills, premises, enterprise into a unified delivery package including enabling business support and learning to be accessed readily in remoter locations, smaller towns and deprived areas

Connect with others from City Regions to globally – developing political, functional and physical connections to implement City Region Development Plans for the economy and labour markets and improving public transport. Developing European and global relationships relevant to the future economy.

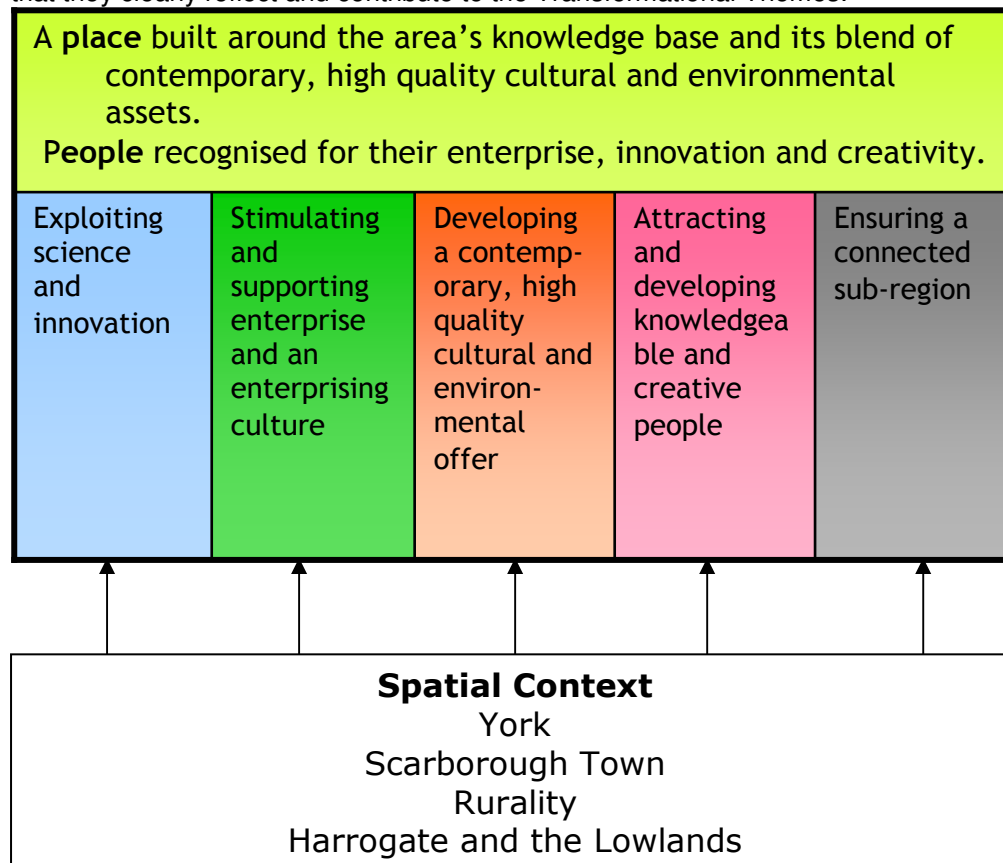
SPATIAL CONTEXT

The five Transformational Themes have been identified that reflect evidence in the Strategic Economic Assessment. Within the context of those Transformation Themes, four spatial areas were identified as having specific characteristics which may need to be addressed, through the themes, in a more targeted way.

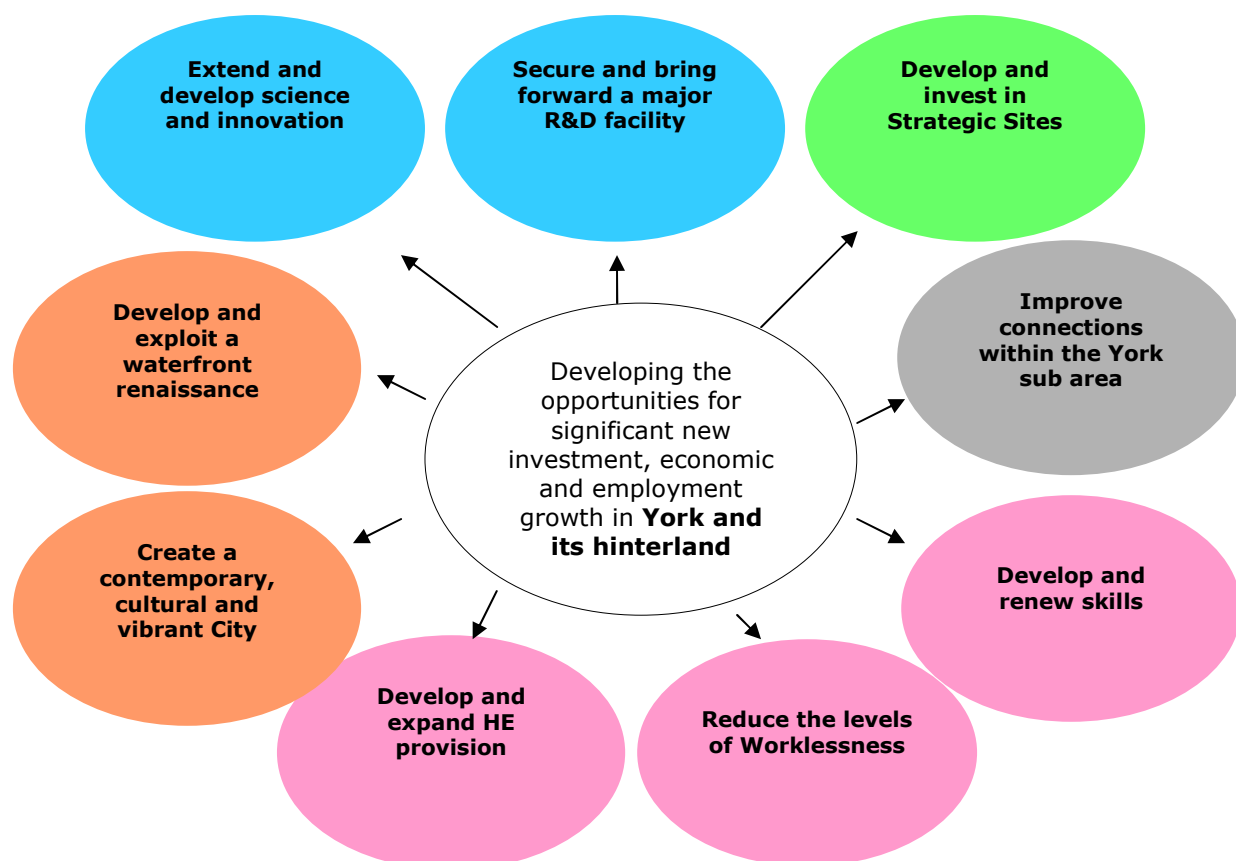
These spatial foci were defined as follows:-

- Developing the opportunities for significant new investment, economic and employment growth in York and its hinterland;
- Significantly raising the economic performance in Scarborough town
- Addressing the problems of rurality through building a sustainable economy
- 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)

In setting out the specific or unique interventions within each of these spatial foci it is essential that they clearly reflect and contribute to the Transformational Themes.



The following sets out those interventions that are unique or specific to the spatial foci. These are colour coded to reflect their connection to the Transformational Themes.



TO BE AMENDED

- **Infrastructure for Science** – Incorporating the expansion of the University of York, developments at Burn Airfield and any other investments that are supporting the development of science (but not science companies) infrastructure.
- **The York Innovation Hub** – To look specifically at proposals in the Regional Innovation Strategy to enhance innovation hubs in the region to see how Sciences City York and its development might incorporate that role.
- **Strategic Sites and Premises** - identifying a site and premises strategy based on an assessment of demand. It doesn't include the City Centre but it is seeking to encapsulate renaissance activity in Malton and Selby.
- **Worklessness and skills** - This is clearly looking at the localised problems of worklessness and high concentrations of benefit claimants but also needs to take account the role of basic skills, particularly in some areas of Selby in addressing this problem.
- **Culture and Tourism** – This seeks to draw together proposals for a contemporary cultural and vibrant city, developing the tourism product and city centre developments, including retail. This is about building a sense of place within the city.
- **Connectivity** - To consider the issues of transport and other connections in the context of the Leeds City Region plan, ICT Connectivity and also the implications for the fluidity of the labour market.
- **Selby town**

OLD VERSION

To develop the opportunities for significant new investment, economic and employment growth in **York and its hinterland**, we want to specifically:-

Extend and develop Science and Innovation – increasing the depth and impact of science City York and developing a proposed York innovation hub

Secure and bring forward a major R&D facility – work with partners on locating a major Research and development facility at Burn Airfield.

Develop and Invest in Strategic sites – to meet the need for new, young and growing businesses, offering incubation facilities, grow on space and specialist workspace. In particular, within York and the market towns of Selby and Malton.

Develop and Expand HE Provision – Placing the expansion of the University, and other HE provision central to increasing and developing economic activity in and around the City.

Reduce the levels of worklessness - Connecting people from disadvantaged communities in York to good jobs, addressing the problems of worklessness and skills.

Develop and renew skills – appropriate to the changing economic and employment structure of York.

Improve connections within the York sub Area – ensuring that York acts as an economic driver for the surrounding area and neighbouring towns such as Selby and Malton.

Develop and Exploit a Waterfront renaissance – utilise the rivers to develop and promote an exciting, vibrant, cultural environment, connecting York to its surrounding towns.

Create a contemporary, cultural and vibrant City – investing in its internationally recognised heritage, townscape and culture, and raising the quality of the tourism offer.



To significantly raise the economic performance in **Scarborough Town**, we want to specifically:

Encourage and develop the creative and digital Sector - Stimulate the new growth sectors building on the investment in the new Creative Industries Centre, the work of the Creative Driver Partnership, and the School of Arts, New Media and Digital at the University of Hull.

Increase the availability of sites and premises - Develop an investment strategy to support a diversified and modern economy through the provision of a property ladder to support start up businesses, provide grow on space for existing businesses, and to meet the needs of the Borough's inward investment activities.

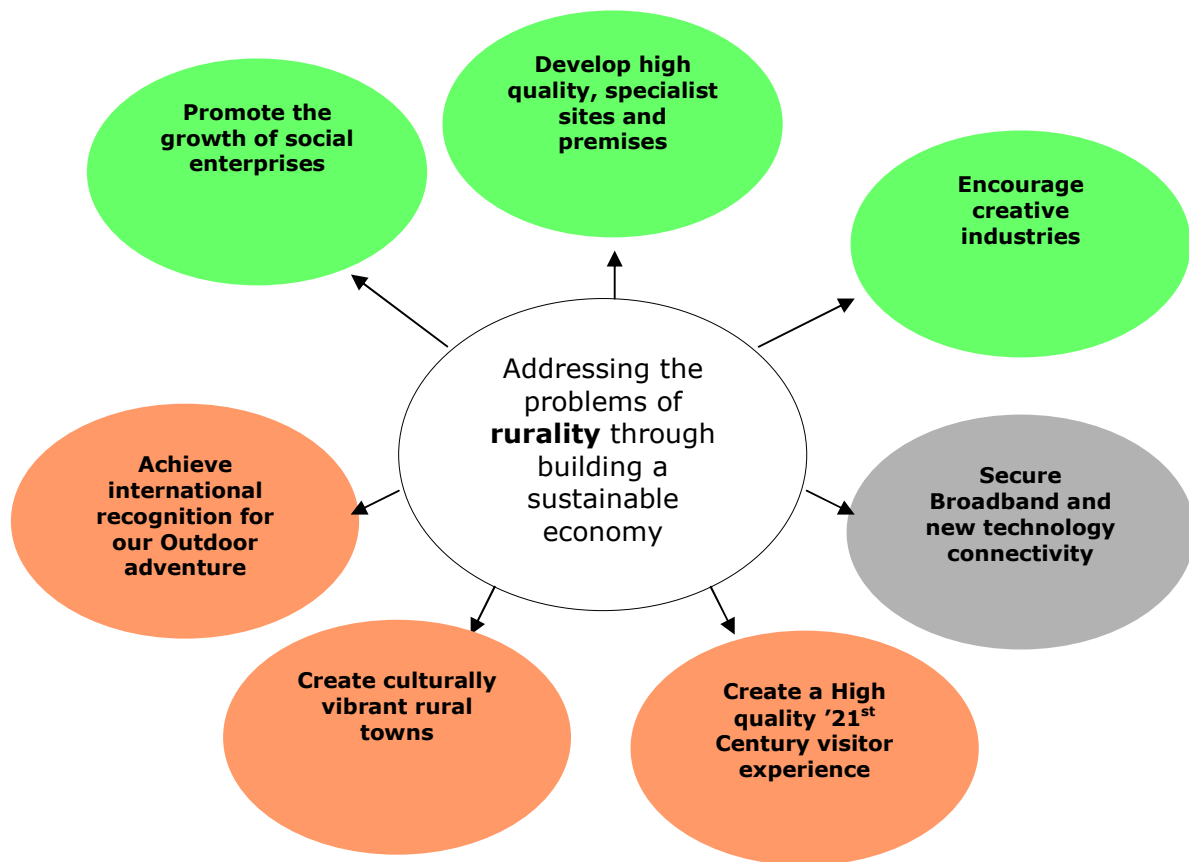
Promote and develop entrepreneurship - In order to address low start up and survival rates, develop enhanced and targeted programmes of support and encourage social enterprise, particularly in disadvantaged communities.

Improve connectivity to Scarborough - In order to support better economic performance in the city region, improve connectivity, including road and rail, but with a specific focus on information and communication technologies (next generation broadband and wi-fi).

Reduce worklessness and improve skills - Reduce the levels of worklessness and benefit dependency through investment in local learning centres, provision of skills for life learning opportunities, and "supported recruitment" to connect people in disadvantaged communities to new employment opportunities in the town.

Develop and expand learning opportunities - Develop Scarborough as a "Centre for Learning" through the expansion of HE provision and the redevelopment of Yorkshire Coast College to support increased economic activity and the broadening cultural offer.

Develop and create a contemporary and vibrant Scarborough - Building on the continuing Renaissance of the town, improve the quality of place, improve the quality of the tourism product and develop further the towns cultural offer in order to attract and develop creative people.



To address the problems of **rurality** through building a sustainable economy, we want to specifically:-

Develop high quality, specialist sites and premises – investing in starter units and grow on space within the rural settlements, and encouraging the use of rural buildings in offering high quality/ high spec. units aimed at attracting higher value added businesses and jobs to the remoter rural areas.

Secure Broadband and new technology connectivity – ensuring that the remoter rural areas are on a par with the provision available elsewhere.

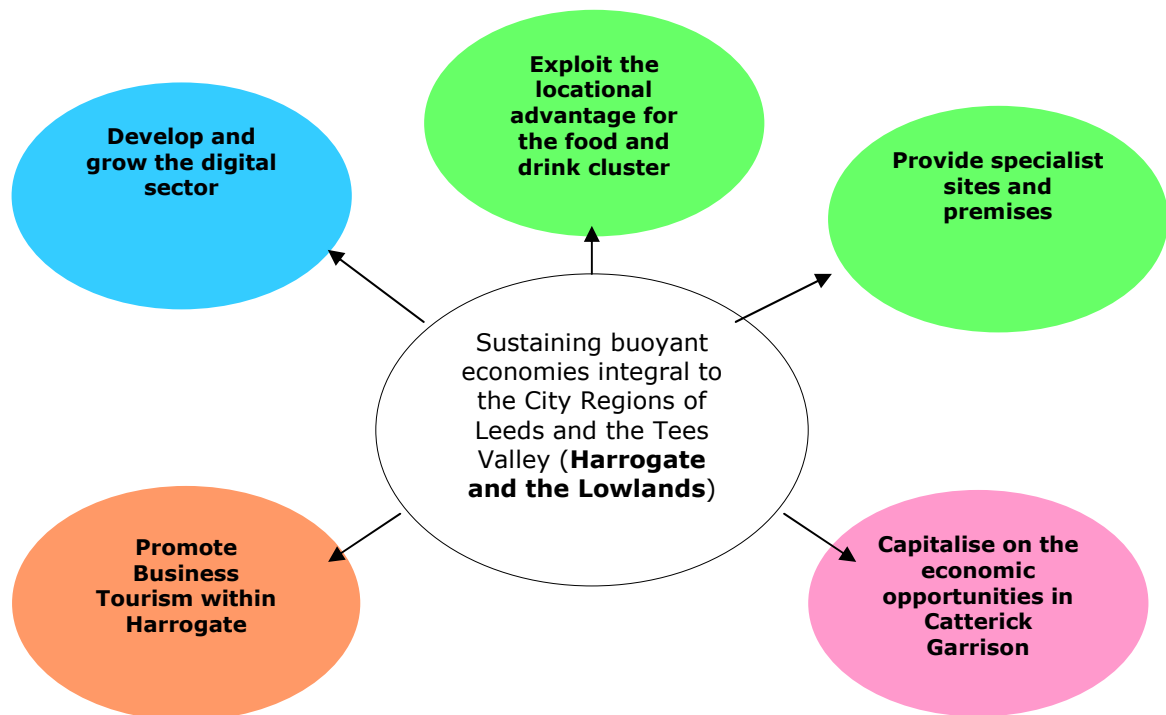
Achieve international recognition for our outdoor adventure – creating an international profile by investing in the infrastructure and promoting our outdoor adventure.

Create culturally vibrant rural towns – For towns adjacent to high landscape value e.g. The National Parks, with high quality heritage and townscape. Improving the quality of the tourism and cultural offer, through ensuring that rural towns contribute to and add value to the visitor economy.

Encourage the growth of creative industries – Develop and build the infrastructure to promote the creative sector as a means of growing the remoter rural economy, and add value to the sub regions visitor economy.

Promote the growth of social enterprises – In particular developing the potential of social enterprises in not only addressing rural issues of accessibility, isolation and provision of local services, but also in providing entrepreneurship, employment and skills.

Create a high quality '21st Century' visitor experience from our heritage landscape – Increasing the economic value from our special high quality heritage landscape, through state of the art infrastructure. Also improving and developing skills in heritage and traditional skills.



To sustain buoyant economies integral to the City Region of Leeds and the Tees Valley (**Harrogate and the Lowlands**), we want to specifically:-

Develop and grow the digital sector – Support, develop and grow the digital sector, exploiting the range of markets opportunities.

Provide specialist sites and premises - for business incubation , grow on space and linking to City Regions sectors and clusters.

Exploit the locational advantage for the food and drink cluster – Build on current investment, promote and grow the sector, increase R&D linkages, connections to the upland areas and make NY the food and drink capital.

Promote Business Tourism in Harrogate – Build on the existing infrastructure and develop and invest further in ensure that Harrogate has a modern and competitive business tourism offer.

Capitalise on the economic opportunities arising through the investment in Catterick Garrison – develop a broad range of employment and business opportunities both off and on base, ensuring that the skills of the current and future population enable them to connect to good jobs.

APPENDIX ; INVESTMENT PLAN REVIEW PROCESS

The Sub Regional Investment Plans 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 and submitted to Government in October 2005. A final version was produced in May 2006.

There will therefore be a review of the Sub-Regional Investment Plan and this will be completed by June 2007. The first stage of preparing a new Strategic Economic Assessment was completed in October 2006.

The SEA enables the sub-region to identify a series of needs and opportunities against the RES objectives and provide an evidence base on which to identify activity over the long, medium and short term in the Plan.

What does the Plan seek to do?

Sub Regional Investment Plans articulate what strategic activity the sub-regions 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

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.

How far ahead will the Plan look?

The Plan produced in 2007 will be different from the first plans produced in 2004. They only looked forward five years and concluded with a detailed list of projects showing where the resources notionally allocated to an area would be utilised.

The new Plan will look further ahead, around ten years but this is not prescriptive. It will concentrate on identifying what it aspires to in terms of impact on the economy and in that context what might be the prioritised short and medium term outcomes. The Plan is outcome led and they provide the rationale as to how resources will be utilised.

Will the Plan contain a list of Projects?

Although it will not conclude with a list of projects, the Plan will identify the activities that will address the interventions and issues that will enable the plan to achieve the desired impact. These activities will be developed with funders and the Plan will show how resources will be prioritised towards them.

After the Plan is finished a more detailed delivery plan will be drawn up. The format of this has yet to be designed but it is expected that it would cover the first next three years and set out what projects will be developed to take forward the activities.

How will it be prepared?

The Investment Planning process requires the Sub Regional Partnerships to take the issues identified within the Strategic Economic Assessments through to a strategy for change. This requires a structured process to ensure that:

- the identified issues are clearly described and have achievable targets against them for change
- any activity undertaken in addressing the issues is monitored and evaluated for success or failure
- there is clear decision making and accountability for all areas of the Investment Plan process in each sub-region
- that Investment Plans expand the range of investors who contribute to achieving the aims of each plan

What is the timetable?

Three stages have been identified for this review of the SRIP. These are

1. Completion of the Strategic Economic Assessment (done)
2. Identification of issues and priorities by March 2007
3. Seeking solutions to issues and drafting of Plan by June 2007

What are the next stages?

2. Identification of issues and priorities

Stage 2 of the Investment Planning Review is about the identification of issues, priorities and setting up of activity to address them.

The Development Board in December 2006 agreed five transformational themes and interventions which will provide the framework for the plan. Within that context four spatial foci have been developed and approved by the Partnership Executive in January. Leads from the Executive have been identified for the themes and spatial foci, and they are working with priority groups to take forward the work.

Activity in January and February includes a process of wider dissemination of the themes and the seeking of partner engagement.

This stage will conclude with the drawing up of a series of issue specifications. These will describe the issue, set out change required (outcomes) and place that in a policy and funding context. The specifications will be used to draw up a remit for the priority groups to take forward the themes and the agreed interventions.

This work will be reviewed by the Development Board in March 2007.

3. Seeking solutions to issues and drafting of Plan

The priority groups will therefore be tasked to seek solutions to address the issue specifications. Initial activity will include:

- Ideas generation and scenario building: seeking solutions in addressing the issues identified
- Influencing and negotiation: with partners, the Partnership Executive and potential investors
- establishing performance management activity: tracking, monitoring and the evaluation of activity
- establishing reporting mechanisms: both within the partnership and to the wider public

During the same period background drafting of the Plan will commence, which will then be merged with the work of the priority groups, leading to agreement and sign off the Sub Regional Investment Plan by the Development Board in June.