



Realising The Potential

The Leeds City Region Local
Enterprise Partnership Plan

THE LEP PLAN: REALISING THE POTENTIAL

FOREWORD BY LEP CHAIR

The **world has fundamentally changed**—economically and politically—and the imperative for growing the economy has become more critical than ever. Local businesses and governments alike are facing increasing competition for investment, whilst public grants and spending for supporting business and economic growth have been reduced.

However, in the Leeds City Region economy, we have all the potential to not only weather these changes but to thrive as a globally competitive city region.



Realising this potential is what the LCR LEP Board has been formed to make happen, and what the Plan that follows is all about.

Formed earlier this year, the **LCR LEP Board brings together the private and public sectors in a unique partnership** to drive economic growth in a new way of working. The Plan that follows sets out our ambitions, and the targets to which we will be working with partners across this, the largest city region economy outside London.

Far from an end in itself, the Plan is the **beginning of a conversation** with business and partners across the city region – a conversation about not only the local enterprise partnership itself, but the future of our economy in the Leeds City Region

Whilst these challenges are significant, they bring **opportunity to think differently, more efficiently and more collaboratively** than ever before—this is what the Local Enterprise Partnership is about.

If the LEP is successful, it will help businesses and the workforce in the city region to realise their full potential—and collectively, the full potential of the city region economy.

A handwritten signature in black ink, appearing to read 'Neil McLean'. The signature is stylized with a long horizontal stroke at the end.

Neil McLean
Chair, Leeds City Region Local Enterprise Partnership Board

CONTEXT

We currently face extraordinary and unprecedented economic and political change. In the wake of a recession and financial crisis, uncertainty in global markets remains and the international economy is fragile. Competition both between firms and local economies is increasing significantly.

In responding to the changing economic conditions, political landscapes too have changed fundamentally, with a shift across developed countries and the UK in particular away from a public sector-dominated debate and agenda for economic growth, to a greater role for the private sector.

Indeed, fiscal consolidation nationally has demanded a wholesale rebalancing of the economy from:

- public sector to a greater role for the private sector,
- the dominance of the Southeast to a need for greater prosperity in the rest of the country, and
- a perceived over-reliance on finance to a greater role for manufacturing in the UK economy of the future.

Finally, the increasing need to move to a low carbon economy, whilst offering opportunities for business, presents challenges of its own.

It is within this context that the Leeds City Region is now competing in a national and global marketplace for economic activity. In such an internationally integrated economy, places around the world are competing both to attract new investment and skilled workers, and to grow indigenous business and workforces that are the fundamental foundations of prosperity.

THE AMBITION

The LCR Local Enterprise Partnership's (LEP) long-term vision is for a Leeds City Region (LCR) that is ***'A world-leading dynamic and sustainable low carbon economy that balances economic growth with a high quality of life for everyone.'***

OVERVIEW OF THE PLAN

To achieve this vision, the LEP has put together a 5-year strategic plan, outlining priorities, delivery mechanisms and outcomes. Whilst 'quick wins' and short term results are important, the Plan is about setting a strategy and framework for the economy and then facilitating and supporting activity consistently aligned to delivering the identified outcomes.

The LEP will take a **cross-sector, balanced approach to retaining and attracting investment and talent, building on the unique combination of economic, cultural and physical assets of the city region and working to unlock the potential** of our business base and workforce. The result will be a more flexible, adaptable and inclusive

economy, which enables and empowers businesses,¹ and individuals with the information, infrastructure and support required to capitalise on and to drive changes in markets.

In doing so, the LEP will seek to: achieve GVA growth; enhance support and develop market opportunities where the growth potential is greatest; shape these opportunities to increase job creation across the wider economy; whilst working to decrease our carbon emissions.

The LEP will work in partnership with the eleven LCR Local Authorities to ensure that we join up our approach – the LEP directing its efforts to facilitate growth, with the Local Authorities focussing on developing an environment that welcomes and supports this growth.

We will be working in **partnership** with business, universities, colleges, skills and support providers and the third sector, ensuring that partners can shape and input to the strategy and are empowered to deliver.

We will work closely with Government departments and agencies including the Department for Business Innovation and Skills (BIS), the Department for Communities and Local Government (CLG) and UK Trade and Investment (UKTI) to ensure the full potential for the city region's growth can be realised.

In doing so, the Partnership will deliver a **new approach to achieving economic growth**, moving away from what has previously been a largely public sector-funded, top-down model of supporting growth to a more cross-sector, bottom-up approach.

THE CITY REGION ECONOMY: OUR DIVERSITY IS OUR STRENGTH

With a population of over 3 million, the Leeds City Region is the largest city region in the country outside London. Producing approximately 5% of national GVA annually (at £52 billion) and over half the Yorkshire and Humber's GVA and employment, our city region is truly an economic powerhouse of the North. It is the largest employment centre both for financial and business services and manufacturing outside the capital, and has one of the largest concentrations of higher education institutions in Europe (with 8 in total, where 36% of the research is world class, and 10% is world-leading).

The **city region is a indeed leading economy in the North of England**; when comparing the skills levels² and business survival rates³ of northern city regions, the LCR stands out favourably. In addition, the City Region's employment levels have grown at the fastest rate of any city region in the North from 1998 to 2008.⁴ Within the city region boundaries, there are areas of particularly strong performance in enterprise and private sector employment growth (Bradford, recently named the most enterprising district in the region, and Leeds with its strong private sector growth in recent years) and areas of

¹ Please note that throughout this plan social enterprise is included in the definition of "the business base" and "private sector"

² Annual Population Survey 2009, NOMIS.

³ Office for National Statistics, Business Demography (2009) Enterprise Births, Deaths and Survival Rates (released 1 December 2010).

⁴ Business Register and Employment Survey 2009, NOMIS; Annual Business Inquiry 1998-2008, NOMIS.

particularly high level skills (York being ranked fourth nationally in high level skills as a proportion of overall workforce of all cities).

The diversity of the city region's employment, business and knowledge bases makes the LCR one of the most resilient economies in the North of England.⁵ This diversity of economy is complemented by the diversity of place that the city region uniquely offers as **one of the most polycentric of its kind in the UK**.

The city region has a **distinctive mix of urban and rural areas** in close proximity with attractive open space both within and between settlements—with Leeds the largest settlement and regional city, Bradford as a regional city, and a number of predominant sub-regional cities and towns, such as Barnsley, Halifax, Harrogate, Huddersfield, Wakefield and York. The rural areas of the city region are serviced by a range of market towns and service centres.

The city region's cities, towns and service centres all link to varying degrees with the urban core of the LCR and play distinctive but complementary roles in the operation of the local economy. There is extensive evidence of the rising interdependency of settlements across the city region which is helping not only to facilitate their economic growth but also the growth and competitiveness of the city region as a whole. Enhancing the individual and complementary roles of different 'places' is therefore critical to the overall prosperity and wellbeing of the city region.

It is within this network of diverse and distinctive places that a critical mass of businesses and research expertise within distinctive sectoral communities have developed. These clusters **have fostered enterprise and innovation in particular industries**, creating the potential for international competitive advantage in the following sectors:



- **life sciences and related industries** (particularly **biosciences** and **healthcare/medical technologies**), with significant clusters of activity in the medical tech industries across the north and west of the city region, a centre of excellence in regenerative medicine centred in Leeds but extending across the wider city region and significant biosciences expertise centred in York
- **low carbon industries** (particularly **environmental technologies** and **biorenewables**), with a centre of excellence being developed around York in biorenewables; a growing supply chain of manufacturing to support a range of renewable energy technologies in and around Kirklees and the west of the city region; and the energy industrial base in Selby and Wakefield.
- **digital technologies** (particularly in **telehealth** and **IT**), extending from the cluster of strengths in the Airedale Corridor and wider industrial base in digital and media technologies in the west of the city region, through to the hubs of digital expertise and enterprise in Leeds, Huddersfield and York.

⁵ Ekosgen (2011). Index of Economic Resilience.

In addition, the city region is home to nationally and regionally significant hubs of activity in the following industries:

- **financial and businesses services** that complements the global financial services hub of London;
- **manufacturing** across a diverse range of sub-sectors, particularly centred in Bradford, Kirklees, Leeds and Wakefield, but extending across the west and south of the city region; and
- a network of strong local clusters of activity in the **creative and cultural industries**, which provide an important source of employment and inimitable character to the city region's many distinctive places.

The city region's unique location and quality of place offer significant advantages in other sectors including a strong **tourism/leisure industry** and, owing to the LCR's location at the heart of national railway and motorway networks, an attractive location for the **logistics** industry.

In addition to this diverse range of industry, the city region is home to a diversity of business models—with a higher than average proportion of **social enterprise** and a strong and vibrant third sector that helps to underpin economic growth.

THE CHALLENGES

However, the city region economy is **not achieving its full potential**.

Although the LCR business base is the largest outside of London **the city region on the whole lags the national average and international competitors** on measures of the density, growth and quality of economic activity. Whilst skill levels and employment rates are well above the national average in some parts of the city region, there remain areas where the attainment of qualifications are below average, leading to a lack of upward mobility for some city region communities.

Despite having the largest business base outside London and some local areas of strong enterprise growth, other areas of the city region lag well behind the national average, which in turn weighs down the overall LCR average for start-up, survival and business growth rates.

Whilst these issues can limit the overall performance of the city region economy, **they are even more challenging to areas with a greater dependence on the public sector**. Recent and current reductions in public sector spending present challenges for the overall economic performance of the area, leaving a number of areas largely dependent on the strength of the private sector to preserve the resilience of the area.

Although some firms and universities in the city region have significant links with international trading partners, **the city region economy lacks the international connectivity which is commensurate with its assets, both in terms of inward investment and in terms of the trade links** of businesses in the area. Recent business survey data shows that only 8% of firms in the city region export outside the UK, and only 6% outside the EU.⁶ Further, in those areas where the city region is understood to have

⁶ Yorkshire Cities (2011). LCR Business Survey.

its greatest niche strengths (i.e. services, healthcare and medical devices), the region lags UK competitors in its share of UK trade.⁷

In addition, despite its world-class assets, the city region has **not effectively managed to attract new investment to the region** in recent years. A recent report by fDi Intelligence, part of the *Financial Times*, found that West Yorkshire ranked 15th in the country for inward investment, putting the area behind Birmingham, Manchester, Tees Valley and Newcastle. Comparatively, the city region does not have the national or international profile that it should have and that a number of competitor cities or city regions already possess.

The city region is also struggling to secure the public and private investment needed to improve the quality of some of our cities and towns, with major redevelopment schemes stalled as investors have become much more risk averse. Public sector investment in housing in Yorkshire and Humber has consistently seen the lowest allocation per capita of any region. In the three financial years from 2006 to 2009 the region received only 20% per capita of the allocation to London and only 55% of the average allocation.

On other measures of public investment, the city region also lags the national average. The north of England has consistently received a much lower level of investment in transport when compared to London. In 2005/6 Yorkshire and Humber received £190 per head of population, whereas London received £589. By 2009/10 whilst the comparative substantial differentiation remained these figures had grown with Yorkshire and Humber receiving £272, compared to £802 in London.

In addition, although our cities and towns are developing their complementary roles and interdependencies, some of them face real challenges in attracting private investment to support their regeneration. This challenge is apparent in both large and small places and some of it is a legacy of previous economic roles such as coal mining and textiles.

These challenges suggest that the city region will struggle at its current performance levels to reach the international competitiveness to which it aspires, but also highlight the ability to make substantial and beneficial changes.

THE FUTURE OF THE CITY REGION ECONOMY

With current trajectories of global competition and a reduction in central government funding to support the development of Northern economies, the **potential trajectory of economic growth in the city region is likely to be behind the national average without positive action.**

Based on Experian forecasting, the current growth trajectory shows the city region growing at an average of 2.2% per annum compared with a UK average of 2.3% over the period to 2030, suggesting that city regional GVA and productivity will continue to lag behind the UK average, and employment growth will grow at a similar rate to the UK forecast growth rate at around an average of 0.5% per annum.⁸ Such an outcome would see the gap between the region and the best performing parts of the UK continue to widen over the next twenty years.

⁷ LCR Economic Drivers and Innovation Panel (2011). LCR Growth Industries.

⁸ Experian (2011). [The Future of the Yorkshire and Humber Economy](#).

Further, without intervention, carbon emissions up to 2030 will remain roughly at the same level as they were in 2009. This outcome contrasts with national ambitions to reduce emissions by 34% by 2020.

However, should the city region effectively support a transition to a stronger private sector, the growth trajectory is forecast to increase up to an average of 2.6% GVA growth per year in the period up to 2030. This scenario not only depends on growth in the private sector, but a flourishing of new industries, including advanced manufacturing. With effective intervention, the city region is likely to see not only faster output growth but also improved employment growth, achieving an average of 0.6% annual growth rate in the period up to 2030.

Only with targeted and concerted intervention across the functional economy of the city region will this current growth trajectory be improved.

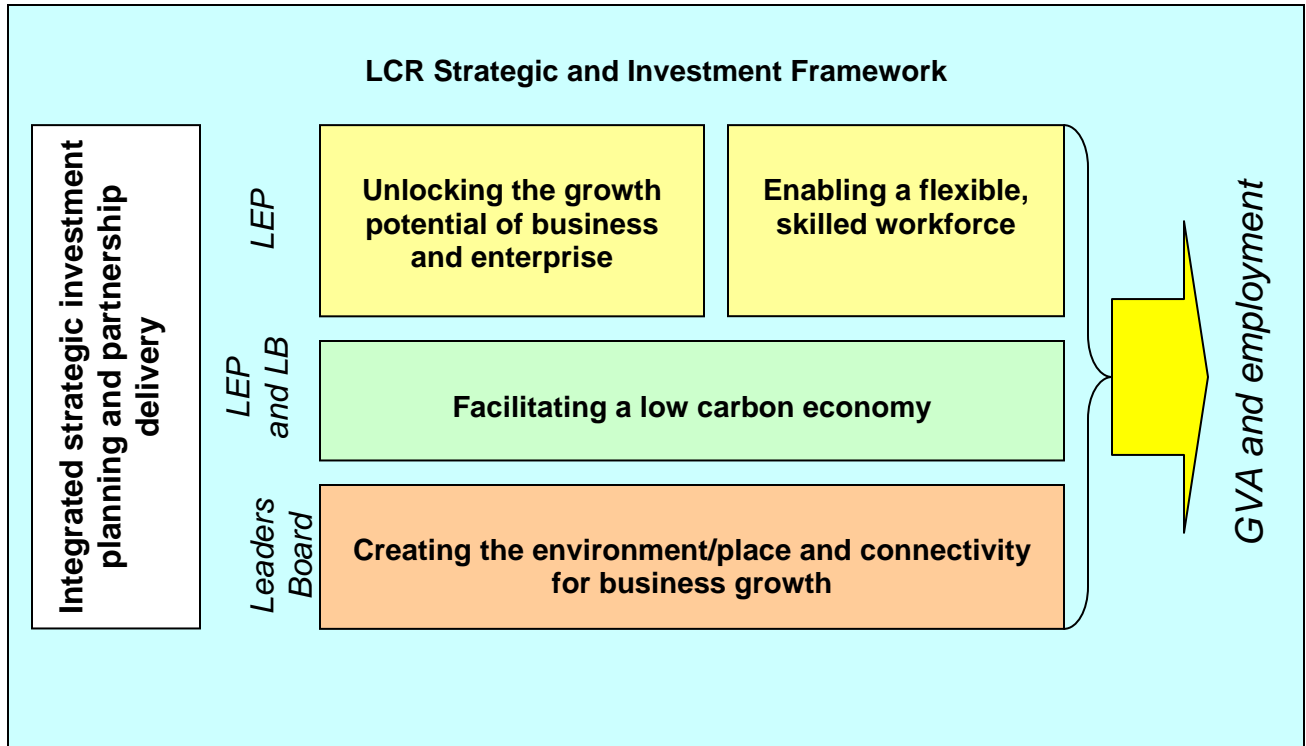
THE PLAN

The LEP will seek to achieve not only **GVA growth**, working to enhance market opportunities where the growth potential is greatest, but also an **increase in overall employment**, whilst working to facilitate a **decrease in carbon emissions**. Specifically, it will target:

- An absolute increase in GVA growth rate per annum, with the aim of achieving a minimum of 2.6% per year in the period up to 2030
- An absolute increase in employment rate in each area per annum, with the aim of returning to pre-recession employment rate for the city region by 2016, creating in the order of 60,000 jobs.
- A substantial and continued decrease in carbon emissions

As set out in this Plan, the LEP and Leaders Board together will unlock the growth potential of our economy by **providing the cross-sector leadership required and developing a framework for delivery with partners**--with the LEP directing its efforts to facilitating economic growth and the Leaders Board creating an environment that welcomes economic growth. This framework will enable partners not only to help shape the work of the LEP, but will empower them to deliver within that framework, playing their effective part in achieving the city region vision. Activity will be clearly aligned to achievement of the planned growth targets. It will also align with national priorities for sustainable economic growth and will build on local economic priorities.

The LEP's strategic priorities are simple and streamlined, and designed not to pick winners, but rather to build on the diversity of the city region economy to promote our key strengths, whilst tackling those barriers standing in the way of businesses and individuals realising their full potential.



THE PRIORITIES

Within this framework, the LEP proposes to undertake the following objectives and actions:

STRATEGIC PRIORITY 1: UNLOCKING THE GROWTH POTENTIAL OF BUSINESS AND ENTERPRISE

The LEP will work with partners and the local business community to make the LCR a great place for enterprise at all stages of the business life cycle—from start-up to growth and innovation. We will:

- Simplify and coordinate the pipeline of business support programmes/activities, including the creation of an LCR business website portal and facilitation of a “network of networks”
- Coordinate targeted support for innovative and high growth businesses, including local partnership delivery of the Business Coaching for Growth programme and a more coordinated knowledge transfer offer from the universities.
- Unlock the full potential and accelerate the development of key growth sectors, including:
 - **Life sciences and related industries**, including particularly healthcare and medical technologies
 - **Digital and creative industries**, including particularly telehealth, printable electronics and creative content
 - **Low carbon industries**, including particularly manufacturing of environmental technologies, renewable energy and green construction

- **Advanced manufacturing**, including particularly industrial biotechnology and engineering
- **Financial and business services**, including personal finance particularly major building societies and the full range of service to business.
- Work with the private sector and other partners to support the potential of firms across all sectors to grow and adapt to changing and new markets, encouraging the private sector to provide support where possible but identifying innovative ways to fill gaps where market failures exist
- Enable business to capture a greater global market share through supporting the ability of business to export, either more widely across the UK where supply chains are national in nature or internationally where potential supply chains extend globally.
- Develop the city region offer and collective capacity for attracting indigenous and inward investment, including the development of a coordinated city region capacity for promoting the city region and responding to investor needs

STRATEGIC PRIORITY 2: ENABLING A FLEXIBLE, SKILLED WORKFORCE

The LEP will unlock the potential of the existing and future workforce of the city region economy through a demand-driven approach to providing skills and matching existing skills to job opportunities. It will do so by facilitating effective employer and public investment in skills to drive growth, innovation & enterprise in the LCR. We will:

- Improve skills and boost employment and productivity in growth sectors, working through the recently established LCR Skills Network to strengthen the link between employers' needs and skills provision
- Promote better information about growth sectors for learners, employers, colleges, universities and training providers to make more informed decisions, working with the careers sector where appropriate
- Increase employer and individual investment in skills across the city region, including campaigning to increase apprenticeships
- Enable those out of work to compete in the labour market by ensuring that they have the necessary (basic) skills, campaigning to boost employment across the city region and encouraging business to do the same
- Create an aspirational and innovative enterprise culture, using a variety of tools, including the promotion of successful role models to inspire individuals and employers to invest in enterprise and innovation

STRATEGIC PRIORITY 3: FACILITATING A LOW CARBON ECONOMY

As a private-public sector partnership, the LEP has a unique opportunity to provide united leadership on the low carbon agenda. The LEP will work with key partners to ensure that the city region can compete on a global scale in an increasingly low carbon economy – a market projected to be worth £4 trillion by 2015. We will:

- Decouple carbon emissions from economic growth within the city region, providing strong leadership and a long-term policy framework that will encourage a confident market and exploring innovative approaches to reducing energy demand

- Mitigate the impacts of unavoidable climate change, providing a resilient environment to aid investment, particularly using green infrastructure interventions, working with city region local authorities to deliver investment priorities identified in the LCR Green Infrastructure Strategy
- Identify and maximise the benefits to the city region arising from developing a low carbon economy, working to unlock the potential of city region businesses and workforce to capitalise on emerging green technologies and developing the case for an LCR-sited Green Investment Bank

STRATEGIC PRIORITY 4: CREATING THE ENVIRONMENT FOR GROWTH

The LEP will work with the Leaders Board to create the improved environment, including that required for development, and connectivity needed to realise the city region's economic growth ambitions. The Partnership will:

- Establish the **physical infrastructure to connect business and workforce to opportunities and to each other**, securing improvements to intra-city region and national/international connectivity by rail, road and air, for example, increased direct international and domestic air services, improved airport access, rail smart ticketing, the local rail growth package and in the longer term, High Speed Rail 2 investment;
- Facilitate provision of the **digital connectivity demanded by competitive businesses**, working to develop an ambitious but deliverable digital infrastructure plan for the city region and working with BDUK and telecoms providers to attract and coordinate investment accordingly
- Facilitate, through our spatial development plans, the delivery of **key investment in our cities and towns** that both directly supports business (e.g. the Enterprise Zone in the Aire Valley) and improves the overall attractiveness of the city region (e.g. the right mix of new housing and employment sites and making the most effective use of our cultural and environmental offer)
- Support the development of the **different and complementary roles** that our extensive network of cities and towns can play to support economic growth across the LCR, whilst **building on the area's significant rural assets** and capacity to attract investment on the back of a **strong tourism offer**. Some of our cities and towns are able to attract private investment, but others need help to unlock their potential. The Partnership can help develop a shared agenda for support through policies and investment to increase the chances of those cities and towns being able to attract the private investment they need.

DELIVERING THE STRATEGY: A FRAMEWORK FOR ACTION AND INVESTMENT

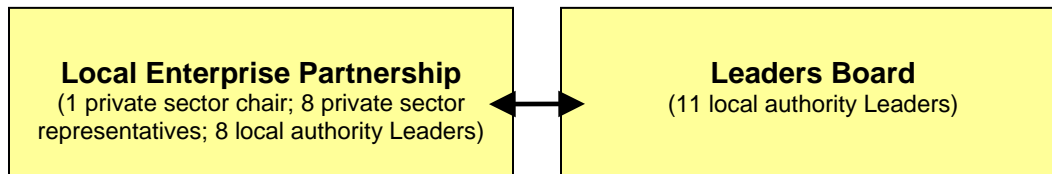
The creation of the LEP gives us the opportunity to adopt a new partnership based approach to economic growth focussed on the LEP's long term objectives of GVA increase, employment growth and low carbon reduction. As a strong cross-sector Board the LEP will deliver its strategic objectives through a variety of aligned roles including:

- facilitating better knowledge and information,
- providing leadership and direction to the coalition of partners,
- promoting the city region offer, opportunities and potential nationally and internationally,

- coordinating a broad range of investment,
- supporting the acquisition of public sector funding where available,
- utilising any funding directly available to the LEP in the future to support and facilitate the delivery of its key objectives and strategies, and
- facilitating the delivery of projects and activities aligned to its objectives and strategies by appropriate delivery partners.

In delivering the strategy, the LCR **LEP will work alongside the Leaders Board**, which itself has been in place since 2005 (see inset below), as part of a wider Leeds City Region Partnership—with the LEP directing its efforts to facilitating a more competitive business base and workforce, and the Leaders Board focusing its activity on creating the environment to support this competitiveness.

LCR Partnership: One Cross-Sector Partnership, Two Boards



Firm Foundations. The LCR Partnership

Since its original establishment six years ago, the LCR Partnership has worked across boundaries to promote a more prosperous city region economy.

Beginning with the original [Leeds City Region Development Programme](#) and subsequently with the [Multi Area Agreement](#) and [Pilot Programme](#), the Partnership has established strong foundations and achieved real progress in providing the environment and tools for the economy to grow. The below strategies and action plans provide firm foundations for city region local authorities and the LEP to work together to achieve a common vision:

- [Employment and Skills Strategy](#)
- [Innovation Capital Programme](#)
- [Housing and Regeneration Strategy and Investment Plan](#)
- [Transport Strategy](#)
- [Green Infrastructure Strategy](#)

The LEP Plan starts the process of revisiting these strategies and action plans in response to the new economic realities that have followed from the banking crisis in 2008. Further work will need to be done collectively by the LEP and the Leaders Board to ensure the priorities in these strategies continue to provide an environment conducive to growth. Until this further work is complete, these strategies remain relevant for the detailed analysis and firm basis they provide for the Partnership going forward.

Working with Leaders Board and partners to create an **integrated and aligned strategic approach to unlocking the growth potential of the city region** whilst providing the distinctive sense of place, connectivity and quality of life that is commensurate with these ambitions.

A single delivery and investment framework will be produced that empowers partners to work across sectors and spatial boundaries to achieve the vision.

Partnership delivery will be critical to achieving the city region's ambitions. In reviewing the Partnership's economic and spatial priorities, the LEP and Leaders Board will agree an integrated strategic and investment framework to align the efforts and investment of partners, thereby maximising the impact of activity that will achieve the biggest return on our investment.

BUSINESS CASE

The wider LCR Partnership will deliver a **business case** in Autumn 2011 which will set out to Government the tools we require—i.e. those freedoms and flexibilities we need from Government departments and the commitment needed from local partners to deliver our ambitions.

NEXT STEPS

Taking forward the LEP Plan will require concerted, meaningful actions, including the following critical next steps:

- The LEP will continue the dialogue with business and partners that commences with the LCR LEP Summit on the 9th September, extending a conversation with partners about the LEP's strategic priorities and specifically how we can effectively work together to deliver these priorities
- The LEP and Leaders Board together will revisit existing LCR Strategies, that were prepared before the recession to consider the implications for them of the new economic realities
- Following these, we will create a single integrated strategy, investment plan with a business case for Government outlining the tools we require to deliver successfully.

These activities will lead to the creation of a single LCR integrated strategic delivery and investment framework

WHAT'S ALREADY BEEN ACHIEVED

- £16m of RGF funding attracted in Round 1
- Support and/or endorsement of 40 projects for RGF Round 2, which if awarded have the potential to create over 20,000 jobs and leverage up to £500m of additional investment
- Securing of an Enterprise Zone, worth up to £528m and over 9,000 jobs to the LCR
- Over £263K of capacity and start-up funding secured
- A robust network for skills providers in place
- By building the economic business case and targeted lobbying activity with Core Cities, played a major role in the national campaign to deliver High Speed Rail to the North, as soon as possible.

WHAT TO EXPECT...BY 2012

- A partnership between UKTI Investment Service and the LEP in promoting and attracting inward investment to the city region economy
- A clear coordinated offer for supporting incoming and existing investors
- A web portal and streamlined signposting to business support, sector networks and related services
- A *Skills Partnership Agreement* in place between the LEP and the LCR Skills Network of FE and HE institutions, skills and work programme providers.
- Sector initiatives to encourage more involvement of businesses in shaping skills provision and promoting career prospects for their industry
- Business-to-business campaign to increase the number of apprenticeships, provide opportunities to unemployed people and invest in the skills of the workforce.
- Established links with 14-19 education to promote awareness of economic opportunity to young people.
- Lobby for a devolved, joined-up *Community Budget* approach to reducing worklessness and deprivation, including high levels of youth unemployment

- The establishment of a Green Economy Panel, bringing in specialist support to advise the LEP Board on the low carbon transition
- A bid to Government for the location of the Green Investment Bank in the city region
- An analysis of the economic challenges and opportunities of the transition to low carbon within the LCR
- A delivery plan for 'Fresh Aire', one of the city region's investment priorities for green infrastructure
- An interim broadband plan as part of a wider approach to infrastructure
- An integrated strategic and investment framework for the LCR Partnership with refreshed transport, housing, regeneration and planning priorities
- A business case for our key asks/investment needs of Government and partners
- Early engagement of over 700 businesses and partners in the LEP's work through delivery of a major summit'

WHAT TO EXPECT...BY 2016

- Local delivery of Business Coaching for Growth, a new Government programme for supporting potential high growth business (in partnership with selected contractor)
- A proactive sales capacity in the city region to generate investment leads
- Effective alignment of skills provision and guidance for young people to meet the current and future needs of LCR employers, particularly in key growth sectors.
- Reduction in unemployment arising from strong community and business partnerships to prepare local unemployment people with the skills and attitudes needed by local employers to take up new jobs growth.
- Increase in the number of employers offering apprenticeships from 11% to over 20%.
- A formal LEP role in commissioning and endorsing government investment in LCR skills priorities supported by dedicated resources for the identification of employer skill needs.
- Secure a *LCR Skills Investment Fund* to foster innovation and course development in response to the emerging skills needs of businesses in key growth sectors.
- A Green Investment Bank in the Leeds City Region
- An investment programme to be delivered with funding generated by the LCR Enterprise Zone
- Completed development of the lower Aire Valley Enterprise zone
- Delivered support to facilitate development in the other 'candidate' enterprise zones across the city region

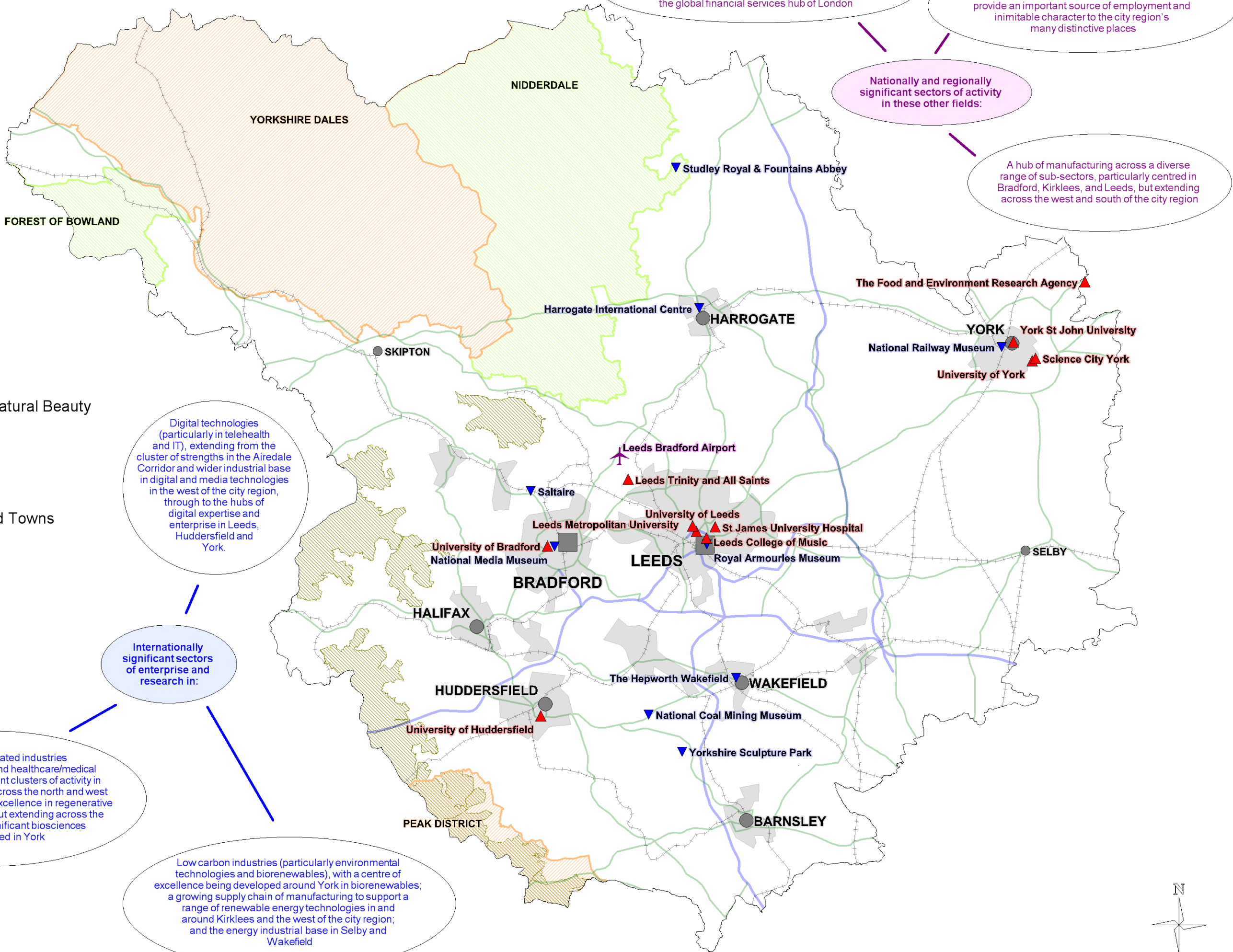
Leeds City Region: Nationally Recognised Assets



Annex A

Key

- ▲ Innovation Assets
- ▼ Cultural Assets
- Environmental Assets
 - ▨ National Parks
 - ▨ Areas of Outstanding Natural Beauty
 - ▨ South Pennine Moors
- Places
 - Regional Cities
 - Sub Regional Cities and Towns
 - Principal Towns
- Communications
 - ✈ Airports
 - Motorways
 - Primary Roads
 - Railways
 - Urban Areas



A nationally significant centre for financial and businesses services that complements the global financial services hub of London

A network of strong local clusters of activity in the creative and cultural industries, which provide an important source of employment and inimitable character to the city region's many distinctive places

Nationally and regionally significant sectors of activity in these other fields:

A hub of manufacturing across a diverse range of sub-sectors, particularly centred in Bradford, Kirklees, and Leeds, but extending across the west and south of the city region

Digital technologies (particularly in telehealth and IT), extending from the cluster of strengths in the Airedale Corridor and wider industrial base in digital and media technologies in the west of the city region, through to the hubs of digital expertise and enterprise in Leeds, Huddersfield and York.

Internationally significant sectors of enterprise and research in:

Life sciences and related industries (particularly biosciences and healthcare/medical technologies), with significant clusters of activity in the medical tech industries across the north and west of the city region, a centre of excellence in regenerative medicine centred in Leeds but extending across the wider city region and significant biosciences expertise centred in York

Low carbon industries (particularly environmental technologies and biorenewables), with a centre of excellence being developed around York in biorenewables; a growing supply chain of manufacturing to support a range of renewable energy technologies in and around Kirklees and the west of the city region; and the energy industrial base in Selby and Wakefield