

# Public Document Pack



Wednesday, 29 June 2022

To: Members of the MCA - Local Enterprise Partnership and Appropriate Officers

## NOTICE OF MEETING

You are hereby invited to a meeting of the South Yorkshire Local Enterprise Partnership to be held at **South Yorkshire MCA, 11 Broad Street West, Sheffield, S1 2BQ**, on: **Thursday, 7 July 2022 at 11.00 am** for the purpose of transacting the business set out in the agenda.

A handwritten signature in black ink, appearing to read 'D. Smith'.

Dr Dave Smith  
**Chief Executive/ Head of Paid Service**

## Member Distribution

Lucy Nickson (Chair)	Private Sector LEP Board Member
Neil MacDonald (Vice-Chair)	Private Sector LEP Board Member
Joe Chetcuti	Private Sector LEP Board Member
Michael Faulks	Private Sector LEP Board Member
Dan Fell	Doncaster Chamber
Angela Foulkes	Private Sector LEP Board Member
Alexa Greaves	Private Sector LEP Board Member
Peter Kennan	Private Sector LEP Board Member
Gemma Smith	Private Sector LEP Board Member
Richard Stubbs	Private Sector LEP Board Member
Cathy Travers	Private Sector LEP Board Member
Mayor Oliver Coppard	South Yorkshire Mayoral Combined Authority
Councillor Terry Fox	Sheffield City Council
Mayor Ros Jones CBE	Doncaster MBC
Councillor Sir Steve Houghton CBE	Barnsley MBC
Councillor Chris Read	Rotherham MBC
Professor Chris Husbands	Sheffield Hallam University
Professor Dave Petley	University of Sheffield
Bill Adams	TUC Representative

## MCA - Local Enterprise Partnership

Thursday, 7 July 2022 at 11.00 am

Venue: South Yorkshire MCA, 11 Broad Street West, Sheffield, S1 2BQ

**SOUTH YORKSHIRE  
BUSINESS**



**LOCAL  
ENTERPRISE  
PARTNERSHIP**

### Agenda

Agenda Ref No	Subject	Lead	Page
1.	Welcome and Apologies	Chair	Verbal
2.	Declarations of Interest <ul style="list-style-type: none"><li>In relation to any agenda item</li><li>In relation to any activity since the last formal meeting</li><li>In relation to any forthcoming activity</li></ul>	Chair	Verbal
3.	Notes of Last Meeting dated 12 May 2022	Chair	5 - 10
<b>Strategic Development</b>			
4.	Health and Wellbeing Assets Review	Richard Stubbs, Ruth Adams,	11 - 40
5.	Innovation Board Presentation	Joseph Quinn	41 - 44
6.	Destination Management / Marketing in South Yorkshire	Andy Gates	45 - 48
7.	Environmental Sustainability Plan	Ruth Adams	49 - 56
8.	Launch of Data and Intelligence Hub	Ruth Adams	57 - 62
<b>Governance</b>			
9.	Annual Report 2021-2022 and Delivery Plan 2021-2022	Andy Gates	63 - 76
<b>For Information</b>			
10.	Chief Executive's Update	Martin Swales	Verbal Update

**Date of next meeting:** Thursday, 8 September 2022 at 11.00 am

**At:** South Yorkshire MCA, 11 Broad Street West, Sheffield, S1 2BQ

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**MCA - LOCAL ENTERPRISE PARTNERSHIP**



**MINUTES OF THE MEETING HELD ON:**

**THURSDAY, 12 MAY 2022 AT 11.00 AM**

**MEETING ROOM G3/4, 11 BROAD STREET WEST,  
SHEFFIELD, S1 2BQ**



**LOCAL  
ENTERPRISE  
PARTNERSHIP**

**Present:**

Lucy Nickson (Chair)	Private Sector LEP Board Member
Neil MacDonald (Vice-Chair)	Private Sector LEP Board Member
Michael Faulks	Private Sector LEP Board Member
Dan Fell	Doncaster Chamber
Peter Kennan	Private Sector LEP Board Member
Richard Stubbs	Private Sector LEP Board Member
Mayor Oliver Coppard	South Yorkshire Mayoral Combined Authority
Councillor Chris Read	Rotherham MBC
Professor Chris Husbands	Sheffield Hallam University
Professor Dave Petley	University of Sheffield

**In Attendance**

Joe Chetcuti	Private Sector LEP Board Member
Angela Foulkes	Private Sector LEP Board Member
Alexa Greaves	Private Sector LEP Board Member
Mayor Ros Jones	Doncaster MBC
Bill Adams	TUC Representative

**Officers in Attendance:**

Dr Dave Smith	Chief Executive / Head of Paid Service	SYMCA Executive Team
Dr Ruth Adams	Deputy Chief Executive	SYMCA Executive Team
Martin Swales	Interim Director of Infrastructure and Place	SYMCA Executive Team
Nici Pickering	MCA Executive Team	SYMCA Executive Team
Damian Allen	Chief Executive, Doncaster MBC	Doncaster MBC
Sharon Kemp	Chief Executive, Rotherham MBC	Rotherham MBC

**Apologies:**

Gemma Smith	Private Sector LEP Board Member
Cathy Travers	Private Sector LEP Board Member
Councillor Terry Fox	Sheffield City Council
Councillor Sir Steve Houghton CBE	Barnsley MBC
Sarah Norman	Barnsley MBC
Steve Davenport	SYMCA Executive Team
Gareth Sutton	SYMCA Executive Team
Kate Josephs	Sheffield City Council
Eugene Walker	Sheffield City Council
Sarah Want	Sheffield University

20 **Welcome and Apologies**

L Nickson acknowledged Dave Smith is resigning at the end of June and gave thanks for his contributions in a range of areas.

**Mayoral Update**

Mayor Coppard was welcomed to the meeting; he gave thanks for his welcome and discussed working for the LEP some 7-8 years ago and that it is wonderful to be back. After 7 months of campaigning, he was looking forward to delivering on commitments and is looking forward to working with everyone.

21 **Declarations of Interest**

There were no declarations of interest in relation to the agenda items for discussion at the meeting.

There were no declarations of interest in relation to any activity since the last formal Board meeting.

There were no declarations of interest in relation to any forthcoming activity.

22 **Notes of Last Meeting from 10 March 2022**

RESOLVED – That the notes of the previous meeting held on 10 March 2022 were agreed to be an accurate record.

23 **South Yorkshire Innovation Board**

A report was presented which summarised the South Yorkshire Innovation Board paper. Good progress has been made following the meeting in January. During the summit, the intention of establishing the board was made public and Lynda Shillaw, Chief Executive of Harworth, has been appointed as interim chair. Lynda brings with her a wealth of financial experience. The paper highlighted the general approach in getting the board up and running and the timeline for approaching board members with an intention for it to go live in July.

Members queried resources for the Innovation Board and were assured access to resources to support innovation would be available.

Clarity was sought in regard to the relationship between the Innovation Board and other structures, eg academia and FE, for example, to ensure the best possible opportunity to succeed in its purpose. It was acknowledged that this is incredibly important and work to set relationships out will continue to be progressed.

Members commented that The Innovation Board needs to be seen as the place where wisdom is developed and therefore needs freedom to explore opportunities. Board Members confirmed that the Innovation Board should concentrate on doing a fewer things well, and not be spread too thinly.

There was a discussion on the representation and relationship between local academia and the Home Win team, with further work to be done to clarify relationships.

L Nickson acknowledged that reflection and discussions will continue.

Dr Dave Smith stated that now Mayor Coppard was in post, conversations with several key people to collate and refashion thinking is essential. Once this has been explored, it will be helpful to report back to the board, with the possibility of propagating the results through mini summits to engage the public and private sector.

## 24 **Integrated Rail Plan: Strategic Positioning Response and Actions**

Martin Swales and Jonathan Spruce presented the Integrated Rail Plan and sought views on the outcome of the IRP published in November and the subsequent evaluation work with local authority colleagues.

The plan identified a number of positive elements, challenges and opportunities to influence, and noted that it is important to determine their position to give South Yorkshire the strongest stance in the forum.

The IRP for South Yorkshire details a single set of actions to strengthen South Yorkshire's position.

The immediate actions and priorities are:

- Serving Leeds by HS2
- Getting HS2 to Sheffield
- Midland Mainline Electrification
- East Coast Mainline Upgrade

Short term quick wins:

- Secure the second fastest train to Leeds via Dearne Valley
- Secure the third fast train to Manchester
- Enhance capacity at Sheffield Midland Station
- Develop and deliver
- City Region Sustainable Transport Settlement rail schemes
- Secure shorter-term infrastructure, service and station enhancements
- Progress Restoring your Railway Schemes

Ongoing Work Programme – Addressing IRP gaps:

- New station at Rotherham Mainline
- Electrification and line speed improvements between Sheffield and South Kirkby junction/Doncaster
- Four fast services to Leeds
- Four fast services to Manchester
- Two fast services to Hull

Other schemes – Non-IRP enhancements:

- Line Speed improvements Hallam Line & Doncaster Humberside Lines
- Second train per hour on Penistone Line

- Further station service enhancements
- Develop rail freight needs

M Swales concluded this is a complex fast-moving environment and to ensure that priorities are sharpened, we are positioning and representing ourselves in the right places. The Principal of the Leeds Area Network Review Group would represent South Yorkshire alongside Martin with additional links being established with the Principal at Network Rail. The timeframes for implementation are long, but decisions are quite short and by December the plan for Sheffield to Leeds should be agreed.

Members reminded the room that rail is not just important for connectivity but also for freight and, by having this on our front door, will enable us to influence national decision making.

The paper was welcomed and members raised the issue of ticketing being a big barrier for people.

It was confirmed The Mayor had written to the Prime Minister to raise issues regarding South Yorkshire and promises not being met.

25

### **State of the South Yorkshire Economy**

Felix Kumi-Ampofo provided a presentation which included an overview of the national economy and a more detailed report on the South Yorkshire economy, which included the following areas:

- Transport
- Employment
- Unemployment
- Health
- Poverty in work
- Salary
- Universal Credit
- Child Poverty
- Business Density
- Inflation
- Fall in disposable income
- Fuel Poverty
- Energy Intensive Businesses
- Cost of Living Vulnerability
- Interest rises

It went on to discuss the launch of a new Data Intelligence Hub showcasing data across several areas with a proposed launch date of July 2022.

L Nickson requested a Working Win update. Dr Ruth Adams confirmed that she would provide information at a later date, but that the evaluation indicated there had been a significant number of referrals from Primary and Critical Health Care. An additional £3 million has been awarded to continue a similar model but concentrating on those already in work having difficulties, as the initial trial had indicated 70% of referrals had come from this cohort.



Members highlighted that there is a large north-south divide and provided statistics regarding health and how it relates to several areas, including housing and relationships and that this requires addressing in all policies. This was supported in the presentation due to participation rates, age, and ill health.

L Nickson queried whether the skill strategy and the issues it identifies gives us confidence in the pace we are moving at. F Kumi-Ampofo responded that things are moving as quickly as possible but explained there will be developments over the coming months. The plan is to pull a draft together over the summer and come back with a provisional timeline.

Dr Dave Smith noted that collectively the pace is not aligned and there is a need to adapt to circumstances with new solutions with all involved. During the pandemic, abilities were collectively demonstrated and this level of motivation needs finding again with a particular focus on certain areas. Members discussed the issues around unemployment and low wages have been problematic in South Yorkshire for several years.

## 26 **South Yorkshire Economic Summit - Next Steps**

A Gates gave an update on the economic summit which was attended by approximately 130 people which included a more diverse cohort than normal. It was recognised that the board would need to take ownership of diversity.

The update went on to explore:

- Financial development
- Land and Property
- Innovation Ecosystems
- Skills and Talent
- Showcase South Yorkshire

L Nickson noted that there are issues the board is going to face in terms of engagement and that this is something which requires further work. Members confirmed the mini summit ideas are positive, however, the board needs to mobilise to get different voices into the room.

## 27 **LEP Review Integration Plan Process**

Dr Ruth Adams outlined the guidance and government requirements and the proposal to further engage the private sector in defining a purpose through a workshop, currently being organised.

## 28 **Chief Executive's Update**

Dr Dave Smith informed the board of the following:

- The government is set to announce later this month the short list for Headquarter of the Great British Railways.
- South Yorkshire Business Advisory Group continue to meet regularly, the Shared Prosperity Fund allocation will be further considered in terms of investment by the beginning of August.

Questions were raised regarding the Levelling Up bid, and it was clarified that a delegate authority had been received from the MCA and further conversations would take place at the next LEP Board meeting.

I, the undersigned, confirm that this is a true and accurate record of the meeting.

Signed .....

Name .....

Position .....

Date .....

## Local Enterprise Partnership

07 July 2022

### Health and Wellbeing Assets Review

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<b>Is the paper exempt from the press and public?</b>	No
<b>Reason why exempt:</b>	Not applicable
<b>Purpose of this report:</b>	Discussion
<b>Is this a Key Decision?</b>	No
<b>Has it been included on the Forward Plan?</b>	Not a Key Decision

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#### Director Approving Submission of the Report:

Ruth Adams, Deputy Chief Executive

#### Report Author(s):

Ruth Speare, Public Health Consultant  
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#### Executive Summary

As part of the Inclusion Plan development, SYMCA recently commissioned a report to map health and wellbeing assets across South Yorkshire, identify strengths and opportunities and propose recommendations on how this sector could be strengthened.

The key findings and recommendations are included in an executive summary (attached) and a set of slides will be presented to the Board at its July meeting.

#### What does this mean for businesses, people and places in South Yorkshire?

The Health and Wellbeing Sector in South Yorkshire contributes £3.3 billion GVA annually (12% of total) and employs 1 in 6 people. There is an opportunity to promote and grow this sector to attract investment and jobs into South Yorkshire.

#### Recommendations

1. The LEP Board Members are asked to note the paper and research report findings, consider the implications for South Yorkshire, provide a steer on how the recommendations can be implemented and advise on next steps.
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#### 1. Background

- 1.1 South Yorkshire has many health and wellbeing assets; however, it also faces challenges that have held the sub-region back from capitalising on its sector strengths. One of the key challenges is poor population health and wellbeing and

entrenched health inequalities, both of which have been intensified by the pandemic. South Yorkshire has an opportunity to address these unmet local health needs, and tackle inequities, and enhance the sector to an international level.

- 1.2 Kada Research was commissioned on behalf of the SY MCA to map the health and wellbeing sector in SY and establish the evidence base, identify opportunities to develop existing assets, grow others, and build and harness collaborations between assets.
- 1.3 This commission aligns with the ambition in the SEP to deliver a stronger, fairer, and greener economy that works for everyone and explicitly recognises healthy places and people as a strategic aim. It links with the work that the MCA did with MIT to accelerate entrepreneurship and innovation in South Yorkshire and supports the Mayor's Healthy Life Expectancy priority.
- 1.4 This research provides a comprehensive evidence base for the sector and identifies challenges and opportunities in the sector required to support the LEP, MCA and partners to unlock some of the sub-region's untapped potential and accelerate its wellbeing, innovation and inclusion transformation.

## **2. Key Issues**

2.1 Some of the key headlines are:

- 12% of South Yorkshire's GVA is from Health and Wellbeing compared to 8.6% nationally.
- 1 in 6 people in South Yorkshire are employed in Health and Wellbeing.
- Key South Yorkshire strengths are:
  - Medical devices and medtech
  - Digital health
  - Wellbeing & applied wellbeing research excellence
  - Life science & Bio innovation
  - Health and Care clinical excellence
- South Yorkshire ranks #1 for all LEP geographies for the concentration of medical instrument and supply manufacturers, and the region has an international reputation for medical device manufacturing.
- There are challenges around communication, narrative, connectivity, funding, and health inequalities.
- Opportunities include technology adoption, delivering net zero for health, and the use of digital technology.
- The key themes for the MCA and LEP from the recommendations are:
  - Promotion of the sector and developing a South Yorkshire narrative
  - Create better enabling conditions for start-ups and innovation
  - Skills development

2.2 A presentation of the research findings and recommendations will be provided during the meeting.

## **3. Options**

This research was commissioned to provide the board detailed intelligence to consider future priorities linked to the recommendations contained in the report, as opposed to requiring decision making based on detailed exploration of options.

#### **4. Consultation on Proposal**

4.1 Quantitative and qualitative methods were used in this research, with over 40 stakeholders from public, private and academic organisations consulted.

#### **5. Timetable and Accountability for Implementing this Decision**

5.1 Some of the recommendation will inform the work of the Innovation Board and any further implementation will then depend on the outcome of the Board's deliberations and eventual MCA Board decisions.

#### **6. Financial and Procurement Implications and Advice**

6.1 There are no further direct financial implications at this stage.

#### **7. Legal Implications and Advice**

7.1 There are no legal implications at this stage, however any investment required via the MCA, will be considered and developed in the line with the MCA approved Assurance Framework.

#### **8. Human Resources Implications and Advice**

8.1 There are no HR implications at this stage

#### **9. Equality and Diversity Implications and Advice**

9.1 Equality and diversity are at the core of this research. All recommendations will improve equality and diversity in South Yorkshire.

#### **10. Climate Change Implications and Advice**

10.1 There are no direct climate change implications at this stage

#### **11. Information and Communication Technology Implications and Advice**

11.1 There are no ICT implications at this stage

#### **12. Communications and Marketing Implications and Advice**

12.1 MCA will disseminate the findings through its usual channels.

#### **List of Appendices Included**

A South Yorkshire Health and Well Being Assets Study

#### **Background Papers**

None.

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# South Yorkshire Health and Wellbeing Assets Study

A Report for the South Yorkshire  
Mayoral Combined Authority

May 2022



## MANAGEMENT SUMMARY

Kada Research was commissioned by the South Yorkshire Mayoral Combined Authority (SYMCA) to assess and map the health and wellbeing sector in South Yorkshire to identify opportunities for collaboration and future growth. The report explores the current and future challenges and concludes with some bold, but realistic, recommendations for how South Yorkshire could enhance its health and wellbeing sector.

The study background and its aims and objectives are covered in chapter one of the report.

## CONTEXT

Chapter two sets the contextual backdrop. The [NHS's operational and planning guidance](#) for 2022/3, building on the [NHS Long Term Plan](#), detailed the following priorities: workforce investment, Covid-19, reducing the elective backlog, improving the responsiveness of primary and emergency care, improving services for people with learning disabilities and/or autism, exploiting digital technologies and developing a population health management approach. The preventive focus of the NHS fits with the objectives of many of South Yorkshire's health and wellbeing assets and the SYB ICS has already adopted a population health management approach.

The [Life Science Vision](#), (2021), aligned with the [UK Innovation Strategy](#), outlined how the UK will develop into an international hub of life science excellence.

The sub-regions [Strategic Economic Plan](#) (SEP) sets out an ambitious agenda to deliver a stronger, fairer and greener economy that works for everyone and explicitly recognises healthy places and people as a strategic aim. The Covid-19 pandemic, non-communicable diseases (NCDs), climate change, health inequalities, and an ageing and growing world population will continue to place significant pressures upon healthcare systems to adapt, invest and respond.

**With growing pressure and opportunities on funding for innovation, South Yorkshire will need strong and ambitious plans backed up with robust business cases to ensure it is able to make the most of this growing sector.**

## THE SECTOR IN NUMBERS

With a Gross Value Added (GVA) of £3.3 billion, £1 in every £8 of GVA generated in South Yorkshire is in health and well-being. With some 1800 businesses over one in six people are employed the sector which has nearly 90,000 employees. The infographic on the next page summarises the economic analysis of South Yorkshire's health and wellbeing sector, which can be found in chapter three and the accompanying technical report.



# South Yorkshire (SY) Health and Wellbeing Sector in Numbers



**£3.3 billion GVA\***

12% of total SY GVA.  
(National share 8.6%).

\* Gross Value Added



**£1 in every £8**

SY GVA generated  
in Health and Wellbeing.



**89,895 Employees**

7<sup>th</sup> highest share of employment  
of all 38 English LEP's.\*

\* Local Enterprise Partnership



**1 in 6 people**

in SY employed in Health  
and Wellbeing.



**1,815 Businesses (2021)**

in SY in Health and Wellbeing sectors.



## Concentration of Medical Instrument and Supply Manufacturers

Looking at the share of all business SY ranks  
the highest against the 38 English LEPs.



## 5 SY Health and Wellbeing Strengths

1. Medical Devices & Medtech.
2. Digital Health.
3. Wellbeing & Applied Wellbeing Research Excellence.
4. Life Science & Bio Innovation.
5. Health & Clinical Excellence.



## 4 Take Aways

1. Home to the Advanced Manufacturing Innovation District which is able to combine research, innovation and technology for collaboration/commercialisation.
2. International reputation for medical device manufacturing/production. Cluster of orthopaedic and orthotic firms.
3. Breadth of health and wellbeing companies from medical devices to digital health and life science.
4. A cluster of globally recognised research assets including Medical Advanced Manufacturing Research Centre and Advanced Wellbeing Research Centre.

## SUB-SECTOR PRIORITIES, STRENGTHS, AND RESEARCH CAPABILITIES

## MEDICAL DEVICES AND MEDTECH

South Yorkshire has an international reputation for medical device manufacturing and production including large firms such as B. Braun and Swann Morton. There is a cluster of orthopaedic and orthotic firms in the sub-region (South Yorkshire). This business community is supported by research assets such as the University of Sheffield's (UoS) Medical Advanced Manufacturing Research Centre and Sheffield Hallam University's (SHU) Advanced Wellbeing Research Centre (AWRC). The sector is also supported by the two NIHR Medtech Cooperatives. **Key strengths include medical devices and implant manufacture/orthopaedics, surgical equipment and instrument manufacture, and medical equipment.**

## DIGITAL HEALTH

South Yorkshire has a growing digital health sector with firms such as Preventyx, Isopharm, and Method Analytics in addition to an increased number of start-ups such as SleepCogni. This sector is supported by research assets such as the UoS's Insigneo Institute and the Centre for Assistive Technology and Connected Healthcare (CATCH). Sheffield Robotics is a research hub bringing together academics from UoS and SHU building on the South Yorkshire's strengths in this area. SHU has a range of digital strengths for example in virtual reality, artificial intelligence, and cyber security. **Key strengths include lifestyle and mobility tech, SaaS for healthcare, analytics, and digital transformation in medical device manufacturing.**

## WELLBEING AND APPLIED WELLBEING RESEARCH EXCELLENCE

South Yorkshire has a developing wellbeing and applied research business community including long-established firms such as Westfield Health. South Yorkshire based incubators such as the AWRC Wellbeing Accelerator provide an excellent opportunity for a significant start-up community to emerge. South Yorkshire is also well served by different research assets that support the wellbeing and applied research sector. The AWRC and Olympic Legacy Park (OLP) are important assets that are complimented by SHU's Sport and Physical Activity Research Centre (SPARC), UoS's Centre for Wellbeing in Public Policy (CWIPP), two NIHR Medtech Cooperatives and Rotherham Doncaster and South Humber NHS Trust's Community Research Hub. **Key strengths include wellbeing, co-designed research, healthy ageing, and sport and physical activity.**

## LIFE SCIENCE AND BIO INNOVATION

South Yorkshire has a burgeoning pharma, life science, and bio innovation business community including some large well-established employers such as ALS and Doncaster Pharmaceuticals and start-ups such as Exciting Instruments. This sector is well supported by the presence of a significant number of research assets within South Yorkshire such as UoS's Neuroscience Institute and SHU's Biomolecular Science Research Centre. Increased university life sciences and clinical research activity within the sector will be supported by the new Gene Therapy Innovation and Manufacturing Centre. **Key strengths include gene therapies, infectious diseases, nucleic acids, neurology, and instrumentation and devices.**

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**HEALTH AND CLINICAL EXCELLENCE**

South Yorkshire is home to several excellent hospitals which provide clinical specialisms, carry out internationally respected research and specialise in a wide range of medical fields. South Yorkshire has an extensive network of very well-respected research assets focused on health and clinical excellence. These assets are largely centred around South Yorkshire's hospitals and universities. **Key strengths include children's health, neuroscience, pulmonary hypertension, oncology, and spinal injuries.**

**CHALLENGES AND OPPORTUNITES**

Funding, skills, and internal NHS pressures were identified as national challenges impacting the health and wellbeing sector in South Yorkshire. Key challenges for the sub-region include communication and a lack of a South Yorkshire 'story' for the sector and a lack of connectivity. Tackling health inequalities, preventative health, net zero, and digital technology adoption are four challenges with substantive opportunities for South Yorkshire.

The future opportunities for the health and wellbeing sector and South Yorkshire are significant. There are opportunities surrounding net zero, digitalisation, and using innovative technologies within the NHS. The SYB ICS has identified a range of unmet needs to address and South Yorkshire faces large health inequalities. There are opportunities to increase the interdisciplinary co-location of assets the benefits of which have been demonstrated at the Olympic Legacy Park and AMID more widely. Existing assets should seek to develop new facilities or satellite hubs across South Yorkshire to extend their reach and foster new collaborations. A more detailed discussion of the challenges and opportunities for the sector is provided in chapter five of the report.

**RECOMMENDATIONS**

The recommendations appear in full in chapter six.

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**OVERARCHING LONG-TERM RECOMMENDATIONS**

The initial recommendations are strategic and long-term. They focus on creating a cohesive narrative and community for South Yorkshire's health and wellbeing sector and a roadmap of how to get there.

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**PRIORITY ONE: ECOSYSTEM DEVELOPMENT**

**This priority is designed to connect and grow South Yorkshire's health and wellbeing capabilities through innovation and research which address local health needs.** The recommendations under this priority are designed to extend the reach of the assets, explore new collaborations and procurement opportunities and raise the profile of existing facilities so that their potential is realised. Stakeholders believe that South Yorkshire has the ingredients to develop a dynamic health and wellbeing ecosystem led by local needs and address the strategic health and wellbeing themes of tomorrow. It needs to embed its research and innovation culture more systematically across South Yorkshire.

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**PRIORITY TWO: PROMOTE THE HEALTH AND WELLBEING ASSETS OF SOUTH YORKSHIRE**

**This priority recommends that we transform the visibility of the sector by promoting key areas of commercial and research excellence so that South Yorkshire is known as an exceptional location to**

**develop, manufacture, and supply health and wellbeing products and services.** This will involve crystallising the sub-region's distinctive features so they can be promoted and effectively communicated on a world stage to stimulate inward investment and international trade activity. A Festival of Health and Wellbeing technologies is recommended, led by the SYMCA in partnership with the Department for International Trade. Sheffield's 'outdoor city' brand and methodology should be extended for South Yorkshire to become an 'outdoor region'.

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### PRIORITY THREE: HEALTH AND WELLBEING COLLABORATION AND TALENT

**This priority is designed to celebrate success, showcase expertise, collaborate with others, and attract and retain talent.** Recommendations include mutual collaborations and shared learning with other health and wellbeing clusters as well as engagement with the Sheffield Hallam's Institute of Technology team and South Yorkshire's proposed Apprenticeship Hub to articulate STEM skills gaps for the sector. The health and wellbeing sector needs to work with education providers to improve career advice and guidance for young people and create meaningful STEM experiences. A new postgraduate pathway between universities and businesses should be considered to inspire future leaders and innovators. Collaborations between assets around vertical opportunities such as gene therapy, active lifestyle, mobility and independence, and child health are suggested.

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### PRIORITY FOUR: HEALTH AND WELLBEING INNOVATIONS

**This priority focuses on stimulating research and innovations and helping the health and wellbeing sector exploit new opportunities.** It is recommended that we harness a need led innovation approach to address health challenges faced by residents of South Yorkshire utilizing the diverse health and wellbeing expertise through interdisciplinary and participatory research. South Yorkshire needs to develop a complete pipeline for health and wellbeing innovators from ideation to commercialisation. It is recommended the current accelerators are extended and deepened, university spinouts and a seed-funding programme are considered and incubation spaces are developed. Sub-sectoral groups, such as tier two medical manufacturers should be supported to navigate and exploit funding opportunities. It is also recommended NHS partners are approached to see if there is an appetite for local business to help local trusts achieve their net zero ambitions in three areas (new models of care, medicines and supply chain, and the digital transformation).

The diagram on the next page summarises the priorities, strengths and capabilities of South Yorkshire's health and wellbeing sector.



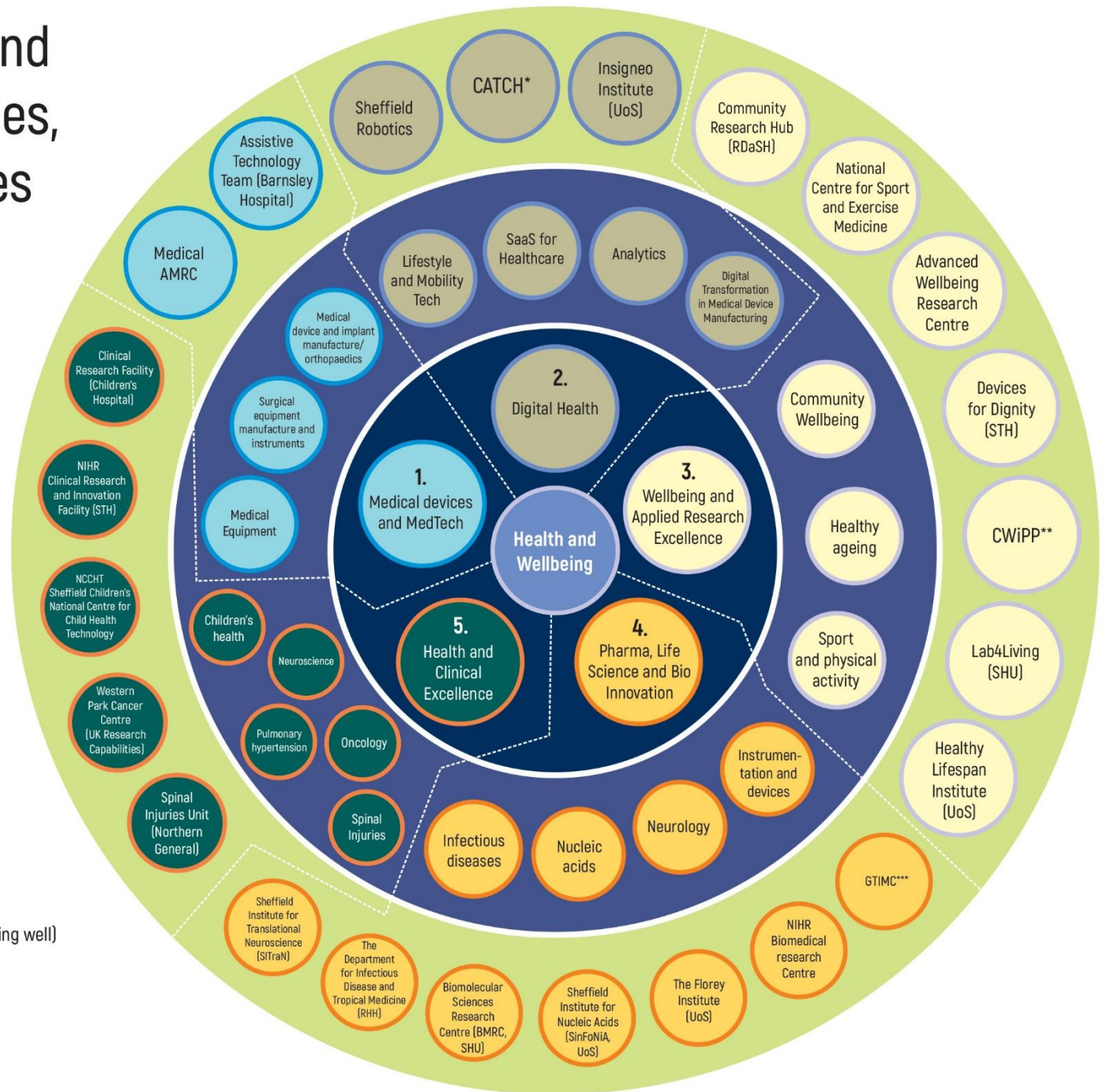
# South Yorkshire Health and Wellbeing Sector: Priorities, Strengths and Capabilities

Priority Sectors with Growth Potential

Sub-Sectors, Specialisms, Research Capabilities

Research Assets

- 1. Medical devices and MedTech
- 2. Digital Health Technology
- 3. Wellbeing Applied Research Excellence (Children to aging well)
- 4. Pharma, Life Science and Bio Innovation
- 5. Health and Clinical Excellence



\*Centre for Assistive Technology & Connected Health Care; \*\*Centre for Wellbeing in Public Policy; \*\*\* Gene Therapy Innovation and Manufacturing Centre; Note: SHU = Sheffield Hallam University, UoS = University of Sheffield, NIHR = National Institute for Health Research, STH = Sheffield Teaching Hospital, RHH = Royal Hallamshire Hospital, RDaSH = Rotherham Doncaster and South Humber NHS Foundation Trust





# South Yorkshire Health and Wellbeing Assets Study



## Research Centres

- 1) Advanced Wellbeing Research Centre- Darnall
- 2) Advanced manufacturing research centre (AMRC) and Medical AMRC
- 3) National Centre for Sport and Exercise Medicine- Olympic Legacy Park (OLP)
- 4) Sheffield Biomedical Research Centre- Royal Hallamshire Hospital
- 5) University of Sheffield:
  - Healthy Lifespan institute
  - School of Clinical Dentistry
  - The Florey Institute
  - Neuroscience Institute
  - Medical Humanities Sheffield
  - Insigneo Institute
  - Sheffield Institute for Nucleic Acids
  - Centre for Assistive Technology and Connected Healthcare
  - The Centre for Wellbeing in Public Policy
  - Gene Therapy Innovation and Manufacturing Centre (under construction)
- 6) Sheffield Hallam University:
  - Sport and Physical Activity Research Centre
  - Centre for Behavioural Science and Applied Psychology
  - Lab4Living
  - Biomolecular Science Research Centre
- 7) National Centre for Child Health Technology- Olympic Legacy Park (OLP), (under construction)



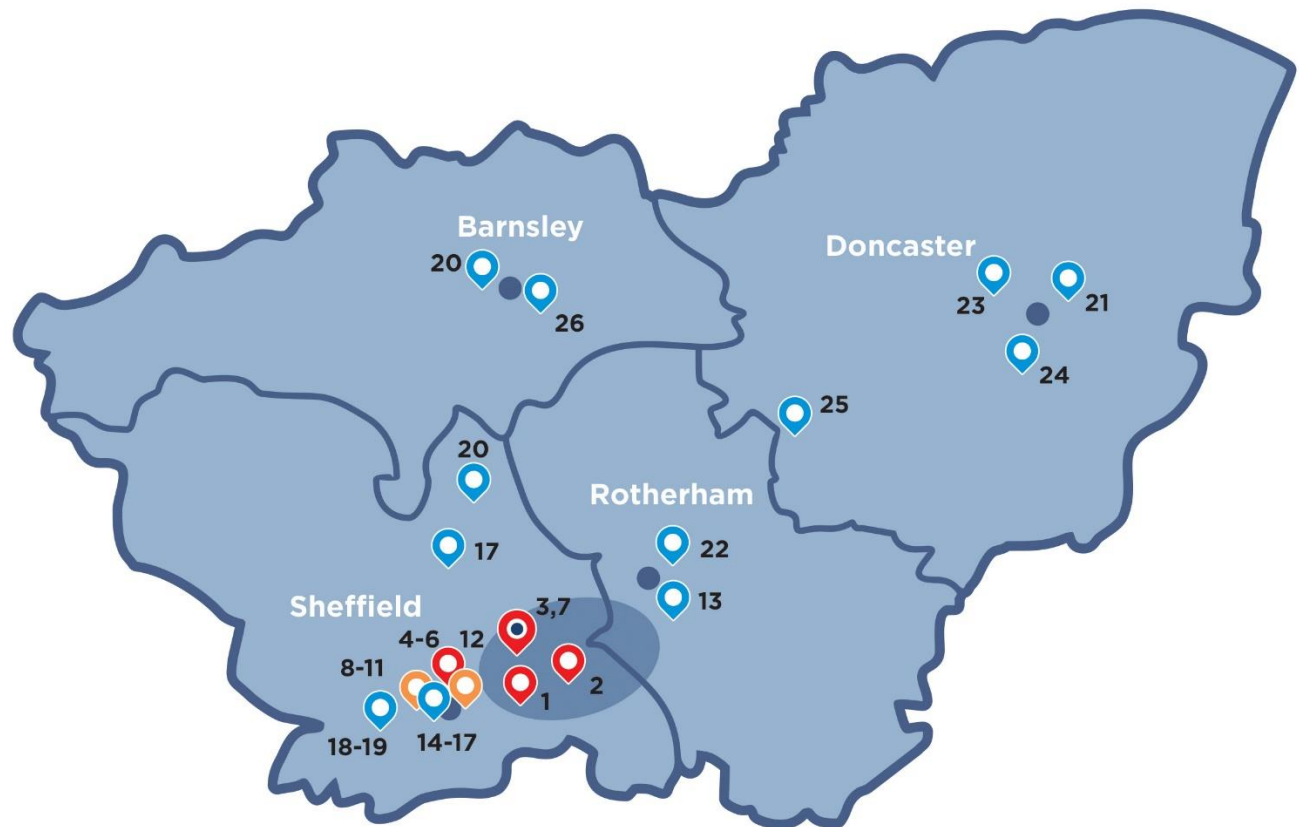
## Networks & Co-operatives

- 8) NIHR Devices for Dignity MedTech Coop- Royal Hallamshire Hospital
- 9) Healthcare Gateway- Faculty of Medicine, Dentistry and Health
- 10) Medlink- Sheffield
- 11) NIHR Children and Young People MedTech Cooperative - Sheffield
- 12) Y&H AHSN- Sheffield



## Hospitals (NHS/Private)

- 13) Rotherham General Hospital
- 14) Western Park Cancer Centre
- 15) Northern General Hospital
- 16) Royal Hallamshire Hospital
- 17) Sheffield Children's Hospital
- 18) BMI Thornbury
- 19) Claremont Hospital
- 20) Barnsley Hospital
- 21) Doncaster Hospital
- 22) Kinvara Hospital
- 23) Cheswold Park Hospital
- 24) Tickhill Road Hospital
- 25) Montagu Hospital
- 26) Kendray Hospital



Advanced Manufacturing Innovation District (AMID) and Olympic Legacy Park (OLP)



## 1.1 CONCLUSION

The priorities outlined in this chapter highlight the strengths of the health and wellbeing sector in South Yorkshire. Many of the assets traverse the priorities such as the two MICs, the AWRC and CATCH. The interconnections between priorities and the assets will strengthen the dynamic offer of South Yorkshire's health and wellbeing sector.

South Yorkshire has shown its strength across the life course from child health to ageing with dignity. There is world-leading research taking place at SCH, supported by the universities; and the development of the NCCHT will accelerate this and cement South Yorkshire's position as a global leader in child health technology. The CYP MIC, D4D, MIC, and TITCH demonstrate the internationally significant research capabilities of South Yorkshire. The wide range of research and innovation surrounding healthy ageing is a strength from neuroscience research into dementia and Parkinson's to the development of technologies to provide dignity for people with long-term conditions. The UoS, SHU, and several South Yorkshire hospitals excel in this area. South Yorkshire's digital capabilities in AI, VR, and robotics are producing innovative solutions in health care settings for both young and old. Both research themes benefit from the collaborative and trans-disciplinary approaches taken and the applied nature of the research. South Yorkshire can design, research, create, implement, and evaluate innovations in childhood and healthy ageing.

South Yorkshire has research strengths and clinical expertise from diagnostics to rehabilitation and recovery. For example, UoS scientists have identified a 'biomarker' with the potential to screen more effectively for an early Alzheimer's diagnosis. The sub-region also has strengths in rehabilitation and recovery of a range of health conditions, supported by the two MICS and assets such as the AWRC. The AWRC is leading research into long Covid-19 and post-Covid-19 rehabilitation which is of growing importance at a national and global level. The opening of the GTIMC this year will accelerate the development and use of gene therapies within the NHS, pioneering work can already be seen at SCH, and South Yorkshire is ideally placed to lead this field. There are strengths in the creation and use of assistive technologies for example at the UoS, SHU, and Barnsley hospital. South Yorkshire has an orthopaedic manufacturing cluster and the AMRC has developed new innovations in this field. The AMRC and the AMP are internationally recognised for their research in engineering and manufacturing. Alongside this, the sub-region has an important manufacturing cluster for medical equipment and devices.

The co-location of assets at AMID is an important research strength and facilitator of innovation as well as an attractive feature for future businesses. For example, at the AWRC, the trans-disciplinary mix of researchers with industry, practitioners, and local people enables truly innovative and co-produced research. South Yorkshire demonstrates the importance of participatory research with communities and patients. The relationship with local communities provides insights about unmet needs which need addressing, including the sub-regional health inequalities, and offer access to diverse populations to test and evaluate innovations. The outreach work and location of education providers at OLP (from nursery to FE) is a strength which is creating the talent pipeline for the future and showing children and young people the potential opportunities for the future.

## 2. SOUTH YORKSHIRE HEALTH AND WELLBEING ASSETS: CHALLENGES, CONNECTIVITY AND OPPORTUNITIES

This section uses qualitative evidence to explore the current and future national and sub-regional challenges and opportunities for South Yorkshire's health and wellbeing sector.

### 2.1 CURRENT NATIONAL CHALLENGES IMPACTING ON HEALTH AND WELLBEING ASSETS

#### FUNDING AND INVESTMENT

Funding for proof-of-concept activities, pilots, and developing and testing new innovations is a key challenge within the health and wellbeing sector locally. For many health and wellbeing products, early-stage or seed funding is required to test, trial, or validate new ideas to be able to bid for larger sums and follow-on investment. Stakeholders commented on the need to have "...*the evidence to demonstrate success before you have achieved it*".

*"We struggle with these early-stage projects to secure proof of concept funding and get projects through that really early stage and de-risking them. This includes those coming out of universities and the NHS. They may only need £10,00 or 20,000 to get some pilot data and de-risk them which will allow them to go for the bigger pots of funding, for example from NIHR (National Institute for Health Research)."*

A pressing concern for universities is what will happen after EU funding ends in 2023 as universities require a consistent funding pipeline to plan and deliver their research otherwise "...*it curtails investment in new evidence, talent and collaboration with research partners*".

Businesses in medical devices and health care manufacturing sometimes struggle to secure more substantial funding to support innovation and product development.

*"But when you look to SME businesses like ours [health care manufacturer £2m turnover] realistically, there's actually no funding available".*

Some tier-two manufacturers consulted were worried they were being left behind through lack of investment and an inability to compete effectively in global markets. They would like support for the adoption of new technologies to improve productivity such as 3D manufacturing and other forms of digitalisation.

*"What we're seeing now is that the large OEMs and tier ones are starting to drive the digital agenda and essentially, whatever digitalisation platforms they are putting in place, they will then dictate the requirements to their supply chain. So, unless you are prepared it's very challenging."*

Operating in a global marketplace was a challenge currently with global supply chain constraints, the impact of the UK's exit from the EU (highly regulated industries have been faced with additional requirements) and higher prices in heavy energy-consuming industries.

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**SKILLS SHORTAGES**

National skills shortages in many industries impact South Yorkshire's health and wellbeing sector which requires technical staff with a range of skills including manufacturing, engineering, and digital technologies. The proposed Apprenticeship Hub and SHU's Institute of Technology may help to address this (see recommendations).

Commercial and business development skills can be lacking in innovators which can inhibit product development. There are also shortages in regulation and information governance expertise. Stakeholders identified more support was needed to understand regulatory requirements including those in different countries (where for instance products are launched in overseas markets). In health tech, *"the innovations tend to be a step ahead of the regulations"* in terms of the use of AI, VR, and machine learning.

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**NHS CHALLENGES**

It is challenging for businesses to engage with NHS procurement supply chains as it can be *"difficult to make connections externally"*, particularly for smaller companies. If businesses do not have NHS connections for procurement or connections with appropriate clinicians, they will be unable to produce the solutions the NHS requires. Stakeholders felt the current innovation ecosystem tended to work in silos which hindered the development of local solutions to address the NHS's unmet needs.

The NHS in South Yorkshire, as elsewhere in the country, has a large elective backlog, faces increasing pressures on its resources, and has a stretched workforce who have been on the frontline of the Covid-19 pandemic. Thus, medical professionals have less time to spend on research and innovation to develop their ideas from theory into a clinical environment.

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**2.2 THE CURRENT CHALLENGES FOR SOUTH YORKSHIRE**


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**COMMUNICATION**

The perception of South Yorkshire does not match the reality of its health and wellbeing offer which is *"...so much more than metal bashing"*. This was a recurring source of frustration for stakeholders who described perceptions of the sector as outdated and inward-looking.

*"For years it's been a bugbear of mine, that we've got all these strengths, and it's so invisible. We're really bad at shouting about it."*

*"We punch above our weight, but we blow a tiny trumpet."*

Stakeholders unanimously felt the South Yorkshire 'story' for health and wellbeing was unclear and some raised concerns over a perceived lack of sub-regional ambition for the sector.

*"To drive investment, you need to tell the story of what's the academic and manufacturing expertise? What parts of the supply chain it relates to? What's the support for entrepreneurs? How do we help people relocate?"*

*"We don't have a clear story. South Yorkshire could be a DIT high potential opportunity (HPO). Currently no HPO in SY and getting the story and offer right is an opportunity to market SY to the DIT International Network."*

Communication within the sub-region and externally is a challenge with a lack of a unified voice. By contrast, stakeholders noted the West Yorkshire Combined Authority has a strong collective voice, for example within its [Health Innovation Proposition](#). The lack of communication made identifying potential partners and opportunities difficult. Whilst organisations often have their own processes to promote success and learn lessons internally, there are limited opportunities for sub-regional promotion. This inhibits the sub-region's ability to communicate a clear message externally to potential partners, investors, and the Government. In contrast, London's [Medcity](#) provides a clear place for the promotion of its life science assets with an accessible website and activities, such as a monthly newsletter.

Health and wellbeing leaders need to coordinate and promote the assets more visibly, act as advocates and create spaces for new opportunities for interdisciplinary collaboration.

*"We're so busy doing all the work and delivering rather than promoting".*

A lack of resources within assets can make promotion, networking and relationship management challenging and can lead to opportunities not being fully realised.

The local NHS trusts could improve external communications to develop research and innovation collaboration and promote existing partnerships and projects more effectively. The SYB ICS Innovation Hub is starting to address this issue and there is scope to increase its visibility. Stakeholders reflected the SYB ICS could increase its risk appetite for innovation and promote the sub-region as a testbed to attract investors and research partners to South Yorkshire.

Due to the poor profile and communication of South Yorkshire's health and wellbeing sector, opportunities for business growth, funding, talent management, and relationship development are currently being missed.

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### CONNECTIVITY

*"We have a lot of pockets of excellence often national or world leading excellence. But linking those connections from the research institute to the commercial base and the clinical base and so on is difficult and a challenge."*

There was a sense that the health and wellbeing assets were disjointed and often worked in silos, which stifled potential innovations, partnerships, and access to funding. The lack of a clearly identifiable sector or community can make winning new business and maintaining relationships challenging, particularly when research and innovation priorities and regulations are changing. Smaller businesses need support to meet the changing demands of the NHS and the development of a like-minded community to share resources and learn lessons would assist this.

*"What they [sub-regional OEMs] were saying is they need support on the tendering and the actual management of the relationship with NHS. Typically, the NHS is the biggest customer for these organisations, but they're developing their capabilities incrementally. Examples include electronic catalogue management, electronic purchase to pay systems and processes etc. One challenge is the constant need to keep refining tenders to ensure they are successful in light of the changes that the NHS are asking for on modern slavery law, Labour Standards, all of these kinds of things. So, they were saying it'd be great if there was a community or collaboration across the sub-region to help it be more successful in securing opportunities."*

Stakeholders commented on the lack of physical spaces in South Yorkshire for health and wellbeing experts to connect, collaborate and innovate.

*"Co-working space, and places to host accelerators, and those kinds of collaborative physical spaces don't seem to be as exciting as the rest of the country."*

*"If we go to a health tech event, or try and network within the health tech space, we typically go to Leeds rather than South Yorkshire."*

*"The biggest challenge has been space and premises. Sheffield has been losing spinouts to other cities because there hasn't been anywhere to put them in within the Sheffield area. I know it's beginning to change, but that's been a challenge."*

The geographical fragmentation of assets is impeding collaboration resulting in a lack of 'cohesiveness' compared to other areas such as the [Cambridge and Oxford Arc](#). Most health and wellbeing assets are in Sheffield or the AMID, making collaborations outside these areas more difficult. The existing collaborative relationships are fruitful, particularly those within the STH, SCH, and the universities. There is potential for these assets to engage with other partners more widely across the sub-region through satellites, hubs, and new ventures (see recommendations).

The lack of connectivity and the perception this creates can deter potential investors who cannot see how assets will tangibly work together within a health and wellbeing ecosystem. For instance, [MedCity](#) promotes and connects London's health and life science sector to drive growth and investment.

*"For policy makers, there is a challenge finding out about the little local networks that, that the companies will use, but nobody else knows about. Being able to tap into those would help the region welcome in companies and say, come along to these there's this regular networking event."*

A shift is needed to see current competitors as potential collaborators rather than a threat. South Yorkshire could share lessons and complement health and wellbeing clusters outside the sub-region. It should be more outward-looking, proactively seeking partnerships with other clusters.

*"I don't think it should be in competition with Leeds. I think it should collaborate to broaden out the scope to a wider kind of Yorkshire Powerhouse region."*

*"We do not need to compete with local regions, we need to be part of the UK offer and think how do we compete globally, say, with America?"*

There is a desire to collaborate more with the private sector in South Yorkshire, but in some priority research areas such as biotech, there are few businesses to work with. Therefore, researchers tended to work with companies outside South Yorkshire which creates logistical and funding challenges.

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#### RESOURCES, SKILLS, AND FUNDING

South Yorkshire has struggled to retain University graduates beyond a year. Several stakeholders claimed that *"graduates stay for a year or two and leave for London"*. This is thought to be a consequence of a lack of local progression opportunities across all sectors including health and wellbeing. Health and wellbeing assets could be used more proactively to create, grow, and connect existing businesses, and attract new ones to strengthen its talent pipeline.

The sector has not been able to fully exploit funding opportunities, especially in the emerging niches identified in chapter four such as health tech or bio. South Yorkshire does not currently have a strong pipeline of ambitious business development schemes to support assets from ideation to commercialisation for example it lacks incubation spaces.

There is a mismatch of perceptions between businesses and universities; the private sector perceived a lack of applied research and commercialisation capabilities from the universities whereas the university perspective described competing demands and a lack of resources to work with local businesses.

Doncaster and Bassetlaw Teaching Hospital (DBTH) aims to achieve University teaching hospital status over the next decade. The Trust is seeking to align its research strategy with SHU and the UoS and build relationships with the universities. To achieve university teaching hospital status and carry out high-quality research, the DBTH will also need to become more attractive to potential recruits.

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#### HEALTH INEQUALITIES

*"How can we make sure we can consistently help leverage that economic activity to benefit health inequalities as well? And how could people from the more deprived parts of the sub-region benefit from that economic activity? By using the region as a testbed and tackling inequalities at the same time".*

Stakeholders saw the health inequalities and areas of deprivation as an important challenge to address and an opportunity to help communities and develop health and wellbeing assets. South Yorkshire encompasses areas of wealth and deprivation, often side by side. Out of the 316 English local authorities, Barnsley (44<sup>th</sup>), Doncaster (48<sup>th</sup>), Rotherham (45<sup>th</sup>) and Sheffield (61<sup>st</sup>) all had high levels of income deprivation ([ONS](#), 2021). There are clear links between economic deprivation and health inequalities with those with the lowest income at greater risk of poor health and a shorter life ([Marmot et al](#), 2020).

Many South Yorkshire residents have lower than the national average life expectancy and fewer years of good health; there are also significant variations between the most and least deprived areas. The [SYB ICS](#) five year plan identified several key health inequalities to address:

- The largest contributors to reduced life expectancy in SYB are cancer, cardiovascular disease, and respiratory disease.
- A sizable number of SYB residents live with multiple long-term conditions, with higher rates in the most deprived areas. There are large levels of smoking, obesity, physical inactivity, and hospital admissions for alcohol which are key contributors to poor health.
- SYB has high levels of mental health and the Yorkshire and Humber region has the second-highest rate of suicide in the country, although this figure has reduced ([ONS](#), 2021). People with severe mental health and learning disabilities have a lower life expectancy than the general population.

The SYB ICS has adopted a population health approach to address the health inequalities and improve the health of the whole local population. The SYB ICS identified five focus areas: best start in life; reduce harm from smoking, alcohol and obesity; improve cardio-respiratory health; improve mental health and wellbeing; early diagnosis and increased survival from cancer.

## 2.3 INTERCONNECTIVITY AND SYNERGIES BETWEEN ASSETS

The universities have strong links with each other and collaborate in several areas such as through the UKRI funded EMERGENCE network which brings together four UK universities to accelerate the use of robots in healthcare. The universities are also developing their own inter-disciplinary links through the creation of research institutes such as the Healthy Lifespan Institute at the UoS and SHU's Health Research Institute as well as cross-cutting research centres.

Stakeholders provided a small number of examples of the universities working with local businesses such as the Lab4Living at SHU collaborating with a local manufacturer or the UoS and HMA (a Barnsley based digital health company). More commonly, collaborations with businesses were outside the sub-region with national and international project work. Accelerator programmes were recognised as an important tool to support collaborations between academics, practitioners, and businesses.

An important aim of the SYB ICS is to build external relationships with the NHS and increase collaborations for research and innovation. This work is in its early stages but will be a key player in supporting local collaborations with the NHS. There were good links between the universities and the STH and SCH; stakeholders reflected the links seemed strongest between the UoS and STH and SHU and SCH. RDaSH has links with the UoS through its mental health research as does Barnsley Hospital through the Assistive Technology team. The hospitals in the sub-region collaborate, for example, through delivering satellite clinics and the sharing of staff resources, equipment and expertise from STH and SCH.

The collaborations with local communities and research centres in South Yorkshire and the focus on co-design of research and innovations are an important interconnectivity and strength for the sub-region. The AWRC's work with Darnall Wellbeing is a prime example of the benefits of this collaborative relationship. The SYB ICS is focused on community collaborations and reducing inequalities within deprived areas. It actively considers how it can bring new opportunities to areas, including employment, to help address inequalities and subsequently improve the lives of people in South Yorkshire. Similarly, the location of assets within these communities is important as can be seen through the work at the OLP.

The two MICs in South Yorkshire and the TITCH network facilitate collaborations across South Yorkshire and beyond. The AHSN has an important role to play in supporting collaborations and they are *"constantly bringing in potential innovators and companies from a vast spectrum of areas to the attention of the health and care agencies in the region"*.

For digital health and wellbeing assets, there are opportunities to explore the existing and potential connections between each of the core capabilities and verticals in considering responses to specific health challenges. For example, the work of SHU's Ivan Phelan at the Impact VR Research Lab, who is pioneering the use of VR in pain relief and training patients in the use of prosthetic limbs. Or the award-winning Arctic Escape, an immersive Augmented Reality application developed by Megaverse for the SCH's burns ward, which entertains and distracts young patients.

There are other examples, such as the partnership between Parkrun and the AWRC, and many opportunities to combine expertise in movement and flows across application areas. This also applies to sensing and the use of next-generation telecommunications networks to provide sensor coverage in more remote and socially excluded areas of the region, which also builds on the legacy of initiatives such



as the [Perfect Patient Pathway Testbed](#). There are also connections, and opportunities, between the EdTech cluster and the active lifestyle agenda, as indicated with iMoves, DrumFIT and MoveMore.

## 2.4 THE FUTURE CHALLENGES AND OPPORTUNITIES FOR SOUTH YORKSHIRE

### FUNDING

Funding will continue to be a challenge with new funding streams coming at a time of increased inflationary pressures. Without long-term coordinated funding streams, health and wellbeing assets will struggle to develop to the size and scale required for South Yorkshire to be a leader in this area. The sub-region needs to be better prepared to exploit funding opportunities and attract investment.

### ADDRESSING NATIONAL AND LOCAL HEALTH PRIORITIES

The health inequalities across South Yorkshire present an opportunity for the health and wellbeing sector to develop needs-led solutions to improve the lives of local communities. Additionally, numerous strengths of the health and wellbeing assets in South Yorkshire align with NHS needs such as healthy ageing, preventative health, and wellbeing. By addressing these inequalities and unmet NHS needs, there is the potential to improve the health of the sub-region physically, economically, and socially – aligning with the aims of South Yorkshire’s SEP. Moreover, the increasing collaborations and innovations will increase the strength and reputation of South Yorkshire’s health and wellbeing sector.

The SYB ICS is keen to increase collaborations with SMEs in the sub-region who can bring fresh ideas to inform clinical practice. The adoption of a population health management approach provides a range of opportunities for health and wellbeing assets. For example, solutions to improve wellbeing such as green social prescribing or digital products, which allow the remote self-management of health conditions.

### TECHNOLOGY ADOPTION

The NHS adoption of innovative technologies is an important opportunity including IoT, AI, virtual reality, robotics, remote monitoring, diagnostics, virtual wards, telehealth, and bolder ideas around transforming wards (for example, using technologies from a F1 pitstop to support neonatal care). There is also an interest to collaborate with the games industry, which has a cluster in Sheffield, with health care and use the skill set to improve patient experiences and outcomes.

*"We've been having the conversation in the ICS recently on how we might borrow ideas from other industries and apply them where they could be of benefit our healthcare provision... There are also opportunities to utilise gaming for healthcare, I do know, of academics at the University here who have a really strong interest in the use of gaming or gamification type thinking in the design of digital health products, but also using gaming as a therapeutic tool as well."*

The digitalisation of health care and the adoption of new technologies creates future risks around regulation and ensures the sub-region has the skills to support digital transitions. Data connectivity and privacy are growing challenges within the digitalisation of the NHS and present opportunities for South Yorkshire with its cyber security expertise. Data analytics is a future challenge and opportunity for health



and wellbeing assets which, if done successfully, could accelerate the NHS's population health management approach.

Technological adoption also needs to occur in social care where there is some reticence, a lack of funding to invest in technology, low technological knowledge and awareness among staff and providers, and concerns about ethical or data protection implications. Manufacturers in South Yorkshire will need to adapt to innovative technologies such as AI and machine learning if they are to compete globally.

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### COLLABORATION

There is a desire and need to increase collaboration in South Yorkshire including networking events, forums, or the creation of a digital hub. To unlock the growth potential of the sector, the health and wellbeing sector needs to work more effectively across the sub-region to promote key assets. Collaboration between assets provides opportunities to tackle local unmet health needs and stakeholders saw real opportunities in creating problem-based collaborative networks to drive innovation and make tangible change in South Yorkshire. The recommendations address this.

The GTIMC and NCCHT will allow South Yorkshire to cement and promote its expertise in gene therapy and child health technology. There are opportunities for both these new centres to be collaborative catalysts for existing health and wellbeing assets in the region and to encourage new businesses to South Yorkshire.

*"The ambition for that centre [GTIMC] is to use it as the catalyst to attract an agglomeration of small companies coming in accessing the facility, co-locating, training, building up the skills and talent base and so on and then commercialising out and attracting revenue for the University through those companies."*

South Yorkshire has the "right ingredients" to become a leading health and wellbeing cluster and, if it is to seize future opportunities, it needs to ensure it is presenting itself effectively and to the right people. Stakeholders reflected health and wellbeing were of increasing interest across Government departments and South Yorkshire needs to position itself to be the first port of call for Government when health and wellbeing funding becomes available. The SYMCA should help the health and wellbeing sector identify, navigate, and successfully exploit funding opportunities.

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### EXTENDING THE REACH OF HEALTH AND WELLBEING ASSETS

The examples of assets being co-located in the OLP demonstrate the benefits of this model and the importance of location for community engagement and wider benefits to the locality. The future development of a ground-breaking diagnostic imagery research hub for Canon Medical Systems Europe at OLP will enhance research and innovation and reinforce the diagnostic strengths of South Yorkshire. There are opportunities to use the co-location model in other areas of South Yorkshire to encourage innovation and regeneration in deprived areas.

The development of satellite hubs of existing Sheffield assets into other areas of South Yorkshire provides an interesting opportunity. They could increase collaborations, share knowledge and resources, and raise the profile of assets which are not as well known. The hospital trusts outside Sheffield offer access to

different populations with unique unmet needs for example DBTH is keen to collaborate with AWRC to tackle local obesity.

With the right support, the OLP can become a thriving health and wellbeing ecosystem with businesses, academics, health providers, educators, and communities. UKRI is interested in the OLP model and believes it could become an important health and wellbeing business cluster. The attraction of new businesses to the OLP will allow it to develop a talent pipeline and provide progression opportunities for graduates.

South Yorkshire has many green credentials with Sheffield's reputation as the outdoor city and various green spaces across the sub-region. A challenge and opportunity for South Yorkshire is utilising this image more effectively to promote health and wellbeing assets and stimulate green innovation. There is scope to deepen connections to exploit mutual areas of interest; for example, South Yorkshire's expertise in active travel has health and wellbeing impacts and innovation potential.

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### NET ZERO HEALTH

The NHS faces challenges to meet its net zero demands by 2040 and the ambition to reduce 80% of carbon emissions by 2032. The NHS is responsible for 4% of England's carbon footprint ([NHS, 2020](#)) and affects the NHS in numerous ways from physical infrastructure, food, medical tools, and packaging, to travel. Whilst stakeholders recognized the significant challenges faced to achieve net zero, these offered a range of opportunities for local impactful innovation by adapting existing carbon-heavy practices; innovative technologies; active travel; and greener packaging, healthcare practices, and food.

*"And there's so many interesting innovations that are emerging, you might have heard of the use of drones to for medical and emergency purposes as well."*

*"...surgery is one of the most carbon intense or biggest expenditures of carbon...We obviously manufacture as far as I'm aware quite a lot of surgical related medical devices in South Yorkshire and so if they're going to pilot trying to achieve net zero in a particular clinical areas within surgery that would be one of the options and that might be an opportunity there."*

As South Yorkshire has a cluster of medical device manufacturers there is an opportunity to be a global leader in this field. Several net zero areas of focus are suggested in the recommendations.

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### DIGITAL HEALTH

There are several opportunities for the use of digital technology in health and wellbeing focused on building connections across the sector and expanding on existing digital strengths. For example, forging a health-tech identity for South Yorkshire which is compatible and complementary to other areas could leverage the strengths of our sector. There are opportunities to support innovation in hard-tech at the universities and within private-sector research. South Yorkshire is well-positioned to support the digitalisation of medical manufacturing and services. The development of key health-tech verticals such as active lifestyles, mobility and independence, and child health are prime opportunities for South Yorkshire given the existing assets. There is scope to expand major digital industry verticals such as Ed-tech, creative and cultural tech, movement-tech, and manufacturing-tech.

### 3. RECOMMENDATIONS

The SY MCA and partners may want to consider the following recommendations. The first set of recommendations (1-3) are strategic and long-term and focus on creating a cohesive narrative and community for South Yorkshire’s health and wellbeing sector and a roadmap of how to get there. The following recommendations (4-21) provide short/medium-term activities which should be considered in tandem with the long-term recommendations for the sub-region.

#### OVERARCHING LONG-TERM RECOMMENDATIONS FOR SOUTH YORKSHIRE’S HEALTH AND WELLBEING SECTOR

Rationale: South Yorkshire needs to adopt a much longer-term strategic lens and consider where it wants to be in the next five years plus. It should consider the reputation, assets, and structural aspirations the sub-region is striving towards in the long term and set out a roadmap to get there.	Impact	Time-frame	Priority
1. Building upon the SEP, the findings/recommendations of this report, and other complementary documents such as the Sheffield Joint Health and Wellbeing Strategy, South Yorkshire should set out its long-term ambition, mission, and shorter-term aims in the form of a <b>health and wellbeing sector strategy document</b> . The document should take this report’s findings and outline what the region wants to become and what it wants to be known for, amongst other factors. This structure and core narrative should provide the backbone for all other plans and strategies within the sub-region to hang off and will likely improve general structure/direction and coherence, and further promote more collaborative working.	●	L/T	●
2. South Yorkshire is often inadvertently disadvantaged around bidding for large scale structural investment funds/grants as there is a lack of collaboration and alignment of partners around a core narrative. Building upon the recommendation above and the recommendations within the report around collaboration and reducing fragmentation, South Yorkshire should seek <b>to develop a roadmap of worked up ‘one pager’ project and investment opportunities</b> which are aligned to the sub-region’s overarching health and wellbeing strategy and build upon partner expertise. These ‘one pager’ outlines should subsequently serve as the basis for bringing together project/bid teams across South Yorkshire: ensuring the sub-region continually works towards its overall ambition, input from partners is maximised, and South Yorkshire is on the front foot when it comes to responding to funding opportunities.	●	L/T	●
3. South Yorkshire is lacking a centre of gravity and a rationale to bring together the breadth and depth of stakeholders required to ensure the benefits and opportunities of pan-regional collaboration are maximised. Other city regions have adopted the model of ‘Academic Health Partnerships’ (e.g., Leeds) which drives collaboration between regional universities, local NHS organisations, the regional health and care system, councils, LEPs, industry, and third sector organisations. The partnership’s activities are structured around utilising the partnership’s collective expertise to identify and implement transformative and sustainable solutions to the sub-region’s health and care challenges. Creating a centre of gravity to bring together partners around a core agenda central to improve the health and wellbeing of the population	●	L/T	●

through **the mechanism of an Academic Health Partnership is a model** which the sub-region may wish to consider adopting to continue working towards fully maximising South Yorkshire’s potential impact.

**PRIORITY ONE: ECOSYSTEM DEVELOPMENT**

Rationale: South Yorkshire has the ingredients to develop an internationally impactful health and wellbeing ecosystem which could address local health needs more explicitly. It needs to embed its research and innovation culture more systematically across the sub-region and build upon its good practice in co-designed research with communities.	Impact	Time-frame	Priority
4. It is recommended that the <b>health and wellbeing assets are better utilised across the sub-region</b> . This includes the continued development of satellite clinics with clinical expertise, using Sheffield’s expertise to upskill staff across Barnsley, Doncaster and Rotherham, new collaborations and the research co-location model exemplified by the OLP. This would extend the reach and impact of AMID. For example, the AWRC could collaborate with DBTH and Rotherham NHS Foundation Trust over addressing obesity in the local population.	●	M/T	●
5. <b>Foster greater deeply embedded academic/ clinical/ commercial collaborations across South Yorkshire which align with areas of local needs and expertise</b> . Increase opportunities for co-designed and participatory research with local communities across South Yorkshire and ensure research and innovation strengths are utilised to address health inequalities and unmet NHS needs. Support health and wellbeing assets to effectively promote their research and innovation strengths and activities, and the impacts of participatory research addressing local health inequalities.	●	M/T	●
6. Explore opportunities to connect the clear sub-regional procurement demands in health and care with local suppliers to <b>deepen supply chain opportunities and address local health and care needs</b> . For instance, navigators could help develop a pathway via procurement leads for innovative SMEs to help advance the introduction of innovations into the health and social care sector.	●	S/T	●

**PRIORITY TWO: PROMOTE THE HEALTH AND WELLBEING ASSETS OF SOUTH YORKSHIRE**

Rationale: This theme recommends that we transform the visibility of the sector by promoting key areas of business and research excellence so that South Yorkshire is known as an exceptional location to develop, manufacture, and supply health and wellbeing products and services.	Impact	Time-frame	Priority
7. It is recommended the outdoor city brand is extended <b>to become the outdoor sub-region</b> and the MCA should lead this marketing with partners. Use the outdoor city brand and methodology to tackle health inequalities across South Yorkshire and use the learning and opportunities from this to grow and commercialise innovations and share with other regions. This could include new running, cycling, and walking routes and wellbeing measures such as ‘green social prescribing’ or place-based outdoor neighbourhood pilots.	●	M/T	●

8. A <b>Festival of Health and Wellbeing Technologies</b> , led by the SYMCA in partnership with the Department for International Trade, is recommended to raise the profile of the sector and promote its expertise. It should showcase South Yorkshire’s health and wellbeing assets and foster new investments, commercial relationships, and import/export opportunities. It could include an exhibition, world-class speakers, immersive workshops, health-tech entrepreneurs and investors platform, and a co-designed young people’s pavilion.	●	M/T	●
9. It is recommended the health technologies group is extended to include health and wellbeing businesses and organisations. <b>Ensure the health technologies group is utilised for consultation</b> as key stakeholders to support key projects/investments to secure and accelerate growth in South Yorkshire’s health and wellbeing sector.	●	S/T	●
10. The SYMCA should <b>promote the sub-region’s health and wellbeing sector more effectively</b> by showcasing its research and innovation strengths and leading communications and PR on the value, assets, and South Yorkshire’s ‘offer’ to project a unified voice and celebrate success. Such as with a dedicated website which can be found for other life science clusters for example Medcity.	●	S/T	●
11. To increase trade its recommended that <b>new health and wellbeing propositions</b> are developed for each of the five identified priority sub-sectors in this report to stimulate inward investment and international trade activity.	●	S/T	●

**PRIORITY THREE: HEALTH AND WELLBEING COLLABORATION AND TALENT**

Rationale: A collaborative rather than competitive approach is suggested. These measures are designed to celebrate success, showcase expertise, collaborate with others and attract and retain talent.	Impact	Time-frame	Priority
12. It is suggested that <b>areas of mutual collaboration and shared learning</b> are identified with one area initially, West Yorkshire, where there is a rationale for collaboration which would create a very competitive international health and wellbeing offer.	●	M/T	●
13. It is recommended that SY Health and Wellbeing sector engages with SHU’s Institute of Technology team, the proposed Apprenticeship Hub and the current sub-regional skills strategy and implementation plan, to <b>articulate STEM skills gaps for the sector so that intermediate higher level technical education is meeting the needs of the sector effectively.</b>	●	M/T	●
14. It is recommended that <b>career advice and guidance be improved to reflect the vast opportunities within the health and wellbeing sector in South Yorkshire and inspire the next generation of innovators.</b> The sub-regions assets and SMEs should be used to provide new vocational experiences, from primary school through to FE, building on current best practices within the SY and fostering greater links between the sector and education providers. This might include being set a challenge with a business mentor or FE students using HE/Asset facilities to deepen their knowledge.	●	M/T	●

15. It is recommended that a new pilot talent development programme between businesses and universities is explored to <b>develop a post-graduate leadership pathway for the sector</b> ; for example in data analytics or gene therapy. For example, SHU has recently created a MSc Healthcare Analytics and Artificial Intelligence course in response to growing demand from the health sector.	●	M/T	●
16. Explore whether there is an appetite amongst businesses and practitioners to <b>collaborate between assets around vertical opportunities</b> such as gene therapy, active lifestyle, mobility and independence, and child health.	●	S/T	●

**PRIORITY FOUR: HEALTH AND WELLBEING INNOVATIONS**

Rationale: These measures are designed to stimulate technological innovations for health and wellbeing including net zero healthcare. The idea is that assets are leveraged to achieve business growth.	Impact	Time-frame	Priority
17. It is recommended that we harness diverse expertise through interdisciplinary applied research to address key challenges faced by South Yorkshire’s residents. <b>A challenge-led multi-disciplinary research and innovation programme centred around SY health priorities could accelerate their translation to clinical settings across the primary care network.</b> For instance, a pilot could consider matching SY digital capabilities with NHS needs such as in the ‘gamification’ of therapies. Potential models to build on include MedCity’s Collaborate to Innovate programme and Confidence in Collaboration in Advanced Therapies award scheme, a Research England Connecting Capability programme led by London Advanced Therapies (LAT).	●	M/T	●
18. Support the development of <b>a complete innovation pipeline for South Yorkshire’s health and wellbeing sector</b> from ideation through to commercialisation and deployment. This would include extending and deepening the current accelerator programmes in the sub-region, a small seed funding programme (£10,000 - £20,000) to support innovation through proof of concept and towards commercialisation and enable companies to bid investment, and the development of incubator spaces and support.	●	M/T	●
19. Help sub-sectoral groups such as tier two medical equipment suppliers to <b>exploit funding and innovation opportunities</b> more effectively and navigate strategic opportunities. For example, supporting the development of a contract manufacturing hub would enable local manufacturers to combine buying power and compete more effectively in the global orthopaedic market and invest in new technologies.	●	M/T	●
20. It is recommended NHS partners are approached to see if there is an <b>appetite for local businesses to help local trusts achieve their net zero ambitions</b> in three areas: (1) new models of care, (2) medicines and supply chain, (3) the digital transformation including horizon scanning function to identify future pipeline innovations. For example, support local SMEs to connect with the SYB ICS Innovation hub and collaborate to address the strategic themes of tomorrow.	●	M/T	●

## 4. ANNEX ONE: STAKEHOLDERS

Organisation
Advanced Wellbeing Research Centre
Yorkshire and Humber Academic Health Science Network
Capital Enterprise
NIHR Children and Young People Medtech Cooperative
Industry and Innovation Research Institute (Sheffield Hallam University)
Medical Advanced Manufacturing Research Centre
Northern Health Science Alliance
Medilink North
Northern Powerhouse Sector Specialist (Department for International Trade)
Sheffield Olympic Legacy Park
National Centre for Child Health Technology
Sheffield Hallam University's Health Research Institute
South Yorkshire Health technology group
Biomolecular Sciences Research Centre
Innovate UK (UKRI)
University of Sheffield
Yorkshire Universities
Mediplex Healthcare Innovations Hub
HMA
Lab4Living
South Yorkshire MCA
SYB ICS Innovation Hub
SYB ICS
Sheffield Teaching Hospitals
Sheffield Health and Social Care Trust
RDaSH NHS Foundation Trust
Well Doncaster
South Yorkshire Housing Association
Sheffield Children's Hospital
Sheffield Teaching Hospitals
NIHR Devices for Dignity Medtech Cooperative
UKRI Edge
P4SY
Sheffield Digital
TITCH Network

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## Local Enterprise Partnership

07 July 2022

### Innovation Board Progress

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<b>Is the paper exempt from the press and public?</b>	No
<b>Reason why exempt:</b>	Not applicable
<b>Purpose of this report:</b>	Discussion
<b>Is this a Key Decision?</b>	No
<b>Has it been included on the Forward Plan?</b>	Not a Key Decision

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#### Director Approving Submission of the Report:

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#### Report Author(s):

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#### Executive Summary

This paper provides an update on the progress of establishing a South Yorkshire Innovation Board (SYIB), tasked with leading on the development of innovative solutions to achieving innovation led growth at scale and across South Yorkshire as set out in the Strategic Economic Plan (SEP). A thriving innovation eco-system will support the development of a local economy where businesses, entrepreneurs and individuals are engaged and inspired to innovate. Lynda Shillaw, Chief Executive of Harworth, has been appointed as Interim Chair for an initial twelve months and will present to the Local Enterprise Partnership Board (LEP) to outline her vision for the board.

#### What does this mean for businesses, people and places in South Yorkshire?

A successful SYIB will underpin the SEP ambition for innovation to drive the transformation of the South Yorkshire economy. Increasing the volume of innovative start-ups and scale-ups and supporting existing businesses to generate and commercialise new ideas, adopt new thinking and technology is fundamental to improving the productivity of South Yorkshire. The board presentation will enable the Local Enterprise Partnership Board (LEP) to comment on progress and refine the future focus of the SYIB.

#### Recommendations

The board notes the progress made towards the formation of the SYIB and offers its endorsement of the work underway by the Innovation Board Chair.

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## 1. Background

- 1.1 The proposal for the formation of a South Yorkshire Innovation Board was approved by the LEP on January the 13<sup>th</sup> 2022. The intention to launch the Board was made public at the South Yorkshire Economic Summit. The board will provide strategic leadership of the 'innovation' agenda by bringing together the private sector, public bodies, research councils, funders, and innovation orientated organisations.
- 1.2 The Mayoral Combined Authority (MCA) has agreed to the development of a South Yorkshire Transformational Impact Investment Plan (TIIP); which will explicitly be focused on delivering the SEP through the resources available in the South Yorkshire Renewal Fund.
- 1.3 The LEP received an update on May the 12<sup>th</sup> 2022 which outlined the key objectives of SYIB, a timeline for implementation and the appointment of an Interim Chair, Lynda Shillaw. Progress has since been made on identifying board membership and future governance structures. The SYIB Chair will provide additional detail during the LEP board meeting 7<sup>th</sup> July 2022.

## 2. Key Issues

- 2.1 **Membership:** Representation on the Innovation Board will be based on the MCA's participation in Massachusetts Institute of Technology (MIT) Regional Entrepreneurship Acceleration Programme. MIT's model has five key stakeholder groups (University, Entrepreneur, Risk Capital, Corporate and Government) all will be represented on the Innovation Board. The Chair of the SYIB, supported by MCA officers, is in the process of identifying potential future board members drawn from anchor institutions, innovative businesses in our sector specialisms, research bodies and the finance and corporate world.
- 2.2 **Governance:** Whilst a critically important Board, SYIB will not be an executive body. It is there to develop solutions that the LEP and the MCA will consider for future investment, in particular the content of the Transformational Impact Investment Plan (TIIP). The presentation will set out the proposed future structure.

## 3. Options

An options assessment is not applicable to this paper.

## 4. Consultation on Proposal

- 4.1 The formation of the South Yorkshire Innovation Board is a policy decision, endorsed by the Mayor, the LEP and MCA Board. Soundings have been taken with national bodies including Innovate UK, other MCAs who have already established Innovation Boards and with Government Officials. Further informal consultation with businesses and partners has taken place at the South Yorkshire Economic Summit on the 9<sup>th</sup> of March 2022.

## 5. Timetable and Accountability for Implementing this Decision

- 5.1 Following the previous LEP discussion on the progress to forming this Board, work is now underway on membership arrangements.

**6. Financial and Procurement Implications and Advice**

6.1 There are no direct funding or procurement implications as a result of the 13<sup>th</sup> January LEP board approval for the formation of SYIB.

**7. Legal Implications and Advice**

7.1 The MCA has the power to promote the economic development and regeneration of its area using the general power of competence under s.1 Localism Act 2011.

**8. Human Resources Implications and Advice**

8.1 There are no HR implications at this stage.

**9. Equality and Diversity Implications and Advice**

9.1 Transforming South Yorkshire’s innovation ecosystem should create opportunities for all people, regardless of age, gender, ethnicity, or other circumstances terms of reference include a specific reference to ensuring that the Board has this as a focus. To successfully deliver on that objective it will be important that the membership of the South Yorkshire Innovation Board also reflects the diversity of the businesses and people we want to support and the communities we serve.

**10. Climate Change Implications and Advice**

10.1 There are no direct climate change implications at this stage.

**11. Information and Communication Technology Implications and Advice**

11.1 There are no ICT implications at this stage.

**12. Communications and Marketing Implications and Advice**

12.1 Provision for substantial communications, marketing and advocacy to support SYIB to deliver on its objectives and that supports the broader reputation of South Yorkshire will be identified and a detailed plan developed to support the objectives of the Board and those of the LEP and the Mayor regarding innovation.

**List of Appendices Included**

None.

**Background Papers**

None.

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## Local Enterprise Partnership

07 July 2022

### Destination Management / Marketing in South Yorkshire

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<b>Is the paper exempt from the press and public?</b>	No
<b>Reason why exempt:</b>	Not applicable
<b>Purpose of this report:</b>	Policy Decision
<b>Is this a Key Decision?</b>	No
<b>Has it been included on the Forward Plan?</b>	Not a Key Decision

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#### Director Approving Submission of the Report:

Ruth Adams, Deputy Chief Executive

#### Report Author(s):

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#### Executive Summary

The paper seeks approval to undertake a review of Destination Management and Marketing (DMO) at the South Yorkshire level to inform both the regional level and wider review of DMO being undertaken at the Yorkshire level.

#### What does this mean for businesses, people and places in South Yorkshire?

A stronger and more vibrant visitor economy offer creates more businesses, jobs and visitor spend in the region.

#### Recommendations

- 1) The LEP established a project working group comprising representatives from each council area tasked with:
  - Commissioning a detailed analysis of the visitor economy in South Yorkshire including the opportunities for growth over the short, medium and longer term
  - Undertaking research into best practice local and sub-regional DMO activity nationally
  - Develop proposals for recommendation to the MCA on how DMO activity could be taken forward most effectively within the new operating context at the national and regional level.
- 2) That a LEP private sector board member be nominated to provide strategic input and advice to the project group.
- 3) That a separate workstream be developed that develops the common narrative and story that pulls together the assets and opportunities that South Yorkshire has and that could form part of a major marketing and communications programme.

- 4) That the project working group make full consideration of the best way to engage the private sector.

## **Consideration by any other Board, Committee, Assurance or Advisory Panel**

n/a

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### **1. Background**

1.1 In late 2021 the Yorkshire Leaders Board (the twenty council Leaders and two Metro-Mayor's in Yorkshire and Humber) commissioned an independent review of Welcome to Yorkshire (WTY), the Destination Management Organisation for the region. The review concluded that public funding for WTY would cease at the end of March 2022. As a result of that decision WTY ceased operations in March.

1.2 The Yorkshire Leaders Board recommended the establishment of a Local Authority project group to produce a plan for a new DMO, including what functions a new DMO would undertake on behalf of the region and the funding framework on which that DMO would be supported.

The South Yorkshire MCA and a number of local councils are directly engaged on that project group, with all four Councils and the Mayor to be fully engaged on any proposals and decisions taken at the Yorkshire level.

1.3 Whilst the future of Welcome to Yorkshire was being decided the Government were also undertaking a national review of DMOs. This national review laid bare the problems and challenges for DMO's and the tourism sector and called for fundamental change to DMO's. The Government are expected to publish their own response to the De Bois Review soon. This will help to inform the work being undertaken at the Yorkshire level and the work we need to do sub-regionally.

1.4 External funding of Destination Management and Marketing campaign work particularly for the international market is principally driven by developing partnerships with Visit Britain / Visit England. It is increasingly clear that VBVE expect to see joined up approaches across sub regions and regions to attract support from them and/or DCMS.

1.5 South Yorkshire was not particularly well represented by Welcome to Yorkshire under the old arrangements. This was a view represented by visitor economy businesses and key partners in the region when informal consultation was undertaken in late 2021 and early 2022. Nor has South Yorkshire acted as a strong client of Yorkshire wide DMO activity and that this is hampered by a poorly developed visitor economy evidence base, the lack of a common narrative or focus, and little join-up across the assets and local place promotion work undertaken at the local council level, all underpinned by the absence of a clear strategy or plan for investing in our visitor economy, limited resourcing, and no clear promotion of the offer.

## **2. Key Issues**

- 2.1 The changes at the national and Yorkshire level mean that this is a good time to undertake a full review of how we work to support the visitor economy at the South Yorkshire level.
- 2.2 To develop a meaningful input into the national and regional response we need to tackle key issues as they relate to the evidence base, the common narrative and the potential of the region and what we need from the national and regional bodies.
- 2.3 We also need to consider whether there are better more effective ways of acting at the South Yorkshire level and to explore in full the way the region could work more cohesively with a clear funding, governance and accountability framework in place.

## **3. Options Considered and Recommended Proposal**

### **3.1 Option 1**

The recommendations as set out in the body of this report task a project group with developing proposals for the MCA on how South Yorkshire can most effectively support its visitor economy.

- 3.2 The work is exploratory and seeks to deepen our evidence base, the common narrative the region could tell and options on how we can organise ourselves most effectively to deliver it.

### **3.3 Option 1 Risks and Mitigations**

Implementing the recommendations in Option 1 help us develop more detailed policy, funding and governance proposals.

### **3.4 Recommended Option**

Option 1

## **4. Consultation on Proposal**

As part of the wider Yorkshire level project group a light touch stakeholder engagement process has been put in place. A number of existing forums are in place and are being used to test out high level principles of what a Yorkshire wide DMO could and should deliver.

- 4.1 The recommendations set out in the body of this report propose considerable stakeholder engagement be undertaken with the private sector.

## **5. Timetable and Accountability for Implementing this Decision**

- 5.1 To directly inform the work being undertaken at the Yorkshire level, and to position South Yorkshire's response to the Government's response to the De Bois review this work needs to take place over the second half of 2022 with a view to providing options to the MCA in early 2023. This will support budget and resourcing decisions.

## **6. Financial and Procurement Implications and Advice**

- 6.1 The External Affairs budget approved by the MCA in March 2022 includes an allocation to cover the costs of the DMO review.
- 6.2 Any external capacity procured to assist with the DMO review would be subject to the recently revised contract procedures rules approved by the MCA in June 2022.

## **7. Legal Implications and Advice**

- 7.1 None at this stage

## **8. Human Resources Implications and Advice**

- 8.1 None at this stage

## **9. Equality and Diversity Implications and Advice**

- 9.1 None at this stage, the review would be framed to consider any issues relevant to the evidence base and future operations.

## **10. Climate Change Implications and Advice**

- 10.1 None at this stage

## **11. Information and Communication Technology Implications and Advice**

- 11.1 None at this stage

## **12. Communications and Marketing Implications and Advice**

- 12.1 The outcomes of the review will be communicated subject to approval by the MCA / LEP on this.

### **List of Appendices Included**

**None**

### **Background Papers**

None



## Local Enterprise Partnership

07 July 2022

### Environmental Sustainability Plan

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<b>Is the paper exempt from the press and public?</b>	No
<b><i>Reason why exempt:</i></b>	Not applicable
<b>Purpose of this report:</b>	Discussion
<b>Is this a Key Decision?</b>	No
<b>Has it been included on the Forward Plan?</b>	Not a Key Decision

---

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#### **Executive Summary**

The third pillar of the SEP, alongside Growth and Inclusion, is Sustainability. This paper outlines detail to take forward this pillar through the development of an Environmental Sustainability Plan (ESP), to further deliver on the SEP's commitments. The ESP will provide a framework for understanding the MCA's role in enabling sustainable economic growth. The scope is likely to include the natural environment, and the links between environmental, social, and economic prosperity. Through evidence-gathering and stakeholder engagement, this Plan will be scoped to identify where the MCA and partners can collaborate to deliver on the Climate and Environment Emergency declared in 2019 and exploit the opportunities therein.

#### **What does this mean for businesses, people and places in South Yorkshire?**

The climate emergency and the decline of ecosystems are impacting homes and communities, infrastructure, agriculture, water supplies, and the natural environment in South Yorkshire, and it will do so with increasing frequency and intensity in the years ahead. The impacts to society and the economy will be profound. All partners have a role to play. Co-operation on use of resources and collaboration at regional level will be of great benefit in addressing these challenges. Understanding these and setting out the policy frameworks to address them will give the region the tools it needs to meet the challenges.

## Recommendations

That LEP Board members:

1. comment and input on the proposed development of the ESP and how they wish to be engaged in the progress and development of this work.

## 1. Background

### 1.1 Why the MCA is developing a plan for environmental sustainability

There are three main strategic imperatives.

Firstly, the Strategic Economic Plan (SEP) (2020) enshrined three strategic objectives namely to achieve economic growth, environmental sustainability, and social inclusion for the region. In responding to this the MCA tasked the Executive to progress these workstreams. As detailed above, this requires a plan for collaboration to build upon that foundation and explore how the MCA can work with partners to deliver on environmental sustainability. The SEP identified that the climate emergency is threatening livelihoods and economic stability and emphasised the importance of growing green technology sectors, improving environmental sustainability, and embedding circular economy approaches among other ways to respond to the challenge.

Specifically, the SEP promised that:

*SY MCA's plans for environmental sustainability will set out a more comprehensive vision and set of policy actions on the transition to a net-zero carbon and climate-resilient economy.*

A second strategic imperative is that the UK government is taking forward powers in the Environment Act (2021) that require Local Nature Recovery Strategies to be developed to cover every area of England. The government's clear preference has been that MCAs, where they exist, lead such strategies and thereby take on a new statutory duty to deliver them. On 23<sup>rd</sup> March 2022, the MCA Board provisionally agreed that the MCA would lead on this for South Yorkshire.

Finally, the Environmental Sustainability Plan will enable delivery on the manifesto commitments outlined by Mayor Oliver Coppard. The Mayor's 'Plan' for South Yorkshire stated:

*As Mayor I will ask the Mayoral Combined Authority to work with partners such as the Wildlife Trust to develop and deliver a South Yorkshire Natural Environment Strategy, so that we can protect and restore nature, and invests in our ecosystems.*

## 2. Key Issues

This section explains the proposed principles and initial scope of this Plan. It is intended to underpin existing priority areas for the MCA, for example around decoupling economic growth from carbon emissions, i.e., 'clean growth', and explore where the MCA and partners could go further.

## 2.1 Defining 'environmental sustainability'

'Sustainability' is best understood as a principle which underpins approaches to securing long term economic, social and environmental prosperity. These 'three pillars' of sustainability reflect the three strategic outcomes of the SEP.

Economic, environmental, and social dimensions are inevitably interconnected. It is vital to emphasise the importance of environmental assets and how they underpin the shared economic and social goals in South Yorkshire.



### Core principles

It's important, at the beginning of this process, to have a shared understanding of the term 'environmental sustainability', as it pertains to the MCA's role. The initial working definition contains the following principles:

- The needs of the present population are met without compromising the ability of future generations to meet their own needs
- Economic output is decoupled from pressures upon the natural environment
- Natural ecosystems are safeguarded and improved for the benefit of present and future generations

## 2.2 Proposed scope

In 2015 the UN established a set of 17 Sustainable Development Goals, intended to represent 'sustainability' in its broad, holistic sense. Of these, 5 goals in particular can be drawn upon to cover the initial scope of this Plan. These are Goals 6, 11, 12, 13 and 15. The ongoing scoping and engagement work will consider whether this could/should be expanded or tightened further.

### *Goal 6: clean water and sanitation*

- Ensuring universal safe and affordable drinking water
- Protecting and restoring water-related ecosystems is essential

### *Goal 11: sustainable cities and communities*

- Invest in public transport, create green public spaces, and improve urban planning and management

*Goal 12: responsible consumption and production*

- Reduce our ecological footprint by changing the way we produce and consume goods and resources
- Efficiently manage our shared natural resources, and the way we dispose of toxic waste and pollutants
- Encourage industries, businesses and consumers to recycle and reduce waste

*Goal 13: climate action*

- Integrate disaster risk measures, sustainable natural resource management, and human security into our strategies

*Goal 15: life on land*

- Reduce the loss of natural habitats and biodiversity which are part of our common heritage and support global food and water security, climate change mitigation and adaptation

### 2.3 Existing MCA activity

Working with the initial scope proposed above, this Plan will build on existing work in the MCA and across partners. These include:

- **Net Zero (NZ).** In November 2019, the MCA declared a Climate and Environmental Emergency. In January 2020, the MCA Board approved the Climate Response Framework (CRF) which split the challenge into five areas: Leadership, Carbon Reduction, Carbon Capture, Climate Adaptation, and Climate Economy to achieve a Net Zero economy by 2040. The MCA's Net Zero Work Programme is cross cutting, being delivered through all policy themes. At present, MCA-funded Net Zero interventions cover transport, housing, and infrastructure. Some other broader activities that the MCA supports, can and do have a beneficial effect on the climate goals of the region, but the impacts so far are modest.
- **Active and public transport.** Reducing reliance on single-occupancy vehicles has an important role in reducing air pollution and carbon emissions, improving health, saving space and more. The MCA has earmarked £126m over 5 years from the CRSTS programme for active travel investments and was awarded £8m for a fleet of zero-emission buses.
- **Flood risk management.** The *Connected by Water* action plan published earlier this year was co-developed by the MCA alongside multiple partners. It sets out how the region will respond to the challenge of flood risk. The MCA has an ongoing role in helping to identify funding opportunities to deliver against the plan, engaging the public on these activities, and more.
- **Woodland Creation Partnership.** In 2020, SYMCA funded a Woodland Creation Partnership with the aim of increasing tree coverage in the region, working with all local authorities and a range of other stakeholders. The project has supported multiple investments and recently secured £0.5m in funding from Defra to expand activities.
- **Local Nature Recovery Strategy (LNRS).** SYMCA has provisionally agreed to fulfil a Statutory duty to deliver LNRS for South Yorkshire, responding to

new requirements on regional and local authorities to take greater management over the natural environment. Working closely with the SY Local Nature Partnership the MCA is preparing the ground in terms of stakeholder engagement and developing an evidence base ahead of commencement of the Strategy, slated for later in 2022.

#### 2.4 **What this plan will deliver**

As can be seen in section 2.3, significant activity is already underway. However, these are not always connected within a common framework that ensures complementarity. At this early stage, the ambitions for this plan include the following:

- Inform all activities undertaken by the MCA, not just those that would be traditionally seen as falling into nature or climate themes.
- Identify 'gaps' in our areas of work whereby the MCA could go further towards realising environmental sustainability goals.
- Adopt a position of leadership on this agenda, working with relevant stakeholders to pursue better outcomes beyond what the MCA is capable of alone.
- Better understand and navigate the inevitable trade-offs, as well as the synergies and complementarities, between environmental and economic prosperity.

#### 2.5 **Process**

The phases below set out the current expectation of the sequential steps this plan will follow.

##### **Phase 1 – scoping and research**

This initial phase will involve a continued refinement of the scope and establish a framework through which the MCA can better understand environmental sustainability, drawing upon a range of evidence.

##### **Phase 2 – gap analysis**

Findings from Phase 1 enable a more thorough consideration of existing activity undertaken by the MCA and partners, and importantly identify gaps in provision. This will also involve a comparative exercise to examine relevant strategic approaches by regional and local governments.

##### **Phase 3 – developing actions**

This phase will engage a range of external stakeholders to co-produce a set of actions that fill in the gaps in provision identified in Phase 2 and encourage some “stretch” to match ambitions with the scale of the challenge. This will involve the MCAs governance structures including the LEP Board, as well as a range of partners such the Local Nature Partnership, business groups such as the Chambers of Commerce, community groups and the general public.

##### **Phase 4 – finalised plan**

Finally, a set of actions will be developed for the MCA to consider and agree and to pursue with partners.

### **3. Options Considered and Recommended Proposal**

#### **3.1 Option 1**

Continue with existing areas of work without developing this Plan. This would miss the opportunity to provide a framework that explains the MCA's approach to the environment, and gaps in provision would remain unexplored.

##### **Option 1 Risks and Mitigations**

Risk: the MCA will have no clear way of meeting its climate and environment emergency declaration.

Mitigation: the MCA can do more of what it's doing as and when resources allow.

#### **3.2 Option 2**

Await the regulations and guidance for the Local Nature Recovery Strategy before proceeding with an overlapping Environmental Sustainability Strategy.

##### **Option 2 Risks and Mitigations**

Risk: we will lose vital mobilisation time.

Mitigation: waiting will ensure we at least know what resource will be forthcoming from Defra. However, this is unlikely to be enough to fund the full plan and we have funds to make a start now so do not need to wait.

#### **3.3 Option 3**

Proceed as set out in this paper

##### **Option 3 Risks and Mitigations**

Risk: this is a broad agenda so there is the potential for responses to be 'spread thinly'.

Mitigation: defining and limiting the scope at an early stage to focus minds on a targeted set of themes.

#### **3.4 Recommended Option**

Option 3

### **4. Consultation on Proposal**

4.1 To maximise impact and success, this plan builds in contributions and engagement with a range of internal and external partners. A detailed engagement plan will be developed.

### **5. Timetable and Accountability for Implementing this Decision**

5.1 Following the decision to progress the scoping work will commence immediately. The legal process regarding LNRS is underway.

### **6. Financial and Procurement Implications and Advice**

6.1 Financial implications of this Plan have factored into the annual budget. Development of the LNRS is due to be fully reimbursed by Defra 'burden payments'.

## **7. Legal Implications and Advice**

7.1 LNRS will be a statutory document.

## **8. Human Resources Implications and Advice**

8.1 None at this stage but dependent on subsequent decisions, resourcing may be considered.

## **9. Equality and Diversity Implications and Advice**

9.1 Development of this plan will ensure consideration of equality and diversity issues, and this is likely to be most relevant when engaging with external stakeholders.

## **10. Climate Change Implications and Advice**

10.1 Whilst a significant proportion of total emissions are outside the direct control of the MCA or constituent Local Authorities, programmes undertaken at regional level can and will drive down emissions, deliver added benefits and lay the groundwork for further reductions. Formalising the assessment of all programmes and aligning them to wider a wider Environmental Sustainability plan will give this greater impetus.

## **11. Information and Communication Technology Implications and Advice**

11.1 N/A

## **12. Communications and Marketing Implications and Advice**

12.1 N/A

### **List of Appendices Included**

A No Appendices.

### **Background Papers**

None

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## Local Enterprise Partnership

07 July 2022

### Launch of South Yorkshire Data and Intelligence Hub

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<b>Is the paper exempt from the press and public?</b>	No
<b><i>Reason why exempt:</i></b>	Not applicable
<b>Purpose of this report:</b>	Discussion
<b>Is this a Key Decision?</b>	No
<b>Has it been included on the Forward Plan?</b>	Not a Key Decision

---

#### **Director Approving Submission of the Report:**

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#### **Executive Summary**

The new 'Data and Intelligence Hub' platform embedded onto SYMCA's website will enable residents, businesses and organisations to easily access data about South Yorkshire's social, economic and environmental performance. These datasets provide an insight into how South Yorkshire is performing across several domains such as transport, environment, inequality, and more. The platform brings over 130 open-source datasets into one place.

The wider vision of this initiative is to become a central point for intelligence and insight in South Yorkshire, complementing it with deeper analysis, mapping and further data insights. The aspiration is that this can improve decision making at all levels.

## **What does this mean for businesses, people and places in South Yorkshire?**

Enhanced transparency and increased access to data and information for a wide range of purposes.

### **Recommendations**

Board members are asked to

1. Note the progress made
  2. Consider how they would like this resource to be deployed
  3. Advise on how the MCA can work with partners to build an inclusive data and analytics community in South Yorkshire across age, sector and personal circumstance
- 

## **1. Background**

- 1.1 The Strategic Economic Plan (2020) identified key indicators of success against the vision for 'growth, inclusion and sustainability'. To track progress but also to provide better access to data on South Yorkshire, 130 datasets across 8 themes – have been pulled together to track South Yorkshire's economic, social and environmental performance.

The themes are:

- Health & Wellbeing
- Business & Innovation
- Education, skills and employment
- Transport and mobility
- Clean energy, net zero and environment
- Land, housing, digital & infrastructure
- Inclusion
- Culture & Visitor Economy

The new Data & Intelligence Hub has been developed to meet this need, presenting data in an accessible way to a range of anticipated users which include:

- MCA and anchor partners
- Civil servants
- Peer LEPs and Combined Authorities
- Data & Research community
- Policy makers
- Academia
- Local Resilience Forum
- Residents
- Businesses, investors, etc

The aim of the platform is to enable better access to data, deliver better data and enhance analytics, enhance understanding of data, promote open and integrated data to improve insight, intelligence and decision making and improve lives.

More specifically, the 'dashboard; will:

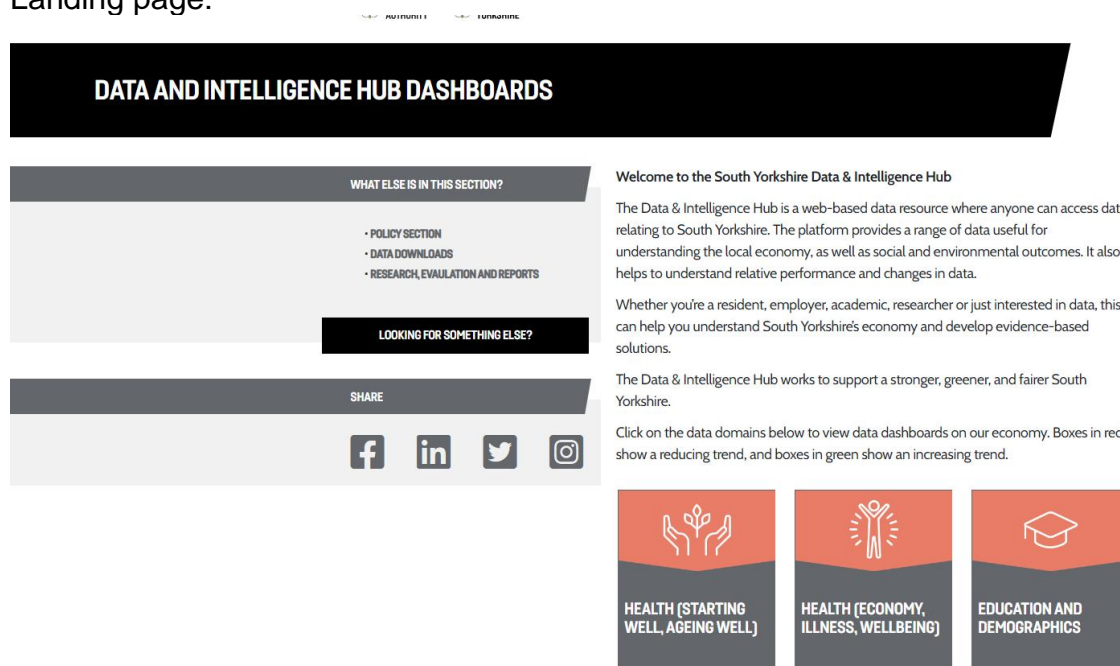
- Provide a single source of "truth" where all the key, validated data regarding SY can be shared, investigated, and quoted to track performance, inform decisions and challenge perceptions.

- Enable data experts and enthusiasts to use the data to provide creative solutions to the big questions of our time.
- Utilise data and evidence to provide insight on how the varied priorities of partners are connected and interdependent and the key issues and objectives we all have are related.
- Monitor and show the progress being made regarding achieving our climate emergency targets as well as showing the extent of inequalities, deprivation and the net zero challenge to track the progress being made to reduce/eliminate/meet our ambitions towards these.
- Confirm the pace and nature of local economic growth and how this compares with peer areas. This should also inform business and individual decisions.
- Inform stakeholders about data related to their interest areas (e.g. labour market information, transport operational performance).

1.2 The dashboard is embedded into the main SYMCA website. The pages are available here: <https://southyorkshire-ca.gov.uk/Data-Intelligence-Hub> (not available on a google search until launch). Below are two select screenshots which the user will see.

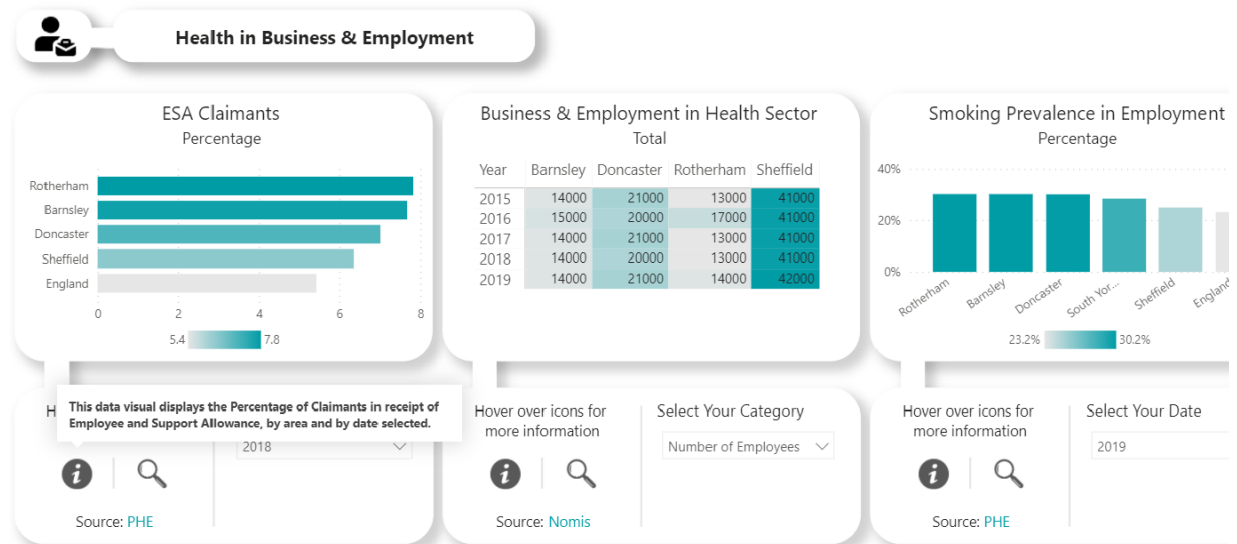
### Screenshot (1/2)

Landing page:



### 1.3 Screenshot (2/2)

Data visualisation within the 'Health' theme.



1.4 The data provided is from official sources (ONS, Government Departments, etc) and the dashboards allow users to download the information and visit the source data. All of the data has simple interactive features and allows users to understand more about a range of thematic areas.

1.5 All data generated from commissioned research (by the MCA and partners) will be used to update and improve the Hub.

## 2. Key Issues

### 2.1 In process

- The Hub has undergone a 'soft launch' process of the platform, inviting a range of colleagues and external stakeholders to test it, find any errors, and provide feedback.
- The "hard launch" will be in early July.

### Future development

- The next phase of this work will be to extend the functionality within the platform to host finely detailed mapping data. This will involve an interactive set of maps which incorporates 'rich' datasets which contain datapoints at small geographical scales. For example, Census data can be incorporated here, as well as bespoke data such as the location of a range of place-based MCA investments and plans, such as an active travel network.
- Data on its own is not sufficient and the MCA has been working with the University of Sheffield to scope and pilot an Office for Data Analytics (ODA). The pilot is nearing completion, and this will provide a proposal for a future service, allowing contributors and interested parties to access analysis, detailed data and more analytical capacity.
- Beyond providing a data platform, the wider vision for the Data & Intelligence Hub is to foster a community of practice in South Yorkshire to encourage further data sharing and exploration, as well as opportunities for analysis and learning. This could involve activities such as making administrative data suitable for publication and hosting blogs and events, building upon the policy briefings, (e.g. data hacks) and analysis of new data (e.g. mobile phone data).

### **3. Options Considered and Recommended Proposal**

#### **3.1 Option 1**

Do Nothing – commission data ad hoc to meet a specific need

Option 1 Risk and Mitigation

Risk: The MCA / LEP and Partners have delayed access to information and this approach involves considerable cost and procurement

#### **3.2 Option 2**

Do something – The development of the Hub in house, was a pragmatic approach to bring together a large number of data sets. Making this open access should support partners with their information requirements.

Option 2 Risks and Mitigation

Risks – Needs internal capacity and capability to maintain data sets – that cannot be auto updated

Mitigation – This has been built into core team objectives

#### **3.3 Option 3**

Do more – There is work underway with the Universities on the development of the Office for Data Analytics and aligned to this the desire to build a vibrant research community and research programme.

Option 3 Risks and Mitigations

Risks: Trying to do too much too soon before the Hub embeds itself as the go to place

Mitigation: Continue to discuss and plan

#### **3.4 Preferred Option**

Option 2

### **4. Consultation on Proposal**

4.1 The Data and Intelligence Hub's progress has been very open with regular feedback and consultation. The intention is to formalise this consultation and to enhance the feedback and leadership from colleagues.

### **5. Timetable and Accountability for Implementing this Decision**

5.1 The Hub will be launched in early July.

### **6. Financial and Procurement Implications and Advice**

6.1 Development of the Data and Intelligence Hub has been costed within existing budgets. The proposals around mapping and further next steps require further scoping.

## **7. Legal Implications and Advice**

- 7.1 All data is open and at this stage there are no legal implications. The next stages around data sharing and open data are likely to require bespoke agreements between parties.

## **8. Human Resources Implications and Advice**

- 8.1 This is managed internally by the MCA Executive Policy Team (Data Services).

## **9. Equality and Diversity Implications and Advice**

- 9.1 The data collected shows the need for better understanding of equality and diversity within South Yorkshire and many of the datasets (and subsequent analysis) will enhance work to improve equality and diversity.

## **10. Climate Change Implications and Advice**

- 10.1 The data dashboards provide further insight into the opportunities and challenge around climate change, net zero, natural capital and the green economy.

## **11. Information and Communication Technology Implications and Advice**

- 11.1 The dashboards use Microsoft PowerBi and next step developments include looking at a server to host the data.

## **12. Communications and Marketing Implications and Advice**

- 12.1 A launch is planned for the Data and Intelligence hub in July. A small set of communications activities is planned for the launch which includes webinars, social media and a small data focused event.

### **List of Appendices Included**

No Appendices. Visit page here: <https://southyorkshire-ca.gov.uk/Data-Intelligence-Hub>



**Local Enterprise Partnership**

**07 July 2022**

**LEP Annual Report 2021/22**

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<b>Is the paper exempt from the press and public?</b>	No
<b><i>Reason why exempt:</i></b>	Not applicable
<b>Purpose of this report:</b>	Governance
<b>Is this a Key Decision?</b>	No
<b>Has it been included on the Forward Plan?</b>	Not a Key Decision

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**Director Approving Submission of the Report:**  
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**Executive Summary**

A requirement of the LEP Review 2018, is that all LEPs are required to publish an end of year report to outline the activities, outputs and achievements that have been delivered in the preceding financial year. This paper presents, for approval, the LEP Annual Report (2021-22).

**What does this mean for businesses, people and places in South Yorkshire?**

This Annual Report outlines what the LEP has delivered in the past year for businesses, people and places in South Yorkshire.

**Recommendations**

LEP Board Members are asked to endorse the content of the LEP Annual Report 2021-22 and provide feedback where required.

**Consideration by any other Board, Committee, Assurance or Advisory Panel**

None N/A

## 1. Background

- 1.1 In line with national government guidance and good practice the LEP produces an annual report. This paper presents the LEP Annual Report for 2021-22 at Appendix A.

## 2. Key Issues

- 2.1 Notable achievements and successes that are highlighted in the LEP Annual Report 2021-22 include:

- 1) Delivering a successful **Economic Summit** that brought together the brightest thinkers from across the country, the best businesses, entrepreneurs, research institutes and anchor institutions for a day of debate and ideation. The shared goal was renewal for South Yorkshire by working together.
- 2) **Driving the delivery of the inclusion element of our strategic vision for South Yorkshire** through progressive procurement practices and the integration of a Social Value Contract, an agreement between the MCA and any organisation seeking funds.
- 3) Considering implications and possible activity regarding the **Destination Management Organisation** landscape in South Yorkshire and beyond.
- 4) Engaging with specific pieces of research in new or emerging workstreams, for example regarding creative industries mapping and the cultural and creative network.
- 5) Advising the work of the Mayoral Combined Authority through the thematic board structure on:
  - a) **Education, Skills, and Employment:** The £42m Adult Education Budget programme and Skills Bank.
  - b) **Transport and the Environment:** The City Region Sustainable Transport Settlement (In October 2021, the MCA was awarded £570m for a period of 5 years)
  - c) **Housing and Infrastructure:** Getting Building Fund (£33.6m from June 2020-March 2022) and the South Yorkshire Flood Catchment Plan
  - d) **Business Recovery and Growth:** Growth Hub delivery, considering and supporting the **development of a series of business investment proposals** and the design and development of a **new International Strategy** for South Yorkshire. The LEP has also supported the development of the Ownership Hub within the Growth Hub.
- 6) **Private sector input into** Government bids and responses to Government decisions and/or feedback received for our bids.
- 7) **Assurance and value for money:** Through the Assurance Panel, with a private sector LEP Board member acting as a non-executive Chair, the LEP have been heavily engaged in considering and advising on the recommendations going to decision makers regarding major investment schemes.
- 8) **Engagement with business community:** The LEP have continued to build and strengthen relationships with key local, regional and national stakeholders through the Business Advisory Group and Economic Summit, they have



advocated for key South Yorkshire campaigns, such as the GBR Headquarter and responding to Government policy & programmes such as the Integrated Rail Plan.

- 2.2 LEP Board members are asked to consider the draft LEP Annual Report 2021-22 at Appendix A and advise of any additional information that requires capturing to provide a comprehensive overview of the work of the LEP. The finalised document will be submitted to Government and published on the SYMCA website.

### **3. Options Considered and Recommended Proposal**

#### **3.1 Option 1**

The LEP is expected to prepare an annual report and delivery plan. Doing nothing and not producing the required documentation is not a viable option as it would adversely affect our Annual Performance Review grading.

#### **3.2 Option 1 Risks and Mitigations None**

#### **3.3 Recommended Option Option 1**

### **4. Consultation on Proposal**

- 4.1 Not applicable

### **5. Timetable and Accountability for Implementing this Decision**

- 5.1 The report will be published within 10 working days of the LEP decision.

### **6. Financial and Procurement Implications and Advice**

- 6.1 Not applicable

### **7. Legal Implications and Advice**

- 7.1 Not applicable

### **8. Human Resources Implications and Advice**

- 8.1 Not applicable

### **9. Equality and Diversity Implications and Advice**

- 9.1 Not applicable

### **10. Climate Change Implications and Advice**

- 10.1 Not applicable

**11. Information and Communication Technology Implications and Advice**

11.1 Not applicable

**12. Communications and Marketing Implications and Advice**

12.1 The Annual Report 2021-22 will be published on the SYMCA website.

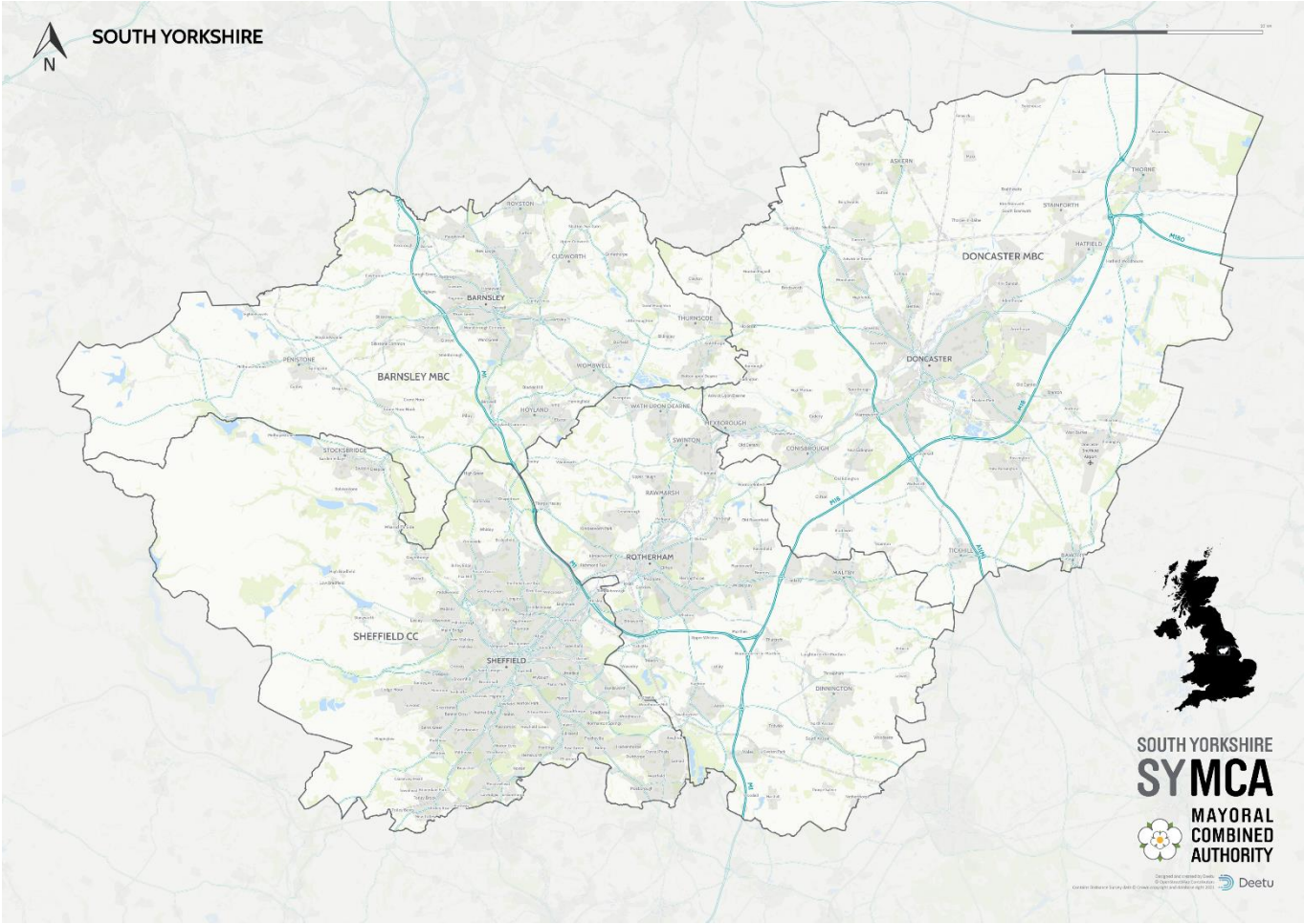
**List of Appendices Included**

A LEP Annual Report 2021-22

**Background Papers**

Not applicable

Local Enterprise Partnership Annual Report 2021/22



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## Executive Summary

As the role of Local Enterprise Partnerships continue to evolve with the changing national context around devolution and South Yorkshire's own Mayoral Combined Authority, the LEP has continued to provide a space for the private sector to help set the direction of the region's economy. Through input to investment programmes, to the work of our thematic boards, to business engagement and advocacy and as a forum for debate and challenge, where anchor institutions, council Leaders, the Mayor and trade union representatives come together.

LEPs will continue to change but the core mission of bringing the private and public sector closer together to make more informed decisions about how we grow the region's economy stays the same.

This Annual Report looks back on the LEP's achievements over the period April 2021-March 2022.

## THE LOCAL ENTERPRISE PARTNERSHIP BOARD (LEP)

The Local Enterprise Partnership (LEP) is a voluntary business-led partnership which brings together business leaders, local politicians and other partners to promote and drive economic growth across South Yorkshire. The LEP is responsible for setting strategy and acts as the custodian of the SEP. The LEP is also responsible for ensuring that policy and decisions both receive the input of key business leaders, and by extension, reflect the views of the wider business community.

The focus of the LEP Board is to discuss and make decisions on the following:

- **South Yorkshire Economy** – such as research on how well the economy is performing and the issues and needs of different sectors and markets;
- **Performance** - of LEP funded programmes;
- **Providing a Forum for Debate** - between the public and private sectors; and
- **Economic Strategy and Policy Development** – on new initiatives being brought forward.

## HOW THE MCA AND LEP WORK TOGETHER

A key facet of the governance arrangements in South Yorkshire is the strong inter-relationship between the LEP and MCA and overlap of membership. Building on the best of the public and private sectors, this brings accountability, transparency and business insight together. The configuration and membership of the LEP and MCA are designed to be mutually supportive.

## THEMATIC BOARDS

To support decision-making and delivery, the MCA and LEP are supported by four Thematic Boards, which are based on the broad strategic priorities of the SEP. The four Thematic Boards all have delegated authority to make financial decisions on behalf of the MCA up to defined limits.

- Business Recovery and Growth Board
- Education, Skills and Employability Board
- Housing and Infrastructure Board
- Transport and the Environment Board

### Highlights 2021-22

In the last year the LEP Board has continued to play a strategic role through its work at the Board level, through input and contributions at the thematic board level and in connecting the region to the business community, in advocating and providing thought leadership in the region and contributing to a series of policy debates and South Yorkshire wide campaigns.

#### THOUGHT LEADERSHIP AND INFORMING POLICY

- Delivering a successful **Economic Summit** that brought together the brightest thinkers from across the country, the best businesses, entrepreneurs, research institutes and anchor institutions for a day of debate and ideation. The shared goal was renewal for South Yorkshire by working together.
- **Driving the delivery of the inclusion element of our strategic vision for South Yorkshire** through progressive procurement practices and criteria to access MCA and LEP funding and finance. Additional work initiated by the LEP around inclusive innovation, health and wellbeing and community wealth building will provide the foundations for further inclusive economic growth.
- Advancing the creation of a **South Yorkshire innovation Board**, driven by the learnings from the MIT REAP Synergy Report. The new Board will be rooted in the proven South Yorkshire governance model and will lead on operationalising innovation and productivity enhancing activity as set out in the Strategic Economic Plan.
- Considering implications and possible activity regarding the **Destination Management Organisation** landscape in South Yorkshire and beyond.
- Engaging with specific pieces of research in new or emerging workstreams, for example regarding creative industries mapping and the cultural and creative network.
- Approving the ambitious South Yorkshire Flood Catchment Plan '**Connected by Water**' to reduce flood risk and tackle the climate emergency.
- The LEP supported the South Yorkshire Mayoral Combined Authority to become the first regional partner in the pilot **Ownership Hub**; encouraging and supporting employee and worker ownership in your region.
- Informing the design and delivery of the **Made Smarter** programme, where SYMCA is leading a Yorkshire and Humber wide industrial digitalisation programme.
- Reviewing and approving a **Digital Infrastructure Strategy**, providing a single strategic, integrated approach to delivering the Strategic Economic Plan's (SEP) digital ambitions.

#### ENGAGEMENT

The LEP have continued to build and strengthen relationships with key local, regional and national stakeholders and advocate for key South Yorkshire campaigns.

- The Covid-19 Business Input Group, originally established to respond to the immediate impacts of the pandemic on businesses and workers and which helped shape the £1.7bn Renewal Action Plan (published July 2020), has matured into the **Business Advisory Group**. The Group, chaired jointly by LEP Members Neil McDonald OBE and Dan Fell, supports SYMCA's long-term planning through up-to-date information, insight from businesses and economic intelligence.
- The LEP Board continue to support Doncaster's proposals to become the new home of **Great British Railways Headquarters** (GBR HQ), cementing the city's status as the national capital of rail.
- The LEP continues to champion the **South Yorkshire Careers Hub**. There is currently a network of 86 Enterprise Advisers supporting the South Yorkshire Careers Hub who are working with

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secondary schools and colleges across the region (85% of schools/ colleges have been matched with an Enterprise Adviser this academic year, ahead of the National Hub Average of 75%).

### ADVISING

- **Assurance and value for money:** Through the Assurance Panel, with a private sector LEP Board member acting as a non-executive Chair, the LEP have been heavily engaged in steering major investment schemes through.
- Through the thematic board structure, the LEP Board provides oversight over substantial funds and programmes:
  - **Business Recovery and Growth:** e.g. the delivery of the Growth Hub (some metrics included in the delivery section) and considering and supporting the development of a series of business investment proposals.
  - **Education, Skills and Employability Board: Skills Bank** (some metrics included in the delivery section) and the **£42m Adult Education Budget** programme. 2021/22 is the first academic year SYMCA deliver the provision of AEB.
  - **Transport and the Environment:** The City Region Sustainable Transport Settlement (in October 2021, the MCA was awarded £570m for a period of 5 years.
  - **Housing and Infrastructure:** Getting Building Fund (£33.6m from June 2020-March 2022) and the South Yorkshire Flood Catchment Plan.
- LEP Board Members provide private sector **input into Government bids** and responses to Government decisions and/or feedback received for our bids, such as supporting the Levelling Up Fund bid focused on a package of public transport improvements and affirming the MCA's response to Government's Integrated Rail Plan.
- The LEP regularly discuss national policy positions such as the Levelling Up White Paper, the Government's Integrated Rail Plan and Innovation Strategy, national review of Destination Management Organisations as well as receiving regular reports on the state of the South Yorkshire economy.

### DELIVERY

#### Skills Bank Programme Summary April 2021 – March 2022

Total No. Employers Supported	Value Of Employer Contribution	Value Of Skills Bank Contribution	Planned No Learners In Skills Deal	No. Started
125	£397,166.68	£380,261.25	921	580

Of the 125 employers supported:

Barnsley	Doncaster	Rotherham	Sheffield
19	11	18	77

0 – 9 (Micro)	10 – 49 (Small)	50 – 249 (Medium)	249+ (Large)
27	48	44	6

Accommodation & food services	3
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Advanced Manufacturing & Materials	2
Agriculture/ food production	1
Business & Professional Services	14
Creative & Digital Industries	10
Financial & insurance	3
Health Care	6
Logistics (transport & storage)	2
Low Carbon	2
Manufacturing / Engineering	42
Property & Construction	9
Retail / Wholesale	12
Services	6
Sports, Leisure & Tourism	3
Utilities	2

A report on the evaluation of Skills Bank in April 2022 provided positive results about how SMEs view the support, advice and training offered through the programme and the impact it has had on business development and business growth:

- 97% of employers rated their experience of Skills Bank as either good or excellent
- 87% of businesses believed that the training provided met their expectations
- 98% of employers would recommend Skills Bank to other businesses
- Almost half of the businesses had introduced innovative products, services or ways of working as a result of their participation in the programme
- 40% of businesses believe that Skills Banks has increased their competitiveness
- 22% have increased turnover

### Key Growth Hub Performance Outcomes for April 2021 – March 2022

Indicator	Local KPIs (where set by the LEP)	Annual Total (1 April 2021 – 31 March 2022)
Number of businesses that have received 'light touch' triage, information and/or signposting support (excluding website traffic)	500	1670
Number of individuals <sup>[1]</sup> that have received 'light touch' triage, information and/or signposting support (excluding website traffic)		1670
Total number of unique visitors to Growth Hub website		56030
Number of businesses receiving 'medium intensity' information, diagnostic and brokerage support	250	963
Combined turnover (amount £) of businesses receiving 'Medium intensity' information, diagnostic and brokerage support.		£1,539,548,154
Combined employee numbers (FTE) of businesses receiving		11935



## Item 9 – Appendix A

'Medium intensity' information, diagnostic and brokerage support.		
Number of businesses receiving 'high intensity' support e.g., account management / intensive support directly provided by the Hub or partner organisation	100	330
Combined turnover (amount £) of businesses receiving 'High intensity' support i.e., sustained support and using significant Growth Hub resource.		£398,292,454
Combined employee numbers (FTE) of businesses receiving 'High intensity' support i.e., sustained support and using significant Growth Hub resource.		5789
Number of businesses receiving 'Medium' and 'High intensity' support that, have the opportunity, ambition and greatest potential to grow (including Scale-Ups)		1261
Total number of individuals who have been helped to start a business		Launchpad engaged 636 pre-starts that were looking to start a business, of those 53 have commenced
Number of businesses referred to a mentoring programme (combined figure for 'Medium' and 'High' intensity interventions only)		3
Number of businesses referred to a skills or training programme (combined figure for 'Medium' and 'High' intensity interventions only)		384
Number of businesses referred to a finance and/or funding programme (combined figure for 'Medium' and 'High' intensity interventions only)		55
Number of businesses referred to an innovation and/or R&D programme (combined figure for 'Medium' and 'High' intensity interventions only).		137
Number of referrals to an export/import support programme (e.g., DIT) (combined figure for 'Medium' and 'High' intensity interventions only).		6

## Item 9 – Appendix A

£Private sector match secured (where linked to Growth Hub)		£1,216,373 <ul style="list-style-type: none"><li>• £1,137,568 – Business Productivity</li><li>• £78,805 – Digital Innovation grants</li></ul> <p><i>There has been a delay in the projects due to Covid, however the forecast for 2022/23 recovers this position in line with the contracted amounts</i></p>
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### A high performing organisation

Each year the Government undertake a review of LEP performance. In the last year the LEP has received a clean bill of health. The results of the Government's Annual Performance Review indicated that the LEP met all expectations for Governance, Delivery and Strategy.

### Forward look

In January 2022 the LEP approved a proposal to establish a South Yorkshire Innovation Board (SYIB), which will be tasked with leading on operationalising the innovation and productivity enhancing activity set out in the region's Strategic Economic Plan.

The LEP will be providing strategic input to the forthcoming Skills Strategy, Sustainability Plan and International Strategy. The work for the Skills Strategy will align with the Local Skills Improvement Plan trailblazer work which has been supported by the LEP.

## LEP BOARD MEMBERSHIP

The LEP Board brings together 10 permanent private sector representatives, two representatives from the Higher Education sector, a Trade Union representative, a Chamber of Commerce representative as well as the South Yorkshire Mayor and the four Leaders of the Local Authorities.

In January 2022 Lucy Nickson was appointed Interim LEP Chair; after serving the Board as Vice Chair from September 2018. Lucy played an integral role in the development of the Strategic Economic Plan and Renewal Action Plan and has continued to be a great champion of South Yorkshire since taking on the new role.

Interim Vice Chair of the LEP Board is Neil MacDonald OBE, who was appointed in February 2022 after being a LEP Board Member for over four years.

- Lucy Nickson (Interim Chair), Chief Executive at Day One
- Neil MacDonald OBE (Interim Vice Chair), Chair, St Luke's Hospice and Pro Chancellor, Sheffield Hallam University
- Oliver Coppard, Mayor of South Yorkshire
- Joe Chetcuti, Founding Partner of Front

## Item 9 – Appendix A

- Michael Faulks, Co-founder and Chief Technical Officer at loetec Ltd
- Dan Fell (Co-opted), CEO of Doncaster Chamber of Commerce
- Angela Foulkes, Chief Executive and Principal at The Sheffield College
- Alexa Greaves (Small Business Champion), Chief Executive, AAG IT
- Peter Kennan, Chair of Sheffield Chamber of Commerce and Industry Transport Forum
- Gemma Smith, Managing Director at Strata
- Richard Stubbs, Chief Executive, Yorkshire and Humber Academic Health Science Network
- Cathy Travers, Managing Director of Mott MacDonald's UK and Europe Region
- Councillor Terry Fox, Leader Sheffield City Council
- Mayor Ros Jones CBE, Leader Doncaster Council
- Councillor Sir Steve Houghton CBE, Leader Barnsley Council
- Councillor Chris Read, Leader Rotherham Council
- Professor Chris Husbands, Vice Chancellor at Sheffield Hallam University
- Professor Dave Petley (Co-opted), Vice-President for Innovation at The University of Sheffield
- Bill Adams (Co-opted), Regional Secretary, TUC Yorkshire and the Humber

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