

The Strategic Economic Plan 2020 - 2040

WORKING DRAFT – NOT FOR CIRCULATION

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The Evidence

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Evidence: Successes to build on

Performance against SEP Headline Indicators 2015-2025

PRODUCTIVITY

- **Increase GVA by 10% - £3.1 bn**
 - Since the target was set, annual GVA growth has been almost double the target rate. The target increase in GVA was reached in 2018 – 6 years ahead of schedule.
- **Grow the private sector and generate 6,000 new start-ups**
 - The target around the size of the business base and enterprise level has been exceeded – by 2018, 5,760 starts ups had been achieved almost hitting the target 7 years early.

PEOPLE

- **Create 70,000 net additional jobs, with 30,000 in highly skilled occupations**
 - Progress towards the job creation target (44,000 additional jobs) is ahead of schedule and on course to be exceeded.

PLACE

- **Build an additional 70,000 houses**
 - Housing completion rate has increased every year since 2012, however, it has not met the SEP ambition of 7,000-10,000 houses a year for any year in this period. The five-year average is 5,300, and 6,600 were built in 2017/18.

SCR Strengths

PRODUCTIVITY

- Manufacturing is a bigger proportion of the economy than UK average (12.1% of employment base) and growing faster than UK average
- Business start-up rate higher than SEP goal and a higher proportion of high growth businesses in SCR compared to other areas. Business survival is comparable with other areas
- Global reputation for High Precision Engineering and high quality design - world-leading manufacturing and engineering companies: Rolls-Royce, Tata Steel, Siemens VAI, McLaren
- High growth sectors (e.g. Professional Services, Scientific & Technical Activities) becoming more embedded with 1,500 more firms created in the Professional, Scientific and Technical sub-sectors between 2011-2017
- Certain high productivity sectors (e.g. digital) with growth in productivity of 150% between 1997 and 2015.
- Several academic research and R&D strengths; many of which align with our economic base and many more which indirectly link

PEOPLE

- World class assets in skills delivery – universities, HMRC plus Industry-leading examples of Technical Education delivery (e.g. University Technical Colleges); and private sector engagement with universities driving innovation
- Forecasts suggest that the manufacturing employment base will contract, although recent experience has shown that this may have halted
- Universities attract a large number of students to the area, although the city-region has several pockets of very low HE participation.
- Universities have individual strengths and produce huge numbers of STEM graduates

PLACE

- Geographically well-connected (locally, nationally and internationally) with recent local upgrades
- Doncaster Sheffield Airport has seen strong growth and is a growing international connectivity asset for businesses and people in SCR.
- Active travel is increasing but tends to be leisure focused not commuting
- Housing is generally affordable: stability in the ratio of lower quartile prices to earnings
- Quality of natural capital with Peak District National Park and other assets providing access to high quality green space.

Challenges

LEADERSHIP

- Complexity demands increasing value adding and co-ordinating leadership

PRODUCTIVITY

- Lowest City Regional productivity in England with productivity closer to Sicily and parts of Poland than other European post-industrial areas.
- Drivers of the GVA gap are varied, highlighting that addressing the productivity challenge requires a variety of interventions
- SCR is characterised by a small and micro business economy, a lack of large businesses, few original equipment manufacturers and not as many head-quartered businesses as other areas. As such, the economy has a value chain focused upon lower productivity and activities
- Low rates of business R&D spend - businesses need to double their R&D investment to meet national levels of R&D spending
- Low levels of goods and service exporting in SCR. Several existing key markets are important (e.g. EU and USA) plus growing markets (e.g. China).

PEOPLE

- Lower skilled jobs 1/3 of all SCR employment - 26% nationally, highly skilled occupations under-represented. 1/3 of SCR workforce is employed in 4 sectors associated with in-work poverty/low wages; wholesale/retail, accommodation/food, administrative/ support services, and residential care
- According to ONS, 47% of SCR jobs are at risk of automation over the next two decades. The sectors and occupations at the highest risk are the same sectors that have created the most jobs in SCR. The industrial shift in the economy is expected to mean that 90% of jobs will require some level of digital proficiency, yet 23% of adults in SCR lack basic digital skills (Barnsley and Doncaster amongst the worst digital exclusion rates in the country)
- Higher proportion than England average of people with no qualifications, lower proportion of people with higher skills than England average
- Low levels of attainment across compulsory, further and higher education

PLACE

- Varied spatial prosperity – Sheffield's economy and employment have grown but at a slower rate than other core cities, Doncaster and Rotherham have economic and employment growth often above regional average, Barnsley - lower levels of economic output despite employment growth.

- Hotspots of deprivation, with poor health outcomes and high unemployment - key population groups disengaged from labour market especially ethnic minorities and female workers
- Road and rail congestion has the potential to constrain economic growth
- Housing quality issues and polarisation in the housing market impact on quality of place
- Emissions continue to rise and poor air quality has become a public health issue.

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Future opportunities and threats

Opportunities	Threats
Productivity	
<ul style="list-style-type: none"> - Scope for diversification into emerging industries (e.g. Digital) - Growing sectors that need support to become more locally embedded e.g. Construction, Transport, Professional Services, and Health) - Build on academic excellence and links between academia and industry - Opportunities for trade relationships with new international markets (Brexit) - Potential for Integrated Logistics Hub - Circular economy potential e.g. Forgemasters 	<ul style="list-style-type: none"> - Potential for SCR's lower-value manufacturing industry to experience employment decline (automation of jobs) - Potential for changes in trade relationships with existing markets
People	
<ul style="list-style-type: none"> - Large number of graduates in STEM subjects with short-medium term retention - World class training/research facilities - Encourage business practices that drive social value 	<ul style="list-style-type: none"> - Labour market skills supply not aligned with demand for Industry 4.0 growth – potential for employment to be replaced by automation - Continued low skills economy sustains low wages and in-work poverty
Place	
<ul style="list-style-type: none"> - Potential to build a higher standard of living for middle earners due to relatively affordability of housing - Climate change and potential energy industry opportunities from transforming to a low carbon economy - Future for transport provision is likely to be radically different with the advent of new technologies and transition to a low carbon economy – need to be capitalising upon this. 	<ul style="list-style-type: none"> - Potential for low quality environments with high levels of deprivation to become entrenched - Climate change and potential for more frequent extreme weather events - Ageing society

Lessons from SEP 2015-2025

Absolute GVA has increased since the first SEP, but the UK gap remains the same – others are moving faster, innovating more and being more visionary in their ambitions and activities. We are increasingly dropping behind our peer group and need to change our focus to catch up and leapfrog over others to lead the 4th Industrial Revolution.

What have we got right?

- Productivity has improved but the increase has not been enough to bridge the productivity gap between SCR and the UK.
- SCR is an area of enormous economic potential and has been pivotal in the UK and world's economic and social development through its industrial might (e.g. steel and coal), cultural and sporting breakthrough (e.g. the birth of organised football) and cultural and technological innovations which are prevalent to this day (e.g. the technology in your car or train). The City Region needs to continue re-inventing itself, building on its history of innovation and exploration to lead the 4th Industrial Revolution.
- Quality of place is an increasing contributor to investment – SCR's strength of place combined with its locational economic advantages (access to skilled workers, supply chain networks and supporting institutions) can be packaged into a compelling proposition.

Where do we need to improve?

- Our strengths/weaknesses and opportunities/threats often mirror each other – strong business and civic leadership is needed to make the difference that ensures the best prosperity trajectory for the SCR.
- Productivity has improved but many of our residents are trapped in a vicious circle of low skills – low wages – low aspirations that needs to be broken to improve the prosperity of individuals, communities and the whole of SCR. SCR needs 'wealth' growth not just 'productivity' growth i.e. more jobs and more highly skilled jobs.
- Previously public investment has been spread too thinly and investment decisions did not align with the needs of people and our communities. This SEP will focus more on the interests of people through inclusive economic growth, will seek to intervene efficiently focusing on those areas we can most make a difference and enable long-term and systemic interventions to be developed and implemented.
- Our fragmented civic leadership needs to be more outward facing addressing challenges and opportunities collaboratively – collective strengths need to be harnessed to embrace and lead the 4th Industrial Revolution.

- With our internal challenges, as well as far-reaching external, macro issues such as digitisation, ageing society, climate change and Brexit, there is a need for a new approach – business as usual will not achieve the changes required.

Since the Strategic Economic Plan was published in 2014, we have made good progress towards the delivery of our headline targets to deliver more and better jobs, more businesses, more GVA and more housing. However, the progress only tells a partial story as we are nearly half way through the plan period and the quality of economic growth observed requires challenging.

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Vision

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Vision

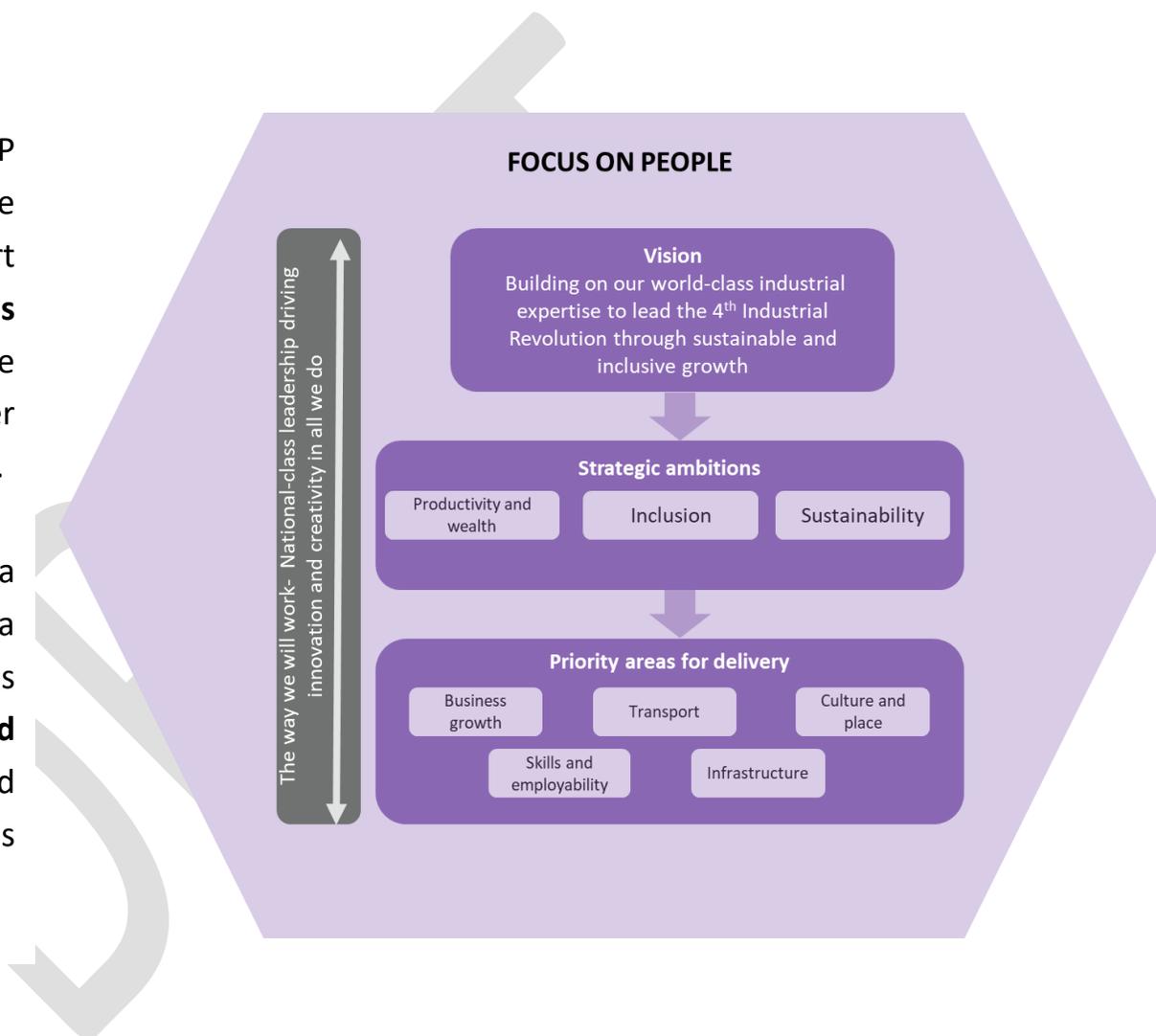
Building on our innovation heritage, to create a growing, inclusive and sustainable economy playing an ever-increasing role in future UK prosperity and lead the UK's 4th Industrial Revolution.

The vision:

- Builds on SCR's industrial heritage and track record of capitalising upon opportunities
- Highlights the importance of inclusive growth as the SEP is focused on people and improving the prosperity of all across the SCR
- Promotes the need for sustainable growth in all aspects – growth that can be sustained, acknowledges the importance of quality places, minimises the use of non-renewable sources, focuses on the circular economy, moves towards zero carbon targets and builds resilience to climate change.

Framework

- Our overall framework for the SEP is shown here. This highlights the **strategic ambitions** that support the **vision** and the **priority areas** through which action will be implemented. These are further detailed in the following sections.
- The SEP will be delivered with a focus on **people** and through a way of working that is characterised by **strong and outward looking** civic and business **leadership** that drives **innovation and creativity**.



Strategic Ambitions: 2040

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Strategic Ambitions

This SEP outlines how to grow our economy inclusively, spreading opportunity and promoting prosperity are at the heart of this Plan. This plan outlines a route map for enabling individuals to realise their ambitions, businesses to prosper and communities to thrive.

GROWTH

- GVA and productivity growth will have increased to exceed the UK average, with SCR's strengths achieving global recognition providing improved prosperity for people.
- Target outcomes: absolute and relative growth in GVA overall and per worker.

INCLUSION

- All SCR's people will have a fair opportunity to benefit from economic growth, and high quality education, training, jobs and public services
- Target outcomes: qualification levels, economic activity, connectivity

SUSTAINABILITY

- SCR will be recognised and celebrated for its high quality, low carbon environment; distinctive quality places; and resilience to current and future environmental threats.
- Target outcomes: net zero carbon emissions by 2040, change transport modal share, improved connectivity between neighbourhoods and economic opportunities, increased access to quality green and blue environments, increased housing affordability and quality, improved health outcomes, increased engagement in culture and sport.

Delivery – our ways of working

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Focus on People

We will focus on people as our main drivers of economic success adopting an approach that is about every person reaching their potential and that offers benefits wider than economic growth: addressing disparity, inclusion, progression and new work approaches

- People start businesses, make decisions, research, up-skill, innovate, care and create opportunities. Everything we do needs to respond to and benefit the people of SCR; they are the priority for this economic strategy.
- Whilst our 2015-2025 SEP has achieved most of its goals, the narrow focus on productivity and economic output has meant that some of our communities have been left behind. Developing a strategy that drives improvements in all of our communities, as well as addressing external challenges like Brexit, climate change, digitisation and the ageing society, requires a shift in emphasis to break the cycle of low aspirations and underperformance
- Our understanding of development has evolved from one centred around economic growth as its main goal and means, to one focused on the individuals not only as mere recipients of the benefits of the advances of economic growth, but as the fundamental means to achieving it and benefitting from it.
- Shifting our focus means that people will be able to access more opportunities, be more prosperous, and enjoy the places they live, work and play in and interact with.

Innovation

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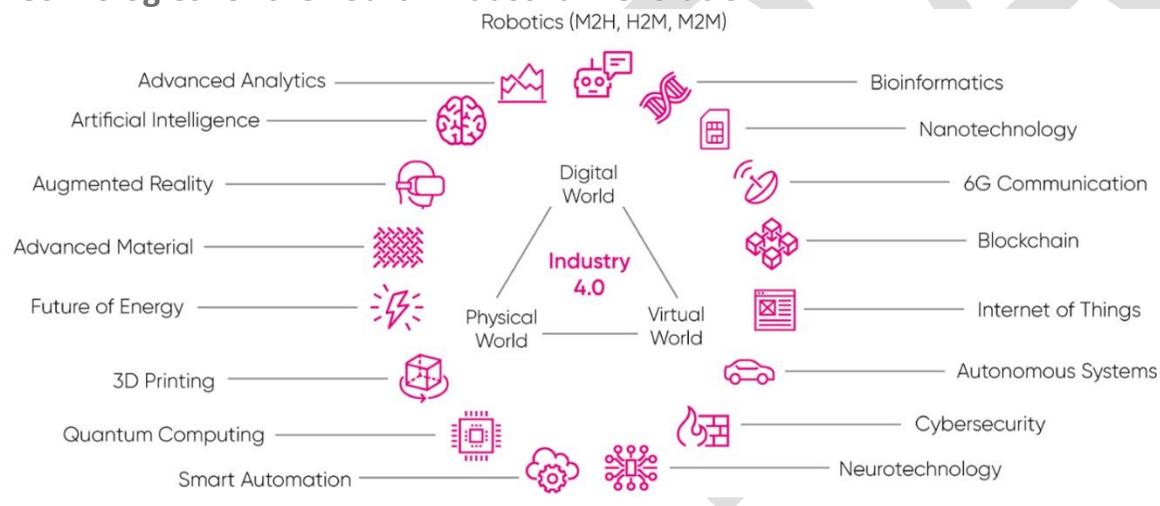
Innovation, creativity and leadership

We will achieve our economic ambitions through strong civic and business leadership to transform the city region into a world class supercluster of innovation and creativity that can lead the 4th Industrial Revolution.

Innovation

SCR will lead the UK's fourth industrial revolution and unlock economic prosperity. This requires a shared pervading ethos: all stakeholders working together to identify and exploit opportunities to innovate across SCR's economy, places and communities. To forge an innovative future, we need disciplined approaches: using, refining and continuously improving best practice for driving forward innovation, so innovation becomes our 'first nature'.

Technologies for the Fourth Industrial Revolution



Source: University of Sheffield (2019)

TBC - This section under development

Innovation Philosophy: What does innovation look like in SCR?

- Investment in machinery/ equipment
- Create the conditions for innovation
- Have a go-getting enterprise mindset
- Be better than the competition
- University Innovation
- Role of Inward Investment Inward

Innovation Catalysts: Creativity

- Daring to be different: effective creative relationships generating new and novel opportunities via knowledge 'fusion' and cross-agency/sector/place collaboration, creating a broad and powerful culture
- Active cross-overs: increased creativity will create pervasive benefits both for innovation by business and social enterprises/non-profit activities contributing to a powerful local ecosystem
- Looking outwards and working collaboratively to learn from others and extend our reach with cross-sector and discipline ideation, innovation and execution, we will facilitate the transformation of our economy to lead the 4th Industrial Revolution.

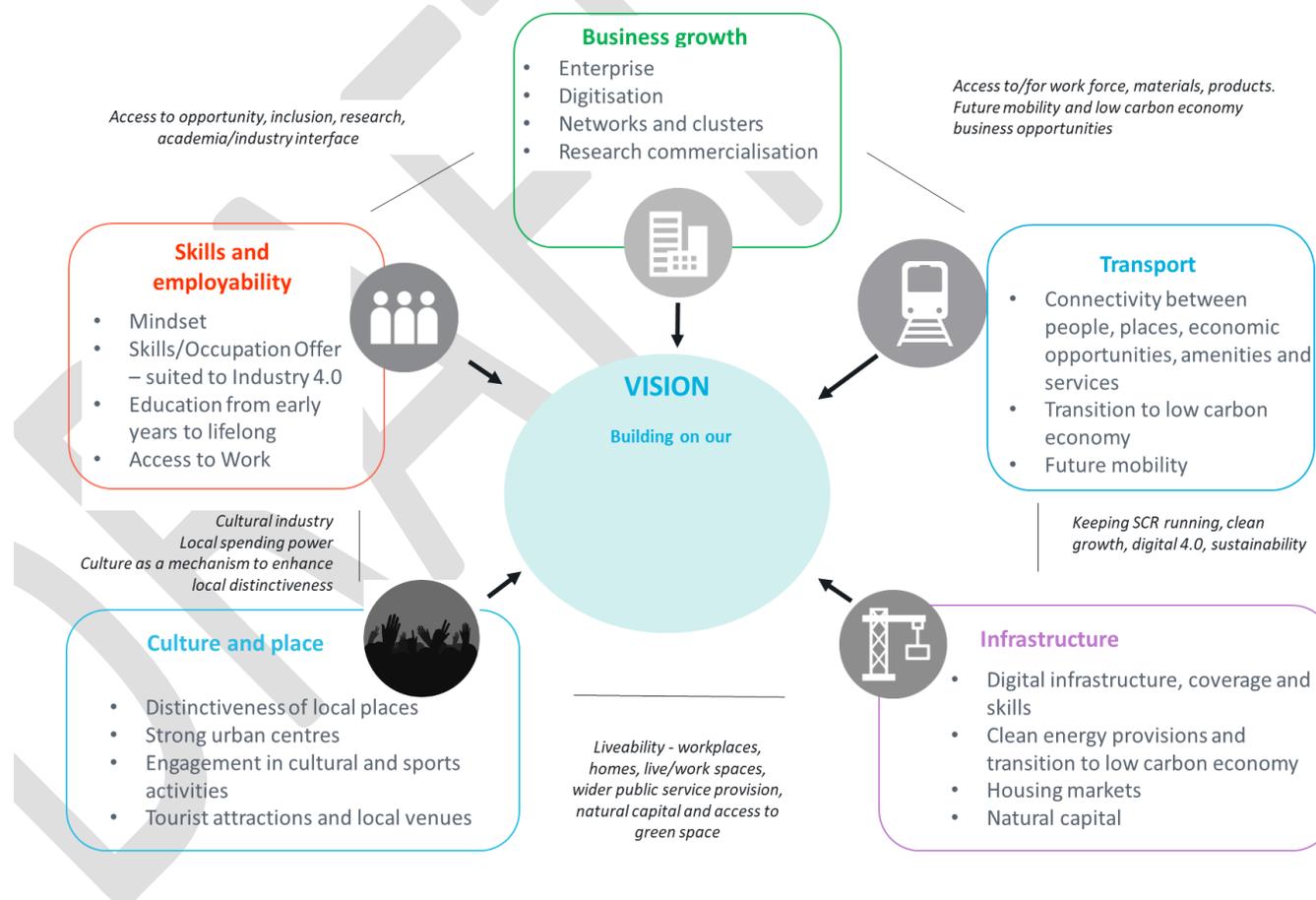
Principles of Innovation: Leadership

- Collaborative and outward looking, our civic and business leaders will lead by example demonstrating how our collective strengths can be harnessed to achieve our overall vision and objectives.
- Our leaders will pioneer new approaches, leading the 4th Industrial Revolution and fostering excellent relationships across sectors within and outside the SCR creating an accessible and 'can do culture.

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Ecosystem approach

- Our delivery framework focuses on five aspects that **interact and are interdependent**.
- All key functions need to be in place to create the **right enabling conditions** to achieve growth, inclusion and sustainability.
- This creates the highest likelihood of success with **each function helping the others**
- **SCR and LEP cooperation** is required to ensure overall ecosystem functionality – trouble shooting issues together



Strategic fit

Priority areas for delivery	Strategic ambitions		
	Growth	Inclusion	Sustainability
Business Growth	Contributes to GVA growth and overall economic growth – increased business start-ups, survival, GVA per worker and overall	Flourishing artisan, cultural base in communities driven by greater creative entrepreneurship through small businesses and social enterprises	Thriving low carbon and circular economy building on SCR's industrial and innovation legacy
Skills and employability	Increased skills at higher levels and greater participation in high productivity industries improving productivity overall and enabling SCR to compete internationally around STEM and technical education	Increased economic activity levels in all communities to ensure people meet their full potential and increased household income through greater participation in the labour market	Increased labour market participation in low carbon and circular economy
Sustainable Transport	World class transport connectivity within the SCR and to the rest of the UK and internationally accelerating economic growth	Improve connectivity across SCR ensuring that everyone can access education, employment, health and other services and amenities using reliable and sustainable transport	Deliver a zero emissions public transport network and eliminate the need for AQMAs.
Sustainable Infrastructure	Enhanced digital infrastructure, capacity and coverage; and local carbon economy increase opportunities for direct business growth whilst place aspects support conditions for growth	Address digital exclusion to improve employment prospects, low carbon transition will help address fuel poverty, increasing quantum and improving quality of housing and access to greenspace will improve standard of living and improve health and wellbeing outcomes	Transition to low carbon economy through energy interventions, resilience to climate change, sustainable design for new development
Culture and place	Culture and sports industry growth, enhanced 'liveability' will attract high skilled workers	Focus on increasing engagement in sport and culture and celebrating the distinctiveness of places	Links to natural assets and focus on active travel and outdoor recreation

The enabling behaviours

Achieving change requires the right globally oriented mind-sets and actions

- Look outwards, not inwards; how we present ourselves to the rest of the world must reflect what we have to offer
- Switch from a narrative of comparative regional disadvantage to one of pro-active excellence and confidence
- Position the SCR as a global innovation cluster in a web of national and international supply/value chains
- Use leadership and convening powers, combined with this outward-facing strategy
- Transition from zero-sum to positive-sum mindsets in the SCR – will unblock growth potential and reinforce confidence
- Develop a pragmatic and well-informed risk-taking capability for research translation and innovation
- Foster effective learning-by-doing in investment risk management in commercialisation and innovation
 - apply disciplined business expertise for calculated risk-taking
 - share knowledge and insights across the SCR for mutual benefit in both business and the universities via an open/collaborative innovation in local supply chain segments
 - aim to position SCR innovation as a distinctive exemplar of prudent and effective investments in innovation.

Spatial Interdependencies

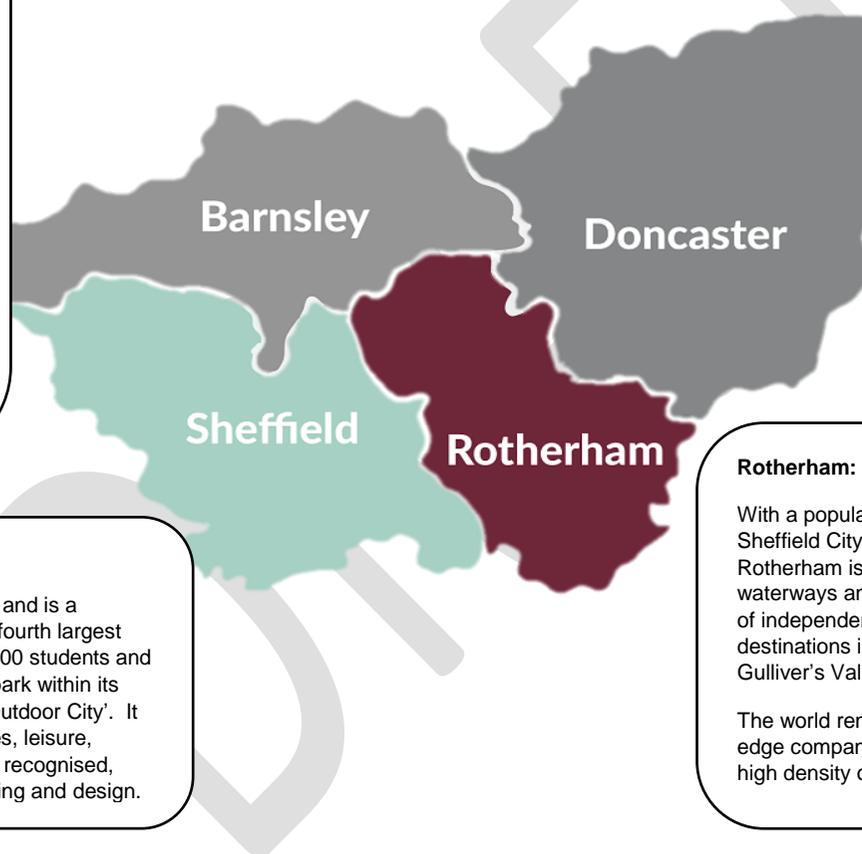
Barnsley:

Barnsley is undergoing a radical transformation which will reinforce its position as a key urban centre within the City Region. The £180m Glassworks scheme delivers a new retail, leisure and community offer in heart of the Town. This is further complemented with the diverse cultural offer available within Barnsley underpinned by the strategic development of additional sites including the Barnsley Digital Campus complex.

Barnsley has also adopted its Local Plan and an ambitious wider growth strategy which supports the delivery of 20,000 new homes and will act as a catalyst to stimulate the delivery of 220 hectares of employment land by 2033 bringing forward more and better jobs into the regional economy.

Doncaster:

Doncaster's engineering and manufacturing heritage combines with technology and an expanding technical education offer to meet the changing needs of business and society. Significant investment in creative and digital jobs shows an economy diversifying into UK growth industries, whilst health innovation supports society's every-day needs. An international airport and iPort transform long-standing connectivity assets into a global, multi-modal transport system. Achieving sustainable and inclusive growth is central to Doncaster's economic strategy.



Sheffield:

Sheffield is the core city at the heart of the SCR and is a creative, inventive and energetic city. The UK's fourth largest city, it is home to two Universities with over 60,000 students and as the only major city in the UK with a national park within its boundary it has earned the reputation as 'The Outdoor City'. It is SCR's hub for knowledge intensive businesses, leisure, higher education and culture with internationally recognised, leading edge talents in manufacturing, engineering and design.

Rotherham:

With a population of 270,000 and a thriving economy closely integrated to the Sheffield City Region, Rotherham is a place to live and do business. Rotherham is 70% rural with an abundance of country parks, woodlands and waterways and the main town centre at its heart which is home to a number of independent businesses. The borough boasts significant visitor destinations including Magna, Grade I Listed Wentworth Woodhouse and Gulliver's Valley.

The world renowned Advanced Manufacturing Park boasts numerous cutting-edge companies who have chosen to locate in Rotherham, surrounded by a high density of innovative manufacturing companies in the local supply chain.

Priority Areas for Delivery

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Priorities Areas for Delivery

Priority areas through which the identified challenges and opportunities will be addressed to achieve the overall vision:

1. Business Growth

Driving innovation and creativity to create the enabling conditions which will grow productivity, R&D investment, scale-ups, trade and exports to grow the economy and improve the well-being of people.

2. Skills and Employability

Transforming the skills base at all levels, increasing employment particularly skilled, well-paid employment to deliver prosperity

3. Sustainable Transport and Mobility

Well-connected places and people supporting inclusive and sustainable growth, transforming to a low carbon economy and improving quality of place.

4. Sustainable Infrastructure

Resilient and reliable infrastructure enable digital inclusion, transformation to a low carbon economy and a balanced housing market supported by outstanding natural capital that is enhanced and capitalised upon to build locational advantage

5. Culture and Place

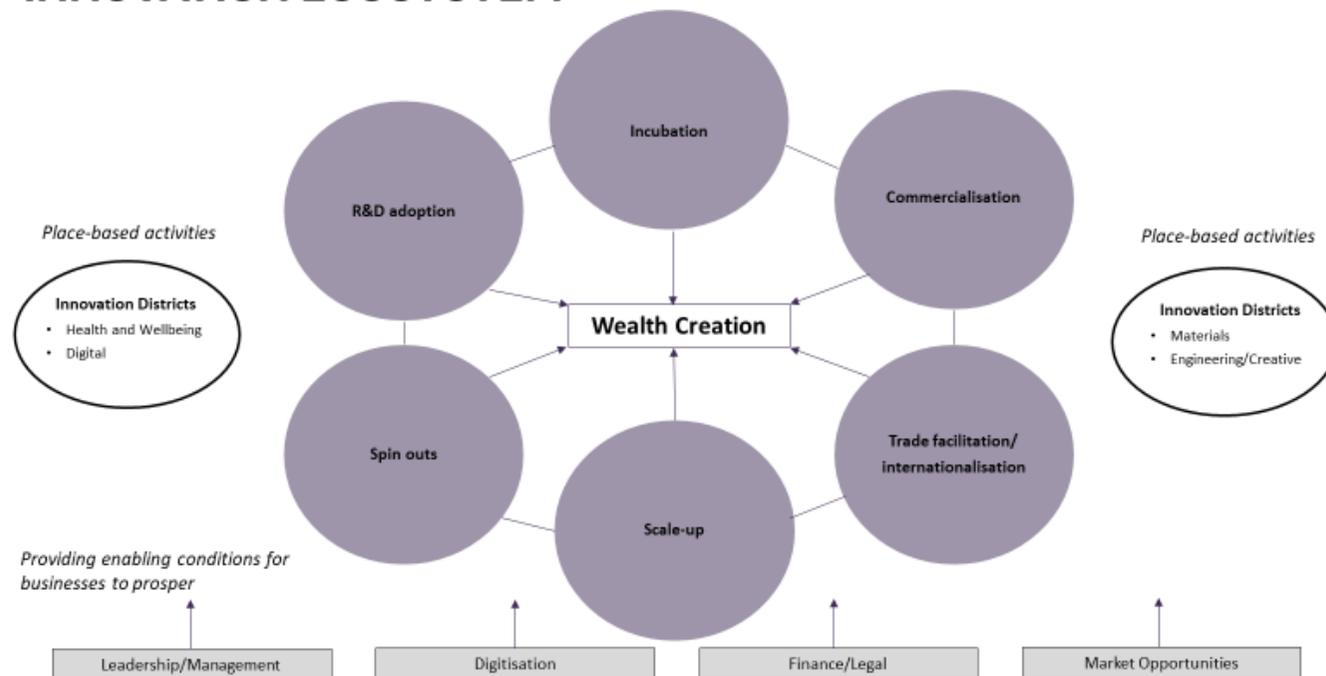
Quality places that retain their local distinctiveness and celebrate cultural assets and services improving the 'liveability' of all of SCR's neighbourhoods and contributing to greater engagement and civic pride.

Business Growth

Sheffield City Region will adopt a nationally-prominent position in supporting Business Growth. This position will:

- Be a ‘role model’ for creative approaches to catalysing enterprise development
- Understand the different strategies needed to form new firms, and how these are then scaled
- Have ‘ecosystem thinking’ at its core, and understand the role that ‘enabling conditions’ play in sustaining enterprise systems
- Be enabled by innovation and creativity as a cross-cutting emphases
- Build on collective efforts to boost the profile and importance of SCR’s supply chain
- Include high-tech and traditional industries, and recognise the role and importance of social enterprises/non-profits as part of SCR’s enterprise ecosystem
- Stimulate a vibrant and creative business culture, which is multi-faceted and diverse

INNOVATION ECOSYSTEM

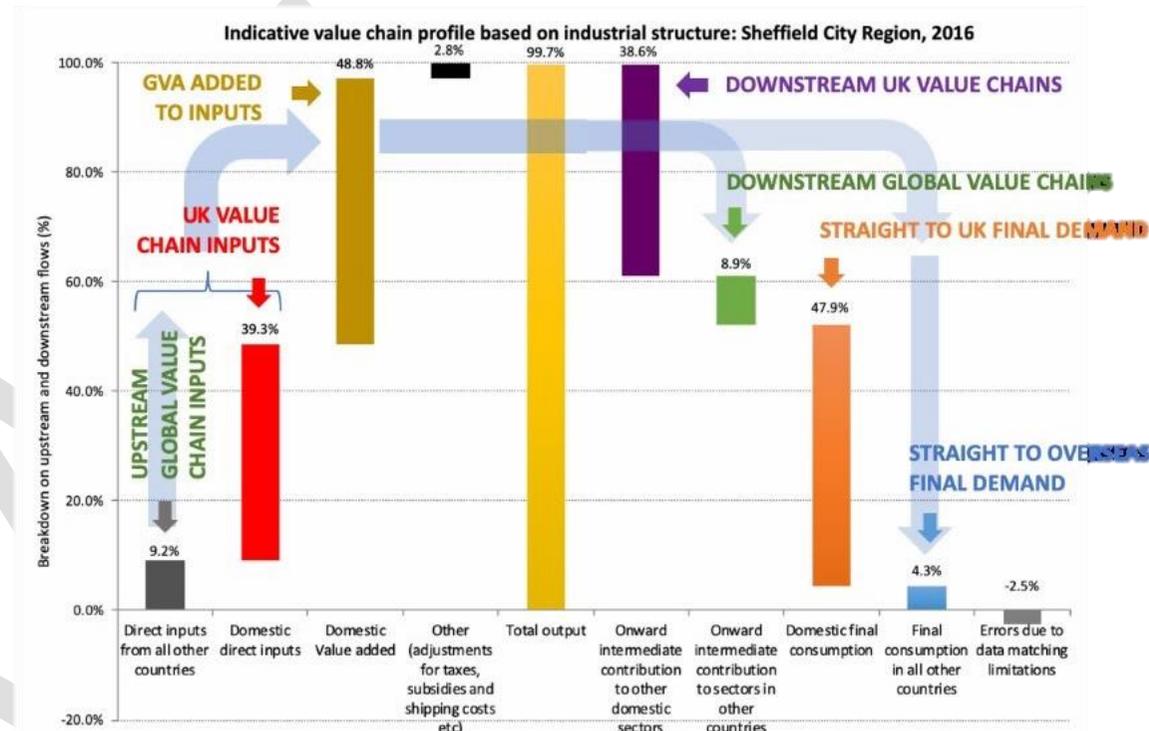


Plan of action

- Focus on four key change-drivers for an uplift in GVA and productivity:
 - Boosting R&D spending
 - Strengthening innovation partnerships, translation and scaling
 - Strengthening the business ecosystem as a whole
 - Boost company start-up and survival rates
- Catch-up and then forge ahead on GVA and productivity via
 - Fostering Open Innovation in SCR supply chain segments
 - Strengthening business-academic collaborations – where possible with this supply chain focus
 - Promoting the GIC as a globally prominent focus for SCR innovation-driven Business Growth
 - Strengthening entrepreneurship and social enterprise development in non-profit and ‘trad-tech’ activities
- **In combination** these initiatives will boost growth by strengthening the business ecosystem *as a whole* – balancing cutting-edge innovation and emerging industries and supply chains against the traditional industries that make for a cohesive and effective ecosystem
- ***What makes the SCR SEP plan for Business Growth unique is that it mixes ‘new tech’ with ‘trad tech’ – providing a pathway for Growth and Inclusion by catering for diverse skills, experience and aptitudes***

Key challenges for Business Growth

- Low proportion of Knowledge Intensive Businesses
- Business growth dominated by low productivity and low pay sectors/ occupations
- Existing research and innovation assets to leverage more effectively (e.g. universities) – build on current success in this space
- SCR has low levels of exports direct to final demand overseas and low participation in Global Value Chains – too reliant on the UK economy
- Hence the importance of the GIC in catalysing innovation-driven export performance
 - Boosting export based GVA and jobs via stronger Global Value Chain participation
 - Providing a strategic focus for Open Innovation focused on key supply chains



Business Growth Objectives

Objectives (by 2030 and 2040)	Boost R&D spending	Strengthen innovation partnerships, translation and scaling	Strengthen the business ecosystem as a whole	Boost company start-up and survival rates	Boost GVA and productivity growth
Objective 1: GVA and productivity growth will have increased to exceed the UK average, with SCR's strengths achieving global recognition - <i>providing improved prosperity for people</i>			✓ 1	1	✓ 1
Objective 2: Support Objective 1 by driving an uplift in business R&D investment via a focus on Open Innovation in SCR supply chain segments – <i>foster and collectively exploit knowledge spill-overs</i>	✓ 1	✓ 1	✓ 1	✓ 1	✓ 1
Objective 3: Support Objective 1 by strengthening business-academic innovation collaborations within the SCR - <i>a particular emphasis on contributing to Open Innovation for key SCR supply chain segments</i>	✓ 1	✓ 1	✓ 1	✓ 1	✓ 1
Objective 4: Support Objective 1 by creating and promoting the GIC as a globally prominent focus for SCR innovation-driven Business Growth - <i>an outward-looking hub of high-tech enabled supply chains in engineering, health, digitisation, and advanced manufacturing capability</i>	✓ 1	✓ 1	✓ 1	✓ 1	✓ 1
Objective 5: Support Objective 1 by strengthening entrepreneurship and social enterprise development in non-profit and 'trad-tech' activities - leading to more inclusive growth across communities and the labour market			✓ 1	✓ 1	✓ 1

Target Outcomes for Business Growth

Objectives	Target Outcomes by 2030	Target Outcomes by 2040
Objective 1: GVA and productivity growth will have increased to exceed the UK average, with SCR's strengths achieving global recognition - <i>providing improved prosperity for people</i>	Increased SCR GVA gap with the UK to under £3bn Productivity to match UK on a per worker basis	Increased SCR GVA to £70bn (by 2050) Productivity to exceed UK {BY X?} on a per worker basis
Objective 2: Support Objective 1 by driving an uplift in business R&D investment via a focus on Open Innovation in SCR supply chain segments – <i>foster and collectively exploit knowledge spill-overs</i>	Increased business spending on R&D to £150m (or 40% of all SCR R&D)	Increased business spending on R&D to £210m (or 50% of all SCR R&D)
Objective 3: Support Objective 1 by strengthening business-academic innovation collaborations within the SCR with - <i>a particular emphasis on contributing to Open Innovation for key SCR supply chain segments</i>	Increased business spending on R&D to £150m (or 40% of all SCR R&D)	Increased business spending on R&D to £210m (or 50% of all SCR R&D)
Objective 4: Support Objective 1 by creating and promoting the GIC as a globally prominent focus for SCR innovation-driven Business Growth - <i>an outward-looking hub of high-tech enabled supply chains in engineering, health, digitisation, and advanced manufacturing capability</i>	Increase of X? in value of goods (currently £7.3bn) and services (currently £2.6bn) exports	Doubled value of goods (currently £7.3bn) and services (currently £2.6bn) exports
Objective 5: Support Objective 1 by strengthening entrepreneurship and social enterprise development in non-profit and 'trad-tech' activities - leading to more inclusive growth across communities and the labour market	Uplift in general company start-up rate of X? and 5 year survival rate of X?	Uplift in general company start-up rate of X? and 5 year survival rate of X?

Interventions

Targeted interventions which exploit and extend our business ecosystem properties:

- Pragmatic focus on building our enterprise ecosystems and on the enabling conditions for growth
- Catalysing a distinctive 'innovation crucible' for business: driving the scale, scope, and culture to deliver transformation
- Supported by building critical mass in innovation capability in key areas
- Using convening power to form open-innovation consortia directed at SCR's key supply chains
- SCR businesses, universities and training providers working together for collective benefits
- Encouraging start-ups by promoting and celebrating successes - show what can be achieved by SCR's entrepreneurs
- In so doing, creating more opportunities for:
 - Our people to engage with, and benefit from, work (Inclusion)
 - Develop and apply imaginative solutions for sustainability and reduced harm to our environment (Sustainability)
 - Whilst thriving economically (Growth)

All of the above brought together through our **Global Innovation Cluster (GIC)**

- Builds brand recognition by highlighting our strengths/potentials
- Signals our globally focused ambitions
- An ambitious public-private partnership for the future
- Encourages collective strategic approaches to boosting supply chain performance

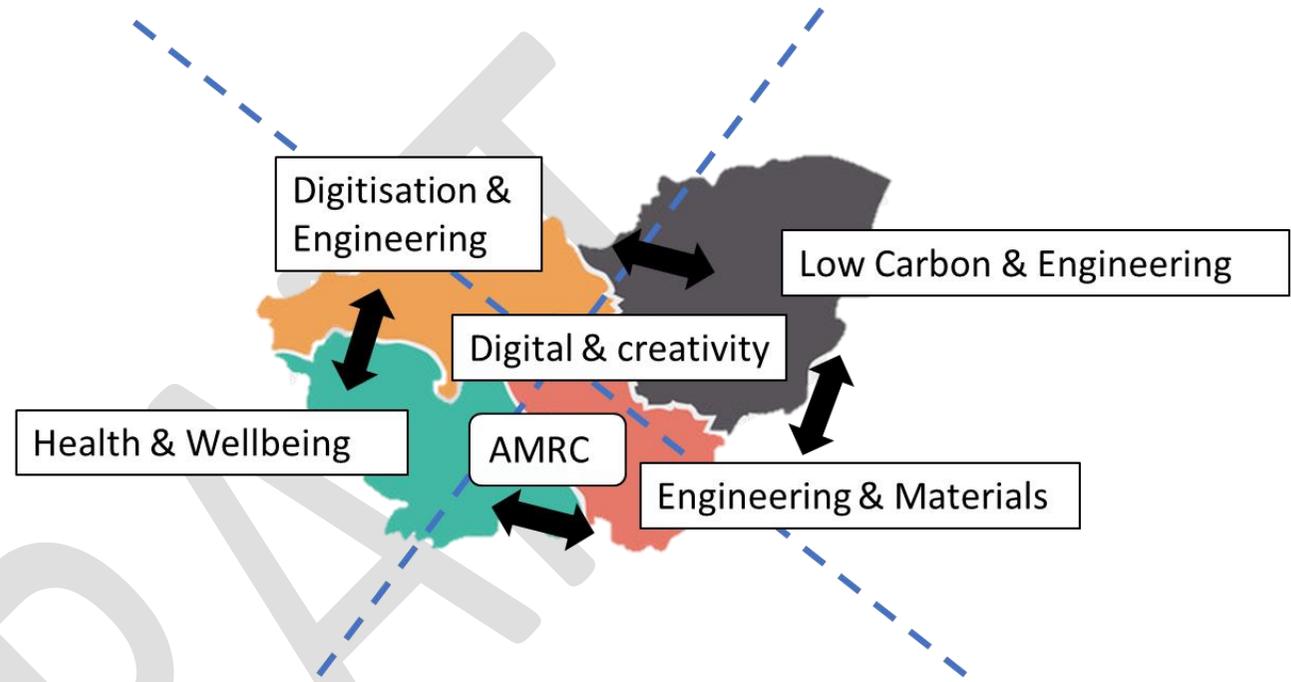
The Heart of the GIC offer

Provides the focus and critical mass for success

Expressing:

- What we know: our distinctive capabilities and competencies (technological/business process/managerial)
- Who we know: the business and professional networks we operate in - supply chains and national and global research collaborations
- Who knows us: our prominence and credibility in these networks - what we are famous for.
- Amplify growth by working with the assets we have, and the supply chains and relationships we rely on
- Support and troubleshoot in response to current and potential 'looming' problems highlighted by the business community
- Encourage and facilitate ensuring that the right strategic crossovers between the GIC mission and the SEP and other long-term plans are developed and delivered
- In short, bringing a coherent and cohesive outward-facing brand to SCR innovation

This SEP is key to GIC's success, and the GIC lifts the odds of SEP success - so this strategic alignment matters



GIC-Enabled Actions

The GIC will work outside of the political sphere to ensure autonomy, creating an environment where innovation can flourish via a business-driven ethos

It will make a difference through leadership and convening power ('Strategic Value-added') – coordinating, leveraging and amplifying our 'enabling conditions'

It will stimulate concrete business growth-driven actions e.g.

Facilitated Open Innovation Consortia applied to existing and emerging supply chains (collective R&D with IP and know-how shared along supply chains)

Rejuvenated traditional supply chains (from scrap collection and processing to the new Circular Economy) – plays to SCR strengths and their 're-industrialisation'

Addressing emerging skills needs in current and emerging supply chains via HEI/FE 'future skills' partnerships – jointly setting objectives and delivering them

Boosting start-up and survival rates, and scaling activity, by active mentoring (partnering established entrepreneurs with novices)

Initiatives, knowledge-flows and assets to de-risk SCR innovation (incubation facilities, competitive market intelligence, financial viability assessment, research spin-out facilitation)

Skills and Employability

Plan of Action

We will work to widen and unlock talent pools for our businesses and create opportunities for our people.

- 1. Be better prepared for work:** Lower attainment can lead to lower pay and lack of progression opportunities. A better qualified population overall provides economic opportunities for individuals and businesses.
- 2. Sustaining and progressing in work (a lifelong learning mindset):**
 - More than half of people in poverty in the UK live in a family where at least one person is in paid work (JRF 2018). Barriers to progression include insecurity, underemployment, poor qualifications, inappropriate attitude, ineffective recruitment and HR policies etc.
 - Workers in several industries (e.g. accommodation and food services, agriculture, forestry and fishing and retail) are more likely to be in poverty. Supporting individual progression and highlighting opportunities in well paid sectors is highly important.
 - Mid-career adults will need to retrain or update their skills “as skills will become irrelevant at age 45, 40, 35” (McKinsey, 2017). This provides opportunities for sectors which face skills shortages (e.g. engineering).
- 3. New pathways and removing barriers for those disconnected from work:** Not having the skills, attitude or information to get a job can lead to unemployment. Unemployment can drive poverty and the long-term effects of poverty culminate in lower health outcomes (e.g. significantly lower life expectancy).

Skills & Employability Objectives

Objectives	Preparing for work	Sustaining and progressing in work	Disconnected from work
Objective 1: Drive skills investment by businesses and raise pay for workers across the labour market.	✓	✓	✓
Objective 2: Unlock diverse, skilled talent pools across all transition areas thereby ensuring businesses drive prosperity and create opportunities for all people by focusing upon: <ul style="list-style-type: none"> • Core employability skills • Engagement with business base to make informed subject and pathway choices • School standards and teaching quality • STEAM and Higher Level Qualifications take up • Skilled graduate retention • Delivering a world class technical education system 	✓	✓	
Objective 3: Drive progression in the labour market to lift the share of higher level qualifications, transferable skills and retraining opportunities.		✓	
Objective 4: Foster an enterprising and entrepreneurial economy through can employer engagement network and pipeline which joins education and business together.	✓	✓	✓
Objective 5: Develop an employability system with DWP and other partners which provides opportunities for people distant from the labour market.	✓		✓

Target Outcomes for Skills & Employment

Objectives	Target Outcomes
<p>Objective 1: Drive skills investment by businesses and raise pay for workers across the labour market.</p>	<ul style="list-style-type: none"> • Average wages match UK levels • Employment growth in higher level occupations
<p>Objective 2: Unlock diverse, skilled talent pools across all transition areas thereby ensuring businesses drive prosperity and create opportunities for all people by focusing upon:</p> <ul style="list-style-type: none"> – Core employability skills – School standards and teaching quality – STEAM and higher level qualifications take up – Skilled graduate retention 	<ul style="list-style-type: none"> • GCSE Maths and English pass rates match national level • Share of higher level skills matches UK levels • Number of institutions rated good/outstanding increases • Improved higher level apprenticeship take up, level 4 and 5 take-up increases and degree apprenticeships • Number of STEM entrants at FE and HE rises • Wage gaps between female and male workers reduces
<p>Objective 3: Drive progression in the labour market to lift the share of higher level qualifications, transferable skills and retraining opportunities.</p>	<ul style="list-style-type: none"> • Share of no, Level 1 and level 2 qualifications in labour market reduces • Transferable and retraining data explored to find metric
<p>Objective 4: Foster an enterprising and entrepreneurial economy through can employer engagement network and pipeline which joins education and business together.</p>	<ul style="list-style-type: none"> • Start-up rate increases in line with national average • All institutions have business engagement plan
<p>Objective 5: Engaging partners to develop an employability system which provides opportunities for people distant from the labour market.</p>	<ul style="list-style-type: none"> • Level of unemployed reduces (particularly female) to national average

Interventions:

Objective 1: Drive skills investment by businesses and raise pay for workers across the labour market.

- Alignment of HR strategies with core principles and Economic Strategy.
- Work with the Mayor on an employer charter to support skills progression
- Business seeking funds or support to sign up to charter and develop workforce
- Utilise progressive procurement & social value to drive skills investment
- Develop and broker deals with businesses and educational providers

Objective 2: Unlock diverse, skilled talent pools across all transition areas thereby ensuring businesses drive prosperity and create opportunities.

Compulsory Education:

- Investment in campaigns which align (e.g. South Yorkshire Futures)
- Programme (and alignment) of extracurricular activity
- Educational institution “family” support programme
- Exploration of teaching bursary and retention strategy if high quality teaching
- Alignment and connecting up careers advice
- Investment package (including suggestions like full time careers lead, extra-curricular activities, sport, ASC, Maths & English)
- Rationalise support business sponsorship programmes.

Further Education:

- Redirect devolved funds, look at weighted learner funding for FE and explore how this can also be complemented with capital investment and other investments.
- Advance STEAM and Level 4+ skills and qualifications
- Capital Investment in exiting (or new) institutions which tie into delivery change
- Investment in industry level teaching capabilities.

Higher Education:

- Encouraging entrepreneurial activity at universities, working with universities around research diffusion and commercialisation.
- Progression and retention case-studies
- Engaging HE students in conversation around their future in SCR.

Objective 3: Drive progression in the labour market through a focus upon higher level qualifications, transferable skills and retraining opportunities.

- Intermediate labour market support
- AEB and in work progression offer
- Subsidised part—time training offer in STEAM
- Exploration of flexibility for Advanced Learner Loans, Apprenticeship Levy & Training Levy for priority occupations and areas.

Objective 4: Foster an enterprising and entrepreneurial economy through can employer engagement network and pipeline which joins education and business together.

- Work closely with business support activities to:
- Create a business network of biggest companies and making formalized skills linkages with institutions.
- Develop large scale employer engagement pipeline with partners and businesses to invest in schooling and shaping careers advice and business interaction.

Objective 5: Engaging partners to develop employability system which provides opportunities for people distant from the labour market

- Focus upon fostering female employability and addressing community deprivation in certain groups.
- Explore the development of job hubs (integrating work, health and skills support)
- Access to adult high quality vocational training
- Start to work with NHS and other public work and health budgets to align skills, work, health and careers support
- Exploration of flexibility for Advanced Learner Loans, Apprenticeship Levy & Training Levy for priority occupations and areas.
- Explore re-training scheme pilots and other pilots to enhance employability systems

Transport and Mobility

Key challenges for Transport & Connectivity

- SCR is in general well connected by transport linkages but has major transport constraints which are holding back economic development in the city region. By 2026 there will be up to half a million extra journeys on our road and rail network every day. Without action to tackle congestion travel times will get worse. There is an identified need to improve road and highways infrastructure in order to ‘unlock’ existing strategic or key opportunity sites across SCR.
 - **Road:** Our motorway and major road network is under great strain. Since 1993, the level of motor vehicle traffic has increased and although it plateaued between 2007 and 2013, has risen in recent years. SCR has a higher car mode share (71%) and a lower public transport (12%) and cycle mode share (2%) than other LEP areas in the North, particularly Greater Manchester and Leeds City Region. Many journeys are currently made by car, and reliance on cars for short trips is high.
 - **Rail:** Poor rail connections within the city region, including the regularity and quality of rail journeys need improving to support modal shift and enhance economic activity. Improvements need to be made with connectivity to other regions, particularly Greater Manchester and Leeds City Region, limit opportunities for residents, businesses and freight operators.
 - **Air:** Doncaster Sheffield Airport is a growing economic asset and its international connectivity and employment potential requires better connectivity. Residents and businesses are not well connected by all modes to Doncaster Sheffield Airport or other international airports.
 - **Public Transport:** In the last ten years the number of people using buses has fallen by 18% and yet a quarter of all households do not have access to a car. Several communities rely on buses for transport for work and leisure. There are challenges for the Supertram light rail system, which has been a vital part of the transport network in our City Region since it opened in 1994. Work is ongoing to determine the future of the network as further investment is needed over the next ten years to bring the network up to standard and secure its ongoing operation
 - **Active Travel:** The potential for active travel is huge in Sheffield City Region but is restricted by suitable infrastructure and cultural trends (e.g. dominance of cars). It appears that cycling has increased but our communities are not as healthy as they could be, and we do not have the infrastructure to enable greater take up of cycling and walking. Furthermore, poor air quality blights parts of the region with 28 designated Air Quality Management Areas (AQMAs).
- Technology is changing the way people access travel information and how they use the public transport system. In the last 10 years, the rise in on-demand travel, growth in mobile technologies and understanding of people and transport movements has increased exponentially. Looking to the future, the growth of autonomous vehicles, digital transport and assistive technologies could radically change how people travel to work, education and leisure.

Plan of Action

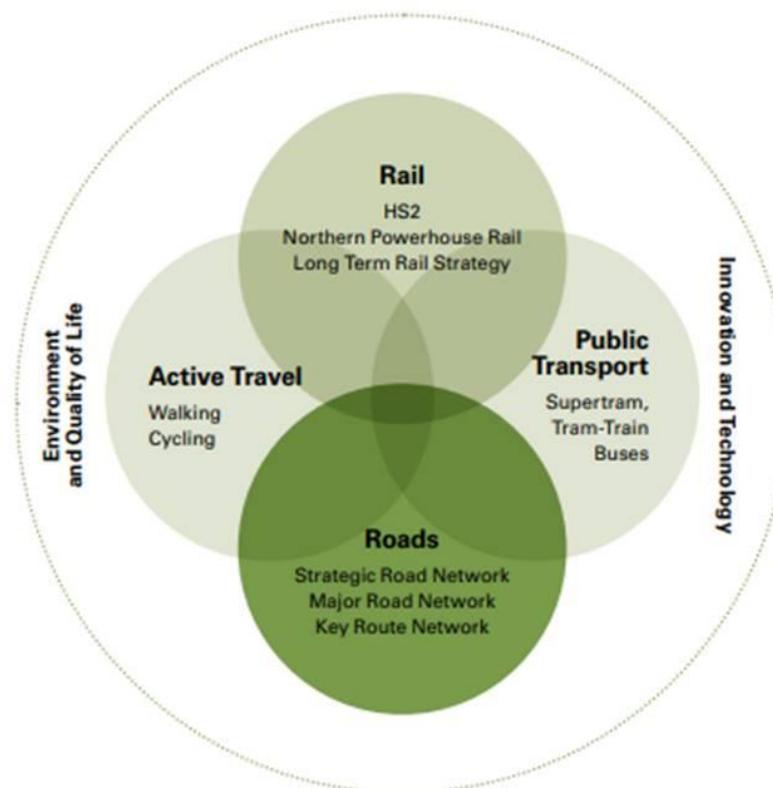
Aim: We will build a transport system that works for everyone, connecting people to the places they want to go within the Sheffield City Region as well as nationally and internationally. Our transport system will be safe, reliable, clean, green and affordable. It will be one of the best in the United Kingdom and Europe.

Objectives:

- Residents and businesses connected to economic opportunity
- A cleaner and greener Sheffield City Region
- Safe, reliable and accessible transport network

Success Criteria:

- Contribute towards increasing GVA in SCR through increasing the number of economically active people living within 30 minutes of key employment locations and universities by public transport.
- Better frequency of rail service between Sheffield and Manchester/Leeds - at least four fast trains per hour, with a target 30-minute journey time to/from both and a local rail network that meets the agreed minimum standards.
- Increase productivity through reducing delays on our transport network.
- Increase trips by 18% bus, 100% rail, 47% tram, 21% walking and 350% cycling and manage the increase in private car/van/goods trips to 8%.
- 95% public opinion that our local transport choices feel safe.
- Reduction in reported casualties of 4% per year.
- Eliminate AQMAs in our City Region and comply with legal thresholds to achieve compliance in the shortest possible time.
- Reduce tailpipe carbon emissions in line with targets for the UK and have a zero carbon public transport network by 2040



Transport and Mobility Objectives:

The SEP specifically identifies strong links between transport & connectivity and the three pillars of the SEP:

Sustainability: Transport emissions contribute to poor air quality and make up almost 40% of all emissions. The reduction in emissions and improvements in natural capital which can be unlocked through modal shift to active travel, improved public transport connections and efficient sustainable public transport system.

Growth: Transport connectivity is a key underpinning factor in economic growth. However, it is not the only factor for unlocking productivity growth and prosperity. As a result, viewing transport within a wider economic ecosystem and linking transport connectivity to community aspirations, employment land growth and town and city centre vitality can unlock sustainable economic growth.

Inclusion: Communities need an effective transport network to access education and employment opportunities. Certain transport types are also more important for deprived communities (e.g. buses) and there are concerns that the reliance on cars makes our communities vulnerable to economic shocks.

Principles of Delivery

To deliver the transport strategy, the SEP's focus upon people and seeking sustainability, prosperity and inclusion help to shape some principles of delivery:

- Promoting economic growth, inclusion and sustainability through coordinated investment in the transport network.
- Benefits for all transport users, strengthening the ability to develop, maintain and collaboratively manage an integrated network that is safer, reliable and meets the needs of all users.
- Link together and allocate space for public transport and active travel through more efficient operation of the existing network.
- Provide better scope for aligning and integrating investment programmes whilst maximising new funding opportunities.
- Provide a more consistent approach transport standards to improve the experience for all transport users.
- Facilitate the ability to align policy decisions to meet the varied needs of the different users Enhance the ability for the SCR to engage with regional bodies on strategic transport issues.
- Offer economies of scale through the ability to procure over a larger geography and provide the ability to realise efficiencies and ensure that growth, inclusion and sustainability are integral to decision making.

Interventions:

The SEP looks to enhance the sustainability, inclusion and economic growth based on the SCR Transport Strategy's intervention areas. Through this SEP we will intervene in the following areas:

- Improve the existing transport network to enhance access to jobs, markets, skills and supply chains adopting technology solutions to support this.
- Enhance productivity by making our transport system faster, more reliable and more resilient, considering the role of new technologies to achieve this.
- Invest in integrated packages of infrastructure to unlock future economic growth and support Local Plans, including new housing provision.
- Improve air quality across our City Region to meet legal thresholds, supporting improved health and activity for all, especially in designated AQMAs and CAZs.
- Lead the way towards a low carbon transport network, including a zero-carbon public transport network.
- Work in tandem with the planning and development community to create attractive places.
- Ensure people feel safe when they travel and invest in our streets to make them more attractive places.
- Enhance our multi-modal transport system which encourages sustainable travel choices and is embedded in the assessment of transport requirements for new development, particularly for active travel.
- Ensure our transport network offers sustainable and inclusive access for all to local services, employment opportunities and our green and recreational spaces.

The Strategic Economic Plan will foster an inclusive, LEP-wide approach with all key stakeholders and will also seek to enhance decision making around transport to link in further activities and actions. For example, seeking outcomes and impact from social value and addressing climate change (e.g. biodiversity offsetting). The SEP will also seek to align assessment criteria which will drive behaviors around transport investment and seek to ensure that wider impacts are considered.

The Strategic Economic Plan will also support the Mayor's Bus Review outcomes and how to address transport poverty (e.g.. reliance on cars and associated costs) in SCR.

The Strategic Economic Plan will also promote future mobility technologies and align these with interventions which will drive change. For example, exploring the potential for alternative fuels, establishing SCR as a test-bed for new areas (e.g. demand-responsive transport and autonomous buses) and utilizing data to understand and help design efficient and cost-effective interventions.

Outcomes

- Increase the number of economically active people living within 30 minutes of key employment locations and universities by public transport.
- Improve the frequency of rail service between Sheffield and Manchester/Leeds - at least four fast trains per hour, with a target 30-minute journey time to/from both and a local rail network that meets the agreed minimum standards.
- Reduce delays on the transport network.
- Increase trips by 18% bus, 100% rail, 47% tram, 21% walking and 350% cycling and manage the increase in private car/van/goods trips to 8%.
- 95% public opinion that our local transport choices feel safe.
- Reduction in reported casualties of 4% per year.
- Eliminate Air Quality Management Areas in our City Region and comply with legal thresholds to achieve compliance in the shortest possible time.
- Reduce tailpipe carbon emissions in line with targets for the UK and have a net zero carbon public transport network by 2040.

Infrastructure

Infrastructure challenges

- Resilient Infrastructure
 - Climate change is likely to bring the potential for more frequent extreme weather events, with flood risk already a challenge in many areas.
 - Circular economy successful in some areas, e.g. glass and steel, but yet to gain traction across all areas of industry.
- Low Carbon Infrastructure
 - Far fewer people are employed in the low carbon sector in SCR than other parts of the North of England.
 - Natural Gas (a fossil fuel) is currently used to produce almost 80% of the electricity generated in our City Region.
 - Over 25% of houses in SCR have poor energy ratings and 81,000 households are in fuel poverty.
 - Poor air quality blights parts of our City Region; manufacturing is the largest source of carbon emissions.
- Digital Infrastructure
 - Levels of digital exclusion exceed the UK averages with Barnsley and Doncaster amongst the worst in the country.
 - Connectivity challenges in some rural areas could affect businesses being able to capitalise upon advantages of digitisation.
 - High-level specialism in digital manufacturing focused around AMRC this is limited in scale, reach and capacity.
 - Few business leaders in SCR have the awareness, understanding and time to investigate how to adapt to meet the Industry 4.0 challenge.
- Natural Capital
 - SCR encompasses a rich diversity of ecological and natural assets as well as providing a distinct setting for its villages, towns and the city of Sheffield.
 - However, there are growing challenges for and pressures on the environment, and the 'assets' could be better used to achieve multiple aims.
- Built environment
 - Whilst house building has increased every year for the past seven years, it has not met the SEP ambition of 7,000-10,000 houses a year
 - Housing and house rental remains expensive in some areas and there is wide variety of housing cost and quality in SCR.

- There is the potential for affordable rents in the private rental sector to become an issue as the sector grows.
 - Fuel poverty is a significant challenge and keeping houses and workplaces cool in the summer is an increasing problem that is only likely to get worse.
 - A recent land and property that SCR has a good supply of land but a lack of 'ready to go' properties for growth and there are viability gaps to overcome to make sites more attractive.
- **Key Challenges**
 - Resilient and reliable infrastructure is an essential prerequisite for sustainable and inclusive economic growth.
 - We need to make rapid and far-reaching changes to achieve the infrastructure required to achieve our vision and objectives. We will focus on:
 - Enabling the transition to a circular and low carbon economy that is resilient to current and future climate risks through a focus on Clean Energy, energy efficiency and adaptation
 - Providing the digital infrastructure for business and homes that is integral to the 4th Industrial Revolution and business growth; this will be supported by skills enhancement leading to greater productivity in all businesses and growth of the digital sector.
 - Better capitalising upon our national-class natural assets that should be better promoted with regards their contribution to our image, quality of life, environmental benefits and health and wellbeing outcomes.
 - Ensuring our built environment is sustainable, well-designed, well-connected and affordable in places that celebrate their local distinctiveness.

Plan of action

Resilient and reliable infrastructures which enable digital inclusion, the transformation to a low carbon economy and liveable places that contribute to and enhance our locational advantage. This will be achieved through:

Resilient Infrastructure: Accelerate progress toward a circular economy, building on work in the glass and steel industries and increase resilience to current and future climate risks focusing on reducing flood risk and taking account of the potential for overheating and water scarcity.

Low Carbon Infrastructure: Delivery of a clean, efficient and resilient energy system that drives our transition to a low carbon economy by implementing the SCR energy strategy with a focus on mines and hydrogen energy, and domestic and industrial energy efficiency

Digital infrastructure: Grow the digital sector, enhance digital infrastructure, coverage and skills and improve the profile of the digital sector through investment in infrastructure, a skills development, development and growth of the existing tech cluster and network and knowledge development.

Natural Capital aim: Enhance and promote our natural assets through an ecosystems services investment programme linked to becoming identified as an Urban National Park and build biodiversity and natural capital into decision-making supporting environmental net gain in all that we do.

Built environment: Improve the 'liveability' of our neighbourhoods and the quality and sustainability of new development through promoting modern methods of construction, consistent SCR requirements for energy efficiency and sustainability, coordinated planning for housing and employment land and implementing the SCR Housing Review.

Infrastructure Objectives

Objectives	Resilient infrastructure	Digital inclusion	Low carbon and circular economy	Liveable places
Objective 1: By 2040, SCR will have transformed to a circular economy with increased resilience to current and future climate risks	✓		✓	✓
Objective 2: By 2040, SCR will be recognised as the ‘The Green Heart of Great Britain’ with a clean, efficient and resilient energy system, which supports a healthier environment for people to live, work and visit, and which drives our transition to a low carbon economy moving us towards our goal of achieving net zero carbon			✓	✓
Objective 3: By 2040, SCR will be well connected with a thriving digital sector and digital technology, innovation and skills driving economic growth and better outcomes for all.		✓		✓
Objective 4: By 2040, SCR will provide a high quality, energy efficient and accessible built environment improving the ‘liveability’ of our neighbourhoods and ensuring access to suitable housing and employment premises for all.	✓	✓	✓	✓
Objective 5: By 2040, our natural capital will be enhanced through investments and environmentally positive decision making.			✓	✓

Target outcomes

Objectives	Target Outcomes
<p>Objective 1: By 2040, SCR will have transformed to a low circular economy with increased resilience to current and future climate risks</p>	<p>Reduced flood risk for X properties Local plans take account of and build in adaptation to future increased temperatures and potential for drought and water scarcity</p>
<p>Objective 2: By 2040, SCR will be recognised as the ‘The Green Heart of Great Britain’ with a clean, efficient and resilient energy system, which supports a healthier environment for people to live, work and visit, and which drives our transition to a low carbon economy moving us towards our goal of achieving net zero carbon emissions</p>	<p>Reduce emissions to net zero Increase generation from renewable energy sources Energy sector employs an additional X people Lower estimated fuel poverty rate An increasing proportion of homes are EPC C or above.</p>
<p>Objective 3: By 2040, SCR will be well connected with a thriving digital sector and digital technology, innovation and skills driving economic growth and better outcomes for all.</p>	<p>22,000 employed in the digital sector Reduce the digital exclusion risk score to between 4 and 7 for all local authority areas in the SCR Higher proportion of SCR covered by full fibre & 5G broadband. Increase no. people receiving digital related training by 12,000 pa</p>
<p>Objective 4: By 2040, SCR will provide a high quality, energy efficient and accessible built environment improving the ‘liveability’ of our neighbourhoods and ensuring access to suitable housing and employment premises for all.</p>	<p>Additional x houses built per year and x affordable houses X additional sites, premises Cost of renting privately (increasingly associated with low-income households) is not increasing faster than inflation. Lower house price to earnings ratio.</p>
<p>Objective 5: By 2040, our natural capital will be enhanced through investments and environmentally positive decision making.</p>	<p>All residents within XXXm of green space, X natural flood management schemes managing flood risk to X properties, planting Xm trees Increase in value of ecosystem services</p>

Intervention Areas

Objective 1: By 2040, SCR will have transformed to a circular economy with increased resilience to current and future climate risks

- Enhance the circular economy through business support, particularly for SMEs, building on the examples provided by Forgemasters and others
- Improve current and future resilience to climate risks through catchment-based approaches to manage flood risk that promote natural flood management (that in turn helps to mitigate and adapt to a changing climate) and take greater account of the potential for overheating and water scarcity in all infrastructure and place development.

Objective 2: By 2040, SCR will be recognised as the ‘The Green Heart of Great Britain’ with a clean, efficient and resilient energy system, which supports a healthier environment for people to live, work and visit, and which drives our transition to a low carbon economy moving us towards our goal of achieving net zero carbon emissions

- Deliver the SCR Energy Strategy, particularly key projects around mine water (use energy from mines to heat/cool homes and businesses) and hydrogen (generate, store and distribute hydrogen to bus depots, the iPort and business parks)
- Deliver a strategic programme to improve the energy and resource efficiency of business premises and poor housing stock

Objective 3: By 2040, SCR will be well connected with a thriving digital sector and digital technology, innovation and skills driving economic growth and better outcomes for all

- Digital Infrastructure investment - rollout of Full Fibre to the Premise (FFTP), Full Fibre to the Home (FFTH) and delivery of 5G mobile network
- Skills Advancement – range of initiatives to deliver digital life-long learning and development of skills for future jobs including piloting the Digital Skills Partnership, graduate/industry linkages, new digital Institute of Technology, increasing teaching capacity, refocusing Adult Skills Budget
- Innovation-based business investment - grow a nationally significant tech cluster by building on SCR’s rapidly growing existing cluster
- Network and knowledge development - expand digital business networks, bringing large firms and SMEs together to tackle specific R&D problems, university and AMRC leading on innovation and commercialization, and embed a more pervasive culture of knowledge exchange and collaboration

Objective 4: By 2040, SCR will provide a high quality, energy efficient and accessible built environment improving the ‘liveability’ of our neighbourhoods and ensuring access to suitable housing and employment premises for all

- Modern methods of construction – implement a programme to drive forward modern methods of construction focusing on the sustainability of materials, offsite manufacturing and an enhanced skills base across SCR’s construction sector

- Planning – building on the SCR Statement of common ground, develop coordinated and consistent principles for developments across SCR for employment and housing land delivery delivered through cross-authority land assembly and master plans.
- Low carbon homes – planning principles for low carbon homes to be enhanced across SCR to ensure new build is net zero carbon and implement retrofit programmes for existing properties addressing fuel poverty and carbon minimisation
- **Social housing and inclusion – review along these lines**

Objective 5: By 2040, our natural capital will be enhanced through investments and environmentally positive decision-making

- Ecosystems services investment programme linked to an urban national park
- Biodiversity and natural capital built into all decision-making achieving environmental net gain including through offsetting and compensatory habitats

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Culture and Place

Culture and place challenges

SCR has some of the highest economic inactivity and unemployment rates across all LEP areas – overall it is the 7th most deprived. Improving the vitality of ‘place’ will complement the investment in ‘people’ as a key strand of our strategy.

Barnsley, Doncaster and Rotherham town centres have been struggling to cope with retail restructuring, competition from out of town attractions and the impact of wider environmental degradation.

There are clear spatial differences across SCR in terms of life expectancy, employment, income, population growth and house prices

There will be rapid growth in older households and stagnant growth in working-age. SCR must be a good place to grow older.

Lower visitor numbers and spend than other comparable city regions, low participation in culture, low proportion of employment in cultural sectors compared to national levels (Barnsley, Doncaster, Rotherham classed as ‘least engaged’).

Too few significant assets and programming, limited collaboration on culture and sport across the SCR and many residents do not engage or benefit.

“**Cosy consensus**”. There is a sense amongst some stakeholders that all is well and that the scale of our offer is appropriate to the nature of our small creative makers (of which there are many).

Plan of action

The focus of the offer will be to address the spatial inequalities that exist in SCR through a transformational programme, to enhance the distinctiveness of local places, foster a more distinctive creative culture boost the visitor economy and improve community engagement and civic pride.

1. Culture and sport focused place based transformational programme
 - Town centres require improvement that both enhances their 'liveability' and celebrates their local distinctiveness. Using culture and sport as the focus will help achieve both goals.
 - Foster a distinctive SCR creative culture that helps to boost entrepreneurship (both profit and non-profit/social enterprise) through 'broad spectrum' cultural transformation and attracts and retains talent
2. Events programme to boost our visitor economy
 - SCR 'punches' below its weight culturally with a smaller visitor economy than other comparable city regions. Developing and delivering a nationally significant events programme will increase the profile of SCR and increase its visitor numbers and spend.
3. Focal point for sports and activity
 - Build on SCR's natural assets and outdoor opportunities to become known as the country's centre for sport and activity with a continuous events programme and major uplift in participation from all sections of the community across all neighbourhoods.

Culture and Place Objectives

Objectives	Address spatial inequality	Enhance distinctiveness of local places	Increase visitor profile and visitor economy	Increase engagement in arts and sports
Objective 1: To enhance the quality of local environments and their 'liveability' through a focus on culture and sport	✓	✓	✓	✓
Objective 2: To increase the profile of SCR as a visitor attraction and increase the size and value of SCR's visitor economy		✓	✓	✓
Objective 3: To position SCR as the country's centre for sport and activity with an associated increase in participation by residents and visitors	✓		✓	✓

Interventions

Art and culture focused place based transformational programme

- With an overarching quality and sustainable design focus being promoted at SCR level (see Infrastructure section), this intervention will be more focused at the town and village level placing creative communities, arts and culture, active travel, the community and the environment at their centre. Key activities are likely to include:
 - Appointment of a Cultural Commissioner to identify priority cultural investments supported by the Mayoral Capacity Fund
 - Local funding mechanism, such as the Mayor's Fund, to enable local communities to influence local action related to culture and place-distinctiveness.
 - Business support for SMEs in the creative and cultural industries

Events programme to boost our visitor economy

- Developing and delivering a nationally significant events programme will increase the profile of SCR and increase its visitor numbers and spend. Sheffield will be a key focus as a magnet city as part of a City Region of Culture. Suggested visitor economy programme of events includes:
- International Business Events Action Plan; World Heritage Site plan; internationally significant institute of the arts; double the size and scale of our conference, exhibition and arts spaces; promotion of the SCR events offer

Focal point for sports and activity

- Build on SCR's natural assets and outdoor opportunities to become known as the country's centre for sport and activity through:
- A continuous events programme and major uplift in participation from all sections of the community across all neighbourhoods.
- SCR will be a home for major Sports events, building on the Rugby League World Cup, Invictus Games, Tour de Yorkshire, Premier League Football, world class cycling events such as the Tour de Yorkshire, the British Bouldering Championships and 10km, half and full marathons

A strategic and targeted programme is required to improve the green and blue infrastructure across SCR (see Infrastructure section) exploiting local ecosystem services for the benefit of local communities and businesses and maximising leisure and recreational opportunities wherever possible.

How our Priorities Area interrelate

	Business Growth	Skills and Employability	Transport and Mobility	Infrastructure	Culture and place
Business Growth		Industry 4.0 will require highly skilled employees and a growing economy will require more employees at all levels.	Business growth related to transport assets such as Doncaster Sheffield Airport will lead to growth in transport sector and new business model will require enhanced connectivity.	Business growth in the digital economy and increasing digitisation across all sectors.	Business growth will revitalise town centres enhancing prosperity and spending power as well as rejuvenating employment sites and premises
Skills And Employability	Improving skills levels is crucial for SCR to lead the 4 th Industrial Revolution. Digital, AI, big data and supporting soft skills will be fostered through education, upskilling and re-training initiatives.		Improved skills enable growth in transport sector particularly future mobility and the use of alternative technologies to support the transition to a low carbon economy e.g. electric vehicles	Improved skills enable growth in digital and energy sectors including alternative technologies to support transition to a low carbon economy	Increased skills and employment opportunities will reduce deprivation levels with greater local spending power sustaining town centres and supporting growth of cultural industry
Transport	Transport connectivity provides access to skills and markets and transition to low carbon economy will create business opportunities	Connectivity provides opportunities to access skills and employment and growth in this area provides skills and employment opportunities		Improved connectivity facilitates more balanced housing markets	Improved East-West connectivity will address current congestion levels that are affecting the prosperity of some town centres
Infrastructure	Digitisation is key to business growth in the 4 th Industrial Revolution. Quality housing attracts highly skilled workers, potential for growth in energy and natural capital sectors	Digital literacy and skills key to 4 th Industrial Revolution working and new generation employment	Low carbon energy developments facilitate new transport opportunities, green infrastructure contributes to active travel, resilient infrastructure supports transport development, new housing requires new/less congested transport		Improved digital communication, clean air and balanced housing markets contribute to quality of place and enhanced local culture across SCR's towns and cities.
Culture And Place	Quality places provide business advantage and attract high skilled workers, resilient business premises support growth	Growth in this area provides skills and employment opportunities, resilient education institutions and employment premises sustain skills and employment growth	Enhancing quality of local places contributes to greater liveability, with more active and sustainable travel	Enhancing quality of places will support well-connected residential and commercial development	

Financial Implications

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Metrics

As stated in the progress to date, economic growth has been observed but SCR has not closed the gap on the national average or seen inclusive growth fostered. As a result, numerical objectives need to be smarter and about quality. However, the available data does not always identify quality or identify causality. However, the following indicators and metrics are supportive in understanding the progress towards the aim and vision:

TBC – will include headline figures

Theme	Indicator / aim	Data source
Overall	GVA Growth	ONS
	Productivity Growth	ONS
	Employment growth (delete employment add earnings and CO2)	ONS
Connectivity and Infrastructure	Public transport usage	Annual cordon counts
	Car usage is falling	DfT car miles data
	Active travel mode share	Census
	5g and FF Broadband coverage	DCMS & Ofcom
Skills & Employment	Proportion of employees on low earnings	Annual Population Survey

Proportion of employees in managerial professional occupations	Annual Population Survey
Proportion of working-age population at NVQ3 and above	DfE admin data
'Attainment 8' scores	DfE admin data
Proportion of workless households	Annual Population Survey
Out-of-work benefits claimant rate	DWP Longitudinal Study
Indicator / aim	Data source
Domestic energy efficiency: proportion of EPC C rated homes	MHCLG domestic EPC register
Air quality: no. designated Air Quality Management Areas (AQMAs)	Defra
Participation in cultural activity	Active Lives Survey
CO2 emissions	(tbc)
Neighbourhood deprivation	Index of Multiple Deprivation
Fuel poverty rate	BEIS sub-regional fuel poverty statistics
Index of private rental costs	VOA admin data
House price to earnings ratio	ONS combined data

Statutory homelessness	Local Authority admin data
Labour productivity	ONS
GVA growth per capita	ONS National Accounts
Business birth and survival	HMRC admin data
Highly Skilled People in Labour Market (& Graduate retention)	Annual Population Survey (& DLHE survey)
R&D investment	BERD Survey (tbc)

TBC – specific figures linked to outcomes.

SCR LEP will continue to work with partners to develop the evaluation project and learn from the findings and recommendations. It will promote evaluation through its work and continue to ensure evaluation is embedded across all its work.

Financial Implications

TBC covering cost of interventions and savings interventions will make to the public purse.

DRAFT

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