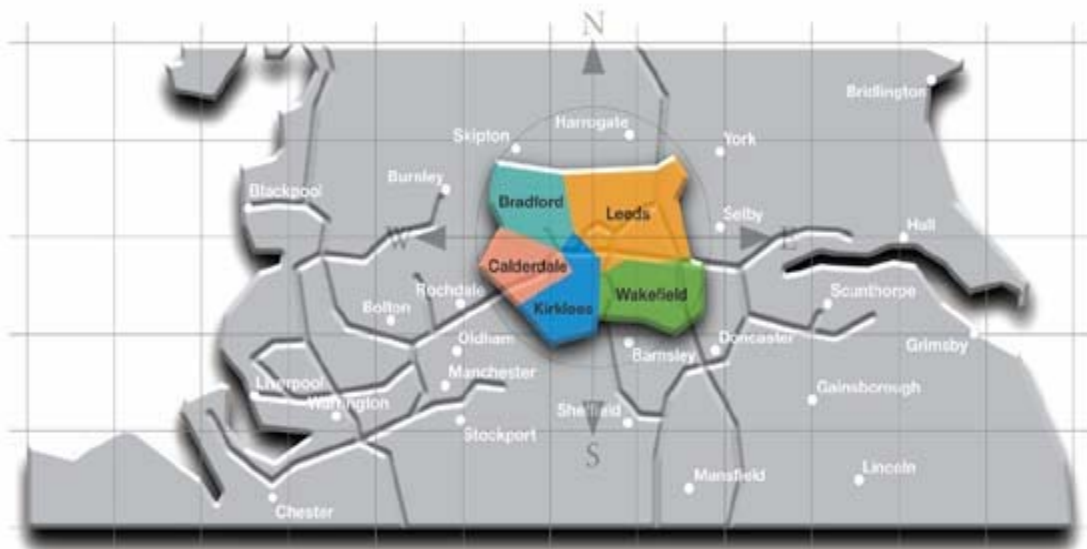


WEST YORKSHIRE INVESTMENT PLAN 2004/5

**As approved by the Partnership Board
16th March 2004**



INVESTMENT PLAN FOR WEST YORKSHIRE

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SECTION 1

Introduction

This is the first Investment Plan for West Yorkshire and covers the period 2004 – 2009. Investment planning is a new approach to joining up public sector funds to maximise their impact on delivery of the Regional Economic Strategy (RES). This investment plan reflects the sub-region's best judgement of the economic development actions needed to radically improve West Yorkshire's fortunes.

The Investment Plan

Each of the four sub-regions in Yorkshire and the Humber – North, South and West Yorkshire and the Humber – have produced Investment Plans agreed by their Sub Regional Partnership. In West Yorkshire this is the West Yorkshire Economic Partnership.

Investment Planning is designed to build on the previous sub regional action planning (SRAP) approach to ensure a more open, inclusive and integrated programme of economic development. The Partnership laid the foundations for the Investment Plan in the strategy-building, master-planning, feasibility and early delivery programmes begun in the first two years of SRAP and will take these forward over the next five years.

The three main additional benefits will be

- Joined up delivery adding value to public sector investment.
- Better quality, sustainable projects
- Stronger partnerships and greater transparency.

The West Yorkshire Investment Plan has been developed through a number of stages developed by the Partnership's Research Group in collaboration with Yorkshire Futures at both sub regional and area level, including

- **Investment Themes** (Section 2)
- **Resources** (Section 3) .
- **Partnership and management arrangements** (Section 4)
- **Evaluation and monitoring** (section 5) .

The Sub-Regional Context

West Yorkshire covers an area of 2,034 sq km – 13.2% of the region and is one of the most dynamic and significant economic areas in the UK, playing a key role as the driver of the Yorkshire and Humber region. It has a population of just over two million – 42% of the region's total and 42.5% of the region's business base. Leeds, the regional capital, has enjoyed fast growth and is firmly established as the leading financial and commercial centre outside London.

A compact and cosmopolitan area, the West Yorkshire conurbation is strategically placed at the centre of the UK with excellent access by motorway, air and rail. It straddles the Trans-Pennine M62 Corridor and the North/South M1/A1 routes. By rail the sub-region is only two hours from London and is served by Leeds Bradford Airport for both domestic and international flights.

West Yorkshire is a vibrant, forward-looking sub-region with fine cities in Leeds, Bradford and Wakefield and the large towns of Huddersfield and Halifax with a successful commercial heritage. Manufacturing and textiles have been core drivers of the economy resulting in supply

chains and centres of excellence for training, technology and design supported by further and higher education expertise.

Modern industrial development has been diverse and features strengths in e-business, digital, print, bioscience and chemical clusters. The ICT (Information & Communications Technology) infrastructure is well developed with broadband access readily available for over 50% of the residences within Yorkshire and Humber.

The surrounding landscape includes stunning Pennine valleys and both Peak District and Yorkshire Dales National Parks. West Yorkshire has impressive historical architecture and many cultural attractions, including the theatres and literary connections with the Brontes at Haworth.

Creative industries and tourism feature strongly in new business formation in the sub-region. Thriving retail, nightlife and leisure facilities attract visitors from a wide area.

Diversity is a strength of both the population, which is home to a wealth of minority ethnic communities and cultures, and the economy, which is broadly based and resilient to economic pressures.

Traditional labour market skills in manufacturing are supplemented by a pool of talented graduates emerging from the four universities in the sub-region, which have specialisms in engineering/textiles/ advanced manufacturing; digital (computing, multi-media and creative); healthcare and business/management. Skills in customer service, IT, finance and administration are also well represented in the many Head Offices of financial institutions and customer service centres based in West Yorkshire.

Bradford

Bradford and its surrounding area became a Metropolitan District Council in 1974 and its population has continued to grow. Although textiles have declined during recent years, the local economy has diversified and the area now has strengths in engineering, printing and packaging, chemicals, financial services, high technology and the media industries. Bradford has a well-established university, with some strong links to industry and the community. Attractive towns amid Bradford's rural hinterland, such as Ilkley, strengthen Bradford's ability to attract visitors, as do its Bronte connections in Thornton and Haworth. More recently there have been moves to regenerate the majesty of landmark industrial buildings such as Manningham Mills and the Little Germany area and to utilise these in taking the City forward.

Bradford Local Strategic Partnership Strategy Objectives

- **Economy and Jobs**
Develop skills to create wealth and better employment opportunities. Improve knowledge creation in public, private and vol/com sectors. Promote innovation in manufacturing and service sectors. Promote e-commerce, new technology, financial services, cultural industries, and revitalise established employment base.
- **Connect 5**
Supporting five cross cutting themes – raising the aspirations, creativity of young people; maximising investment opportunities to benefit local communities; contributing to city centre redevelopment and relating to developments district-wide; improving the image of the district; narrowing the gap in relation to deprivation across the district
- **Learning and Development**
Encourage education and learning for personal and career development. Develop learning opportunities and resources for all ages. Highlight links between learning and skills, employment and successful businesses.

- **Connecting the District**
Develop communications technology and infrastructure. Enable communication between citizens, neighbourhoods and communities, businesses and customers. Develop processes and skills to make the most of the opportunities presented by digital communications.
- **Develop the Transport Infrastructure**
Improve transport for the people who live and work in the district as a priority. Improve regional, national and international transport links to support businesses and visitors.
- **Equality of Opportunity and Diversity**
Focus on social inclusion for those most in need. Seek to build understanding between communities and offer a shared future within the district. Provide opportunities for all citizens to participate and contribute to the quality of life for the whole district.
- **Health / Social Well Being**
Promote healthy living and tackle ill-health and inequalities in health. Make efficient use of resources and minimise pollution with new processes and technologies.

Calderdale

In the latter part of the 20th century there was a decline in manufacturing industry but to a certain extent this was compensated for by a strong growth in financial and business services – and illustrated by the imposing presence of HBOS. The desirability of many parts of Calderdale as a place to live has to a certain extent helped the area cope with some of the worst effects of economic change. However the attraction of better off commuters has to some extent masked some of the problems of the loss of local employment and there is a growing concern that to rely on jobs in neighbouring areas will not provide Calderdale with a sustainable future. The district has a number of wards with a high level of deprivation which are not benefiting from the economic growth.

In recent years, many old industrial premises, (such as Dean Clough) have been refurbished for offices, high-tech or start up companies, but many others have now been converted for residential use. The need to find land and premises for new employment remains a key issue.

Much of the district is rural in character and the area has the highest proportion of people in West Yorkshire working in agriculture. Due partly to this attractive landscape, tourism also plays an important part in the well being of the Calderdale economy with attractions like the newly restored Rochdale Canal, Hardcastle Craggs and attractive towns like Hebden Bridge.

Calderdale Local Strategic Partnership Strategy Objectives

- **A Sustainable Economy**
Raise employability of local people through better education and vocational training. Improve the competitiveness of business to improve business stock particularly in deprived communities. Enable locally driven regeneration initiatives. Improve transport links in and out of Calderdale.
- **Healthy Communities**
Improve health and wellbeing, reduce inequalities in health across groups and areas. Improve health and social care provision. Improve housing quality.
- **Safe Communities**
Reduce crime with initial focus on house burglary, robbery and car crime. Minimise crime through preventative measures. Increase the feeling of safety across the community and improve safety on the district's roads.
- **Lifelong Learning**
Ensure high quality education and day care. Develop a culture of learning and create lifelong opportunities for learning, enterprise and initiative. Improve quality of provision and standards of achievement.

- **Environment**
Ensure efficient use and protection of natural resources. Conserve and enhance the historic heritage and local wildlife habitats. Maintain a clean natural and built environment.
- **Community**
Give communities the capacity to influence their future and community life. Strengthen community, understanding and cross community engagement. Improve access to public services including utilising new technologies.

Kirklees

The gradual decline of its traditional manufacturing base has been a problem in Kirklees, especially in Huddersfield, Dewsbury and Batley in the north of the District. However, there has been growth and acceptance of the value of service sector jobs, and the presence of Huddersfield University has helped to bolster the pool of expertise and higher level skills in the areas, together with the infrastructure development, which has attracted some inward investment. Tourism has also become important to rural as well as urban parts of the area with the development of routes up the Colne and Holme Valleys.

Although Kirklees has been less successful than other parts of the country in developing its business base; between 1991 and 1999 there was a 50% increase in the number of businesses in the area, with most of the growth amongst the smallest firms. In the late 1990s, Huddersfield utilised European and other funding to launch its Creative Town project, and its emphasis on the creative industries (backed up by a strong reputation in fields such as poetry and music) is helping it to move forward with positive links to the digital industries as well as the arts.

Kirklees Local Strategic Partnership Strategy Objectives

- **Create a Stronger Economy**
Increase the number of new business in Kirklees, safeguard and grow existing firms, diversify the economy in growth sectors, clusters. Connect people to economic opportunity. Develop an adaptable workforce. Reduce barriers to employment.
- **Reduce discrimination**
Promote understanding, develop a community strategy, tackle racism and discrimination. Ensure agencies involve communities in decision making. Tailor services to meet the needs of different groups. Deliver a cultural programme to reflect the diversity of Kirklees. Establish common systems for reporting incidents. Help those who experience disadvantage in obtaining work. Increase activities available to minority communities and ensure they are affordable.
- **Better Connected**
Provide more integrated transport in urban and rural areas. Improve links with neighbouring cities and major towns. Work with Metro to produce a high quality integrated public transport system. Provide better facilities for walking and cycling. Ensure all areas have access to Broadband. Help people in disadvantaged communities improve skills in using computers. Ensure residents can access council services using computers.
- **Increase Educational Attainment**
Increase attainment at all levels and variations between communities and genders.
- **Safer, Cleaner and More attractive Environment**
Tackle crime and disorder. Improve road safety and prevent accidents in the home and workplace. Reduce the number of accidental fires and arson attacks on schools. Make the most of land and buildings and promote imaginative use of brownfield sites. Improve services to streets, roads and public rights of way. Protect and improve the natural environment. Implement energy conservation measures.

- **Improve Health and Wellbeing**
Access for all to high quality health and social care services. Invest in public health programmes on key areas.
- **Housing**
Increase the number of affordable homes in Kirklees. Develop creative planning techniques for new housing developments and estate regeneration schemes. Improve the standards of public and private housing. Ensure an adequate supply of housing to meet the needs of the district.
- **Vibrant Town Centres**
Develop strong town identities. Support economic and environmental development that will improve the appearance, economic performance and employment opportunities in town centres. Increase the number of people living in town centres. Develop features that attract visitors.
- **Develop individuals and communities**
Increase educational attainment amongst individuals. Make use of existing community facilities. Provide access to learning opportunities. Support learning providers including the voluntary/community sector. Develop vibrant communities with power to make decisions. Encourage area committees to identify learning needs and to recognise cultural diversity.

Leeds

Leeds Metropolitan District extends over 562 square kilometres (217 square miles) and has a population of 715,000 (2001 Census). The metropolitan area includes the city centre and the built up areas that surround it, the more rural outer suburbs and several towns, all with their very own identities.

Leeds has transformed itself from a mainly industrial city into a broadly-based commercial centre and is now one of the most important financial, legal and business services centre in the country outside London. 448,000 people work in the City with nearly 108,000 commuting into the City (2001 Census) from beyond the district boundary. Leeds currently has historically low levels of unemployment and has seen major investment in housing, offices, shops, transport and other facilities. Unlike many other English cities, Leeds' population has also grown during this period of change, a sign that people have confidence in the future.

Leeds has developed as the leading city in Yorkshire and the Humber and is widely recognised as the regional capital. Despite Leeds strong economic position, the city still lags behind many other key European cities in terms of innovation, productivity, transport, information and communication technology and skills. It is also recognised that not everyone in the city is benefiting from the general economic growth outlined above.

Vision for Leeds II – the Local Strategic Partnership Strategy Objectives

The Vision for Leeds is an internationally competitive European City at the heart of a prosperous region where everyone can enjoy a high life.

- **Going up a league** as a city – making Leeds an internationally competitive city, the best place in the country to live, work and learn, with a high quality of life for everyone.
- **Narrowing the gap** between the most disadvantaged people and communities and the rest of the city.
- **Developing Leeds' role as the regional capital**, contributing to the national economy as a competitive European city, supporting and supported by a region that is becoming increasingly prosperous.

Leeds will do this by developing the following actions:

- Improve Public Transport
- Tackle Crime Drugs and Anti-Social Behaviour
- Make Leeds Europe's Cleanest City
- Regenerate Areas and Restore Price in all Places
- Improve Learning and Achievement in Schools
- Build and Improve Key Roads
- Develop the Aire Valley
- Expand the City Centre
- Improve the Cultural Life of the City
- Provide a Healthy Start to Life
- Develop World Class Services
- Improve the Image of the City

Wakefield

The coalfield closures in the eighties left parts of the District, especially the East and Southeast, with weak economies. The closure of the Prince of Wales colliery, Pontefract, in 2002 and the Selby closures (which currently employs a large percentage of it's workforce from the Wakefield area) indicate the continuing vulnerability of the local economy to decline in traditional industries.

The District's priorities in terms of growth sectors are food and drink, creative and digital industries and advanced manufacturing. Textiles, glass packaging and environmental industries are also significant employers and the District is home to the Chemical Industries Regional Centre of Excellence (CIRCE) at Castleford.

Flagship developments include the Xscape Snowdome at Glasshoughton, and the development of Wakefield City Centre, Castleford town centre and Wakefield Waterfront under the urban renaissance programme.

Wakefield Local Strategic Partnership Strategy Objectives

- **Crime and Safety**
Create a safe environment, reduce and prevent crime.
- **Health**
Develop health care services in the community. Reduce health inequalities between communities, tackle domestic violence, promote health and social well being in young people.
- **Develop a dynamic local economy**
Encourage investment, promote and market the image of the district, urban renaissance of Wakefield City, reconnect the coalfield communities in the SE of the district. Five Towns initiative.
- **Invest in People**
Access to early years education and childcare, raise standards of achievement in pre-16 education. Encourage further and higher education. Develop cultural activities and informal learning. Raise skills through community development.
- **Improve the local environment**
Promote and maintain a clean and attractive environment, improve transport choice and reduce the need to use private cars. Improve the range and quality of cultural and leisure opportunities across the district.

- **Community**

Provide information, develop cohesive communities, engage local communities, tailor plans to the local community, develop respect and celebrate diversity, build trust.

SECTION 2

This Investment Plan aims to strengthen the delivery of the Regional Economic Strategy, the European Structural Funds Programme and the aims of the five Local Strategic Partnerships (LSP) in West Yorkshire. It does this through the identification of key themes and spatial areas for intervention in the sub region, which deliver specific elements of the RES, the Objective 2 Programme and the LSP strategies.

The Regional Economic Strategy

The RES is owned and delivered by the whole region working together. It sits within the Advancing Together Strategic Framework co-ordinated by the Yorkshire and Humber Assembly and it is integrated with the framework for Regional Employment and Skills Action (FRESA).

The Strategy has three aims: -

- a) Releasing and enhancing the potential of all Yorkshire and Humber's people to achieve a healthy learning region and social inclusion;
- b) Growing existing and new businesses to achieve a high and stable levels of economic growth and jobs; and
- c) Utilising the full potential of Yorkshire and Humber's physical and cultural assets and conserving and enhancing it environment to achieve an integrated, sustainable economy.

A framework of six objectives underpinned by six cross cutting themes will deliver these aims.

- Objective 1: To grow the region's businesses, focusing on key clusters, to create a radical improvement in the competitiveness, productivity and value they add to the regions wealth.
- Objective 2: To achieve a higher business birth and survival rates to create a radical improvement in the number of new, competitive businesses that last.
- Objective 3: To attract and retain more private and public investment in the region by providing the right product for investors and more effective marketing of the region.
- Objective 4: To achieve a radical improvement in the development and application of education, learning and skills, particularly high-quality vocational skills.
- Objective 5: Connect all the regions communities to economic opportunity through targeted regeneration activity.
- Objective 6: Enhance and utilise the regions infrastructure of physical and environmental assets.

The six cross cutting themes are:

- 1) Environmental good practice
- 2) Partnerships
- 3) Geographic adaptation
- 4) Social inclusion and diversity
- 5) Creativity, innovation and technology
- 6) Employment and skills.

The **European Structural Fund Objective 2 programme** features five priorities for the Yorkshire and Humber region:

- 7) A new entrepreneurship agenda
- 8) Bringing down barriers to competitiveness
- 9) Supporting community led economic and social renewal
- 10) Capturing the employment benefits of diversity (of the region's geography)

Objective 2 Investment Partnership (access to loan finance)

Management, Development and Implementation of the West Yorkshire Investment Plan

In determining the framework for the development of the West Yorkshire Investment Plan the prime consideration was that existing structures and organisations should be engaged as far as possible. This has resulted in a remarkably high level of partnership working since it is the partners that are actively engaged at all levels in the development, management and implementation of the Investment Plan.

The West Yorkshire Economic Partnership has nominated lead agencies to co-ordinate each major Investment Theme, in line with their areas of accountability, to ensure that investment decisions are properly aligned with mainstream strategies and resources. These are:

Urban and Rural Renaissance:

- Bradford - Bradford Metropolitan Council
- Calderdale – Calderdale Metropolitan Council
- Kirklees – Kirklees Metropolitan Council
- Leeds – Leeds City Council
- Wakefield – Wakefield City Council

Business Support (Theme Group):

- West Yorkshire Enterprise Partnership (Business Link West Yorkshire)

Connecting People:

- Skills and Learning (Theme Group) - Learning and Skills Council
- Investment and Connectivity (Theme Group)- METRO

These agencies have convened spatial or theme groups, informed by wider Partnership discussions including workshops and conferences which have identified the priority programmes and projects that have been agreed by the Sub-Regional Partnership. These groups will also have responsibility for working with Yorkshire Forward and other funding agencies project managers in the future development of those projects and programme areas including financial approval through PMF and other processes.

Responsibility for the overall impact of the Plan will rest with the Sub Regional Partnership, which will also have responsibility for further development of this and the future Investment Plans.

SECTION 3

INVESTMENT THEMES IDENTIFIED IN THE STRATEGIC ECONOMIC ANALYSIS

The West Yorkshire Strategic Economic Analysis has been produced to support the Investment Planning process in the sub-region. It provides a contextual analysis of the sub-region (part 1), details of how West Yorkshire and the localities within it fare on key indicators (part 2), and maps project activities against key objectives of the Regional Economic Strategy (part 3). In doing so, it points to some key issues and implications for action in West Yorkshire (part 4), which informed the process of project prioritisation and commissioning.

It can be accessed from the Yorkshire Futures website at

www.yorkshirefutures.com

The conclusions of the Strategic Economic Assessment have enabled partners to determine the themes for investment in the Plan. Each Theme or Spatial Group has considered the findings of the SEA, the mapping of existing resources and provision and has identified the opportunities or challenges which merit further investment. These are shown below.. Each theme demonstrates how it links to and addresses the findings of the SEA. Clearly the links made are not exclusive as a number of the themes will contribute to a much wider agenda than is suggested below.

Business Support Themes

Innovation & Clusters

- 1. International Trade Support & Aftercare** – This addresses the issues of West Yorkshire’s poor performance on trade and how the sub-region can better embed investments in the region.
- 2. Environmental Business Support** – This links to the possibilities of exploiting growth in environmental industries, productivity improvements related to resource efficiency and assisting businesses through waste minimisation, recycling and energy efficiency.
- 3. ICT Adoption** – This will help address West Yorkshire’s performance on innovation.
- 4. Graduate Placements in SMEs** – This will also address the innovation issue and improve the sub region’s links with Higher Education.
- 5. Innovation for SMEs** – Will address current poor innovation levels.
- 6. Cluster Support** (i.e. manufacturing, digital, food & bio/chemical) – This activity will address a number of issues highlighted in the SEA including Manufacturing decline, poor productivity, poor innovation and low levels of exports.
- 7. Key Sector development** (e.g. healthcare, creative, tourism, technical textiles, construction) – This activity arises from the need to address the decline in manufacturing with work on productivity and innovation.

Enterprise

- 1. High Growth & Graduate Start Up** – This will address West Yorkshire’s problems with both new business formation and business survival.
- 2. Young Business & “Lifestyle” Business** – This theme will also address the business formation and survival issues.
- 3. Business Incubation** – This theme looks to remedy the problem of survival rates and the lack of support infrastructure for business incubation.

4. **Social Enterprise** – This should address the problems of start-ups, fragmented support for Social Enterprise and also assist with problems of deprivation in the sub region.
5. **Black Minority Ethnic (BME) Access** – This will address start up and survival issues
6. **Social Inclusion** – This theme looks to address the problem of particularly low business start up/ownership in the 20% most deprived wards.
7. **Enterprise Culture, including Young People’s Enterprise** – This should address most of the Business Birth and Survival issues but should specifically help with low start up rates.

Connecting People Themes

Learning & Skills

1. **Widening Participation** – This theme links to issues around low participation levels in learning, with particular emphasis on specific disadvantaged groups and poor literacy and numeracy..
2. **Skills progression** – Activities around this area will address a of number of issues raised in the SEA including, low GCSE attainment, NVQ level 4 and above attainment and ability to make an informed choice of learning at each stage.
3. **Learning Connectivity** – This looks to address both the skills mismatch issue and the need to ensure that learning supports any planned regeneration of communities.
4. **Implementing Skills Strategy** – Focuses on workforce development, promoting the advantages of learning to employers and addressing the skills mismatch issue.
5. **Enterprise and Creative Skills** – This theme will address a number of issues identified in the SEA, ensuring young people achieve a good learning base, building on Education and Business Partnership and informed career choices.

Invest, Connect, Enhance (ICE)

1. **Transport** – This theme looks to address the connectivity opportunity presented by the sub region’s central position, the problems of increasing traffic levels and the need for better transport links and the need for better connections with major air hubs.
2. **Environment** – The assets of the sub-region are a great opportunity to build on and this theme will look to develop this area.
3. **Access to Employment** – This theme should build on the opportunity presented by West Yorkshire’s location and address the issues around increasing congestion and often poor local transport links.
4. **Attracting & Embedding Investment** – This theme will aim to address the problems of the uncertain inward investment market, build on the qualities of the sub region for attracting inward investment and utilise the attractiveness of the key assets of the sub region.

Urban & Rural Renaissance Themes:

1. **City Centre Renaissance** – This theme will address of number of points in the SEA including capitalising on the existing assets of the sub region, developing the urban renaissance approach and consequently looking at market failure in the property market in some areas of West Yorkshire.
2. **Urban & Rural Area Based Initiatives** – This theme covers a number of interrelated issues in the SEA including utilising the existing assets of the sub-region, linking learning to regeneration, addressing the high levels of deprivation in some areas and communities of West Yorkshire and developing the urban renaissance approach.
3. **Marketing of Assets in City Region/Districts** – This theme will aim to build on the existing cultural offer of West Yorkshire and its positive environmental legacy.

SECTION 3

RESOURCES

The Investment Plan seeks to draw together all resources available to deliver the Regional Economic Strategy into an integrated planning and project development process. Clearly this is an ambition that can only be achieved over time and will be an incremental process.

In the first instance, the principal resources will come from Yorkshire Forward, EU structural funds (i.e. Objective 2 and European Social Fund) and Local Authority budgets.

Government investment in business support (DTI/Small Business Service), learning & skills (DFES) which is deployed through Business Link and the Learning and Skills Council will be aligned as closely as possible to the plan, thus enabling regional resources to integrate with and enhance national government policy initiatives. This will take place within the framework of "Better Deal for Business", the regional approach to the co-ordination for business and skills provision for customer benefit.

The Investment Planning process is involving other agencies and it is the intention that the importance of their resources will be acknowledged in the plan and that greater alignment is planned for the future. These agencies include the Strategic Health and Housing Authorities, Jobcentre Plus, Higher Education Funding Council, DEFRA, Lottery (especially heritage lottery in the first instance), English Heritage and the Environment Agency.

SECTION 4

PARTNERSHIP AND MANAGEMENT ARRANGEMENTS

The West Yorkshire Partnership Board is entirely new and sits at the top of the Investment Planning process. It : -

- carries ultimate decision making powers with full budgetary control and is responsible for providing strategic direction to the operation of the Investment Plan as well as endorsing individual projects for submission to identified funders;
- provides a forum for partners in West Yorkshire to discuss matters of common concern and interest affecting the region or sub-region relating to the promotion of the sustainable economic, social and environmental well-being of West Yorkshire;
- considers matters where a West Yorkshire response may be required or desirable;
- influences the plans and strategies of local, regional, national and European organisations who have the ability to improve the economic, social and environmental well-being of West Yorkshire;

The Board is advised by an Executive Group which: -

- agrees on issues to be put to the Partnership Board and makes recommendations as to future action;
- is responsible for ensuring that Board decisions are implemented;
- manages the supporting structure of the Support Group, the Technical Support Group and Theme/Spatial Groups and agrees forward work plans for each group– the Executive Group will also review the structure and responsibilities of groups as circumstances change;

Technical/Executive Support Groups: -

- implements requests from the Executive Group to consider particular policy issues;
- provides a general forum for considering current issues;
- considers and resolves technical issues arising from SRAP/SRIP projects;
- reviews progress being made on the alignment of funders appraisal and approval systems;
- will develop the Partnership's website – particularly the effectiveness of communication between the Partnership and other groups;
- considers quantitative and qualitative progress being made by Investment Plan projects and briefs the Executive Group;
- implements action requests from the Board and Executive Group;
- is responsible for continuous improvement in project development, appraisal, management information, monitoring and evaluation systems and for ensuring the exchange of best practice and general communication between projects;

Below these groups is a spatial group which considers urban/rural renaissance projects on a geographical basis and theme groups which are sub-region wide and do the same for business support, skills and connectivity projects. Process flowcharts, selection criteria, membership, terms of reference and processes are available for all these groups.

There is also a Rural Partnership and a Research Group which have more general consultative/co-ordination/networking roles.

PROCESS FRAMEWORK

Gateway contacts are as follows: -

Business support	James Flanagan Business Link West Yorkshire	James.Flanagan@blwy.co.uk	(0113) 3837716
Skills	Alison Durrant West Yorkshire Learning and Skills Council	alison.durrant@lsc.gov.uk	01274 444149
ICE (Connectivity)	Kate McNicholas Access to Employment	kate.mcnicholas@bradford.gov.uk	(01274) 431761
	Jonathan Hepton Access to Transport	jonathan.hepton@wypte.gov.uk	0113 251 7335
	Adrian Curtis Embedding Investment	acurtis@groundwork.org.uk	0113 238 0601
Spatial District contacts	Tim Whitfield (Bradford MBC) Paul Stephens (Leeds CC) Adrian Rose (Calderdale MBC) John Ladley (Wakefield MBC) John Griffiths (Kirklees MDC)	tim.whitfield@bradford.gov.uk paul.stephens@leeds.gov.uk Adrian.Rose@calderdale.gov.uk jladley@wakefield.gov.uk john.griffiths@kirklees.gov.uk	01274 433558 0113 247 4462 01422 392246 01924 295827 01484 221662

Initial expressions of interest for projects go to gateway contacts who then advise as to next steps.

All project ideas then need to be considered by theme/spatial groups. It is their responsibility both to commission activity and to consider individual projects against criteria such as, whether they duplicate existing activity, whether linkages have been made where appropriate with other strategic partners within the theme/spatial group, fit against RES and the priorities identified through the Strategic Economic Analysis as well as value for money.

Supported activity is then summarised into a one page proposal and is then considered by the Executive Group which decides: -

- Whether these projects/packages will deliver Investment Plan priorities;
- How these projects contribute to achieving balance across the geographical and theme areas, and to what extent they meet priority needs or developing opportunities.
- Whether these projects/packages complement or conflict with/duplicate existing or proposed activity across the whole range of Investment Plan activity;

- Whether these projects/packages offer value for money and are a sub-regional priority at the moment and are able to spend to the timescale indicated;
- Whether these projects/packages should be recommended to the Partnership Board for approval;

Supported activity is then put to the next Partnership Board for endorsement using the same one page proposal.

At this time all endorsed projects should already be worked up into an outline business plan for submission to the identified funders for that project – the funders then take forward these projects using their own appraisal processes. If these are satisfied they will enter into direct delivery contracts with the project/package sponsor. Funders will then agree with the Economic Partnership arrangements for monitoring and evaluation.

The Economic Partnership will be responsible for tracking projects/packages through the appraisal and approval system – it will aim to ensure that deadlines set are respected and a progress report will be presented to each Partnership Board meeting.

WEST YORKSHIRE PARTNERSHIP BOARD - NOMINATED MEMBERS

NAME	ORGANISATION
Cllr Mark Harris (Chair)	District (Leeds)
Cllr Simon Cooke	District (Bradford)
Cllr John Ford	District (Calderdale)
Cllr Peter Box	District (Wakefield)
Cllr Kath Pinnock	District (Kirklees)
Eddie Rodgers (Deputy Chair)	Business Link
Kieran Preston	METRO
ACC Jawaid Akhtar	West Yorkshire Police
David Hodges	Learning & Skills Council
Prof BS Lee	Huddersfield University
Mike Grady	East Wakefield PCT
Ed Anderson	Leeds/Bradford Airport
Edward Stanners	Bradford LSP
Mark Hemingway	Calderdale LSP
Judith Charlesworth	Kirklees LSP
Margaret Wood	Wakefield LSP
Keith Welton	MYCCI
Sandy Needham	Bradford CoC
Richard Mansell	Leeds CoC
Tom Riordan	Yorkshire Forward
Arshad Javid	Asian Trades Link & YF Board Member
Linda Pollard	Strategic Health Authority & YF Board Member
OBSERVERS	
Margaret Jackson / Felicity Everiss	Government Office
Sue Jeffrey / Jane Hustwit	Regional Assembly
Andrew Wallhead	Yorkshire Forward
SECRETARIAT	
Ken Gillespie	Executive Group Chair
Neil Heavens	WY Economic Partnership
Samantha Wilkinson	AWYA
Jeanette Wainwright	WY Economic Partnership

EXECUTIVE GROUP

NAME	ORGANISATION
Ken Gillespie (Chair)	Kirklees
Sue Cooke	Business Link
Andrew Wallhead	Yorkshire Forward
Patrick Wiggins	Bradford
Janet Waggott	Calderdale
Paul Stephens	Leeds
Jonathan Hall	Wakefield
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Alan Bruce	Kirklees Partnership
Jane Brown	Wakefield District Partnership
Kathy Kudelnitzky	Leeds Initiative
Gill Holt	WY Universities
John Henkel	METRO
Ebrahim Dockrat	LSC
Nigel Hughes	WY NHS
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WY Programme – Effectiveness Team – Objective 2	
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C Lord	WAKEFIELD

SECTION 5

Monitoring and Evaluation

This investment plan will help to achieve a significant proportion of the region's Tier 2 and Tier 3 targets (these are set out in the RES and in Yorkshire Forward's Corporate Plan – www.yorkshire-forward.com). More work is needed on both of these areas, particularly the contribution to Tier 2 targets. Below is the contribution to the overall single pot targets implied by West Yorkshire's share of overall resources. It should be noted that the regional target framework is currently under review and as any new emerging targets will need to be reflected in this Investment Plan.

Output	Target
Employment opportunities (creation or safeguarding of jobs)	15,600 created or safeguarded jobs
Business performance (creation and attraction of new businesses)	Double rate of business start-ups per 10,000 people (currently x%)
Business performance (new businesses surviving at 52 weeks)	910 new businesses surviving 52 weeks
Brownfield land (reclamation, remediation or servicing)	Reclaim 84ha of brownfield land
Education & skills (creation of learning opportunities)	Support the creation of 66,300 learning opportunities
Unlock land zoned for development	Unlock 109ha of land zoned for development
Private sector finance attracted	Attract £312 million of private sector investment (including £48 million in deprived wards)
Health of the rural economy	Increase indicator by 1.5% over baseline
Greenhouse gas reduction	Reduce CO2 emissions by 520,000 tonnes