

A Local Industrial Strategy for York and North Yorkshire

Our vision is for York and North Yorkshire to become England’s first carbon negative region. The Local Industrial Strategy contributes to this, by transforming the way our economy works to deliver a carbon negative, circular economy that increases productivity and provides higher paid jobs.

Executive Summary

Our vision is for York and North Yorkshire to become England’s first carbon negative economy, by better connecting the capability within and around our distinctive places. In doing so, we will harness the potential in our highly skilled resident base and provide productivity growth that levels up local wages.

We have the knowledge, expertise and capability to position York and North Yorkshire as a prime proving ground for climate solutions. Ours is an economy that is fit and ready to lead the nation’s transition to a carbon neutral, global power. Our ambition is to leverage this opportunity as we deliver economic growth that is good – good for business, good for people and good for the planet.

Our USP: Clean Growth enabled by the Circular Bio-economy

York and North Yorkshire has unique innovation and industrial capabilities, along with the diverse and extensive landscape required, to demonstrate and deliver carbon sequestration at a scale that will enable us to become England’s first carbon negative region. Our assets include:

- World leading bio-economy and agri-tech innovation assets
- Industrial innovation including carbon capture and storage
- Two national parks and three AONB’s providing the opportunity to increase agricultural and food productivity whilst delivering natural carbon reduction opportunities

Our region can deliver a nationally significant contribution to UK’s ambition to be carbon neutral by 2050.

<p>Priority 1 - Connected and resilient places <i>Our aim is to establish</i> Digitally enabled places that connect residents and businesses to opportunity. Settlements that are resilient to climate change and contribute to a carbon negative region.</p>	<p>We will invest to deliver</p> <ul style="list-style-type: none"> • Digitally connected and enabled places • Thriving town and city centres • High value tourism • Accessible and connected places • Resilient and resource efficient infrastructure
<p>Priority 2 - People reaching their full potential <i>Our aim is to establish</i> People with the skills and aspiration to reach their full potential, earning higher wages and living healthy lives in thriving communities.</p>	<p>We will invest to deliver</p> <ul style="list-style-type: none"> • Ambitious and informed career pathways • The right skills for local business growth • Local organisations supporting thriving communities
<p>Priority 3 - An economy powered by Good Businesses <i>Our aim is to establish</i> Good businesses with great leadership that prosper from our distinct assets and contribute to a carbon negative region</p>	<p>We will invest to deliver</p> <ul style="list-style-type: none"> • High performing businesses and workplaces • Digitally driven productive businesses • Help to transition to a carbon constrained future • Business support that enables good growth • A world leading circular bio-economy cluster as part of our USP • Productive and resource efficient agriculture as part of our USP • Bio-based inward investment as part of our USP

Priority 4 - World leading land management

Our aim is to establish

World leading land management that transforms the value of the rural economy in the transition to a carbon negative region

We will invest to deliver

- Greater value from our land as part of our USP

Introduction: York and North Yorkshire – Distinctive Places.

Our vision for York and North Yorkshire, as a powerhouse for a carbon neutral UK economy, will be made real by connecting the capability within and around our distinctive places. Our region offers a snapshot of the nation. Our urban growth centres connect and benefit from a Rural Powerhouse and Opportunity Coast. We have the highly skilled residents and the balance and diversity of geographic economies, to make our region a prime testing ground for climate solutions. Within our region are both the expertise and the opportunity to lead in addressing global challenges of food security and climate change. Ours is an economy that is fit and ready to lead national economic transition to a carbon neutral, global power.

York and North Yorkshire is a vibrant, diverse and resilient economy, with a driving ambition for transformation. Our world renowned historic and cultural assets shape our urban spaces, whilst the scenic beauty of our vast rural landscape and northern coastline define our place as one of world's most recognised regions. Strengthening all of these assets is the passion and pride of our people, making York and North Yorkshire a truly distinctive place.

We match our global identity with unrivalled connectivity to three, urban giants within the Northern Powerhouse. Strong connections with Leeds City Region, the Humber and Tees Valley, fast rail links to London and two ports, mean our position, scale and connectivity unlocks potential for the whole of the North. As a region proudly powered by SMEs, we are uniquely positioned to put our local communities at the centre of our ambitions for growth, combining their strengths to bring forward collective potential for national and global impact.

City of York, pioneering with purpose – as a global knowledge leader, York will drive a regional productivity transformation, providing the science and innovation to unlock the true value of our precious natural resources.

A knowledge driven city producing skilled graduates, underpinned by a world famous visitor economy, York combines the strength of our Yorkshire brand with significant opportunities to attract and grow businesses. We will transform productivity by engaging the talent emerging from our universities, supporting ambitious, smart solutions and connecting growth in the city centre with communities in surrounding districts.

As the UK's first Gigabit City, York is digitally connected and positioned within easy access of London and other UK cities. The York Central Enterprise Zone is the Northern Powerhouse's largest city centre brownfield site. This once in a generation expansion brings significant capacity to intensify development in one of our most connected settlements. York Central will deliver growth that benefits places far beyond the city walls.

The values that underpin York's global brand, are echoed in our ambitions for good growth. By prioritising human experience and pioneering with purpose, York are capitalising on their long history as the beating heart of the North.

Rural Powerhouse – Our Rural Powerhouse will experience a significant shift in the coming years as we leave the Common Agricultural Policy and rise to the climate change challenge. We will grasp the opportunity to make best use of our natural assets to generate new income streams from waste, renewable raw materials, carbon capture, flood management and biodiversity. This will redefine and rebalance the relationship between urban and rural economies and bring significant benefit to rural businesses and communities.

York and North Yorkshire's vast rural landscape powers our leadership in food and agri-tech and drives our capacity in global growth sectors of clean and green technologies. We're world leaders in circular-bio-economy innovation and carbon capture potential, with significant opportunity in renewable energy technologies. The same rolling green hills, North Yorkshire coast and abundance in culture capital that give our region its global brand, belie an economic powerhouse and offer an exceptional quality of life that is a magnet for highly skilled people and investment.

North Yorkshire was the first rural region to roll out superfast broadband and is establishing full fibre ultrafast connections to public buildings in 16 market town centres. Digital technology in our towns and across rural areas will enable businesses to capture and create more wealth locally, transforming the potential of our rural economy. Building on £56m of Local Growth Fund investment in rural transport, housing and employment infrastructure, we will ensure our rural communities are better connected to places and opportunities.

Our Future Towns Commission will help us to adapt our market towns for the role they will play in our region's future. Rural towns are transforming. Places such as Malton, a food culture capital, which coupled with Norton, is aiming to become the UK's first circular town. Catterick is another rural town that is a site of enormous growth potential as the MOD site at Catterick Garrison is developed. Enabling towns with the same level of digital connectivity as the cities will create vibrant economic hubs, sitting at the heart of our expansive rural geography.

Opportunity Coast - industry led investment, a new university campus and £17m of LEP led investments in further education, community led development and housing and road networks, combine to create opportunity for all on our stunning North Yorkshire coast. By investing in places and enabling business inspired growth we have helped to ignite powerful social change that will address longstanding coastal deprivation.

Our skills investments, a focus on careers education and Opportunity Area funding, will drive up skills at all levels of attainment and connect education with localised business growth. Projects like the Scarborough Construction Skills Village are helping to match the skills base in the local community to local business needs, leaving a legacy for future careers. It is pioneering business models like this that we want to replicate in other towns across the region. Scarborough Science & Engineering Week inspires 3000 young people each year to follow a pathway to STEM careers, a growing sector on the coast.

Valuable natural resources such as offshore wind and potash are driving fresh investment across Whitby, Scarborough and Filey, whilst the presence of GCHQ provides a high profile anchor for digital creative businesses, equally attracted to the high quality of life that the natural beauty of the borough provides. This same landscape has sustained coastal communities for generations, establishing a Visitor Economy which is a significant driver of employment. We will invest to broaden

the economic base, increasing the value of the North Yorkshire Coast's visitor offer, emboldening its position as the most visited overnight UK destination outside London. Delivering the right business support to coastal businesses will embolden business sustainability and confidence and empower better, well-paid and secure jobs.

Growth Connectors – the growth potential of our economy lies in a number of places that have a significant role to play in the economic future of the North. These places are our Growth Connectors. They have extensive infrastructure capacity, opportunities for employment and settlement growth and good connections beyond York and North Yorkshire. Their position and connectivity within the Northern Powerhouse brings out the strength of York and North Yorkshire in joining up scaled growth across the North.

Strong economic links with Leeds City Region and the Humber and national connectivity by road and rail, enables the development of numerous investment sites that can drive significant new growth within York and North Yorkshire. Business led innovation, such as carbon capture utilisation and storage in Selby, modular construction in Harrogate and Selby and rail infrastructure manufacturing in neighbouring Goole, will bring new, well paid jobs to our region. To the north, strong links with Tees Valley and the Treadmills C4DI Agri-tech Hub in Northallerton, bring about new potential for targeted sector growth in agri-food.

Intra-regional connectivity is vital in distributing the benefits of our growth connectors region-wide. This good growth will be secured by the accessibility and digital connectivity of towns to the wider region. Growth connector towns play a key role in attracting new business to the region, businesses that will be attracted to the innovation assets in York, the ability to recruit and trade on the region's international brand and the high quality of life on offer. Building connections between regional economic clusters, such as between Harrogate, the second largest economy in the region, York, and the major development site opportunities of Selby, will create growth that provides benefit across the whole of York and North Yorkshire.

Our ambitions for good growth at scale will be realised through our Growth Connector towns, in their potential to attract and generate good jobs and lead the development of carbon neutral settlements as the footprint for all future settlements. Collectively, our Growth Connectors enhance our reputation as a leader in economic growth that delivers a carbon neutral economy in the North.

Our region's USP: Clean Growth from Natural Resources

Our region's USP is our ability to contribute to the Clean Growth Grand Challenge by capitalising on the powerful synergy between our natural resources and a wealth of local innovation and industry expertise.

We will achieve this by investing to deliver

- *A world leading circular bio-economy cluster*
- *Productive and resource efficient agriculture*
- *Bio-based inward investment*
- *Greater value from our land*

The UK Government asks that every Local Industrial Strategy identify the unique contribution local areas can make to one of four Grand Challenges. Our region's USP is our capacity and ability to contribute to the Clean Growth Grand Challenge through a powerful synergy of our precious natural resources, our wealth of expertise in the agricultural industry, scientific and research communities and our diverse and extensive landscapes. This unique combination will drive a nationally significant contribution to carbon capture and UK's ambition to be carbon neutral by 2050.

As the world seeks solutions to decarbonise economies, we know that reducing carbon emissions from clean energy generation and energy efficiency are not enough. To close the gap we must also establish a Circular Economy, which maintains the value of materials and replaces fossil fuel derived resources with sustainable alternatives.

Our region has a distinct advantage in creating new bio-based products and services through our significant agri-food sectors. This specialism has been recognised by Innovate UK, who have invested almost half of their agri-tech funding within our region in recent years. The pioneering knowledge and technologies emerging from the City of York will enable us to turn ambition into action right across North Yorkshire.

We will capitalise on our strengths by attracting innovative businesses into this globally important bio-economy cluster, so they can benefit from the connections to our landscape, supply chains and science and research assets that have put Yorkshire's circular-bio-economy onto a world stage. We will build on the pathways and potential we have identified for circular economy systems in the wider economy, systems that can benefit every business, of every size.

Our region's USP brings benefits by connecting us to national and global opportunities. It also brings significant opportunity to address local challenges. Better connecting businesses and entrepreneurs to innovators, we can enable York & North Yorkshire to transition to the decarbonised economy of the future and seek out the economic wins in meeting demands for climate solutions.

The highly skilled jobs and higher value growth this shift creates will redefine our largely rural area, creating good jobs locally.

Good Growth Ambitions

Our growth will be driven by purpose, ensuring that when we raise productivity, we do so by building the resilience of our environment and economy and providing good lives for all of our people. We call this Good Growth **Good Growth for the planet**

York and North Yorkshire has a distinctive capability to enable growth and provide opportunity for people whilst delivering on national demands to reduce carbon emissions to net zero. Our ambition is underpinned by our unique advantage in global growth sectors of carbon capture and sequestration and the circular bio-economy. Our capacity to deliver against carbon reduction targets will be further enabled through the work we have led to establish pathways and potential for York and North Yorkshire to become the UK's first circular region.

As our regional economy transitions to one that is carbon negative, we will ensure that people are connected to good jobs locally. Through the right digital infrastructure, our businesses will be connected and competitive in global markets..

A Good Growth Framework will ensure that new developments in the region aren't contributing to carbon emissions and that businesses are being supported in adapting to the carbon constraints of the future.

Good Growth for our people

We want our economy to grow in a way that creates opportunity within our region. A regional pay gap exists for our higher paid workers, who can often earn more in the same job working outside of the region. There is low demand for higher paid workers within regional businesses. By driving good businesses with great leadership, we can create new, well paid jobs in the transition to a carbon negative, circular economy and capitalise on the full potential of our highly skilled resident base.

Our region has a higher percentage of workers earning below the real living wage, than in neighbouring urban areas. We will ensure that our actions and investments level up wages and impact positively on left behind communities across the patch, creating opportunity and good jobs for everyone, close to home.

Good Growth for and by our businesses

For our region to truly capitalise on our potential, we need to connect our significant innovation and research capability with high performing, enterprising businesses. Businesses that are equipped to adapt and profit from the transition to a highly skilled, highly productive, carbon negative, circular economy. We want to empower and enable the good businesses we have to lead others and transform our region's productivity potential.

Our target indicators for Good Growth are:

- A step change in our regional productivity
- Net Carbon neutrality in York and North Yorkshire by 2030
- Financial inclusivity, where everyone earns at least the real Living Wage

Priority 1. Connected and resilient places

<i>Our aim is to establish</i>	<i>By investing to deliver</i>
<i>Digitally enabled places that connect residents and businesses to opportunity. Settlements that are resilient to climate change and contribute to a carbon negative region.</i>	<ul style="list-style-type: none"> • Digitally connected and enabled places • Thriving town and city centres • High value tourism • Accessible and connected places • Resilient and resource efficient infrastructure

We know that our region is a great place to visit and can offer a fantastic quality of life for residents. In the national context, places such as Skipton and York have been voted 'Best' or 'Happiest' place to live. Though this is true for many, our region faces significant challenges when it comes to housing affordability and well paid, local careers. Our residents can face complex challenges around low paid work and finding somewhere affordable to live in their local community. Many of our high earning residents commute out of the region to work, whilst lower paid residents can face commutes into more rural areas. In places like Scarborough, where a large percentage of residents live and work within the Borough, residents have very little choice outside of seasonal, low paid employment.

The lack of demand for high skilled workers within our region is compounded by the challenge to reduce our carbon emissions. The relationship between places and infrastructure is the foundation upon which these challenges rest, and the opportunity we must grasp. The City of York and Growth Connector towns are concentrated sites of higher paid employment, transport and utilities. However, within settlements such as York and Harrogate, the current limitations of the rail networks and concentration of commuter traffic on the roads is creating congestion.

As we invest in our infrastructure to ensure that we are contributing to our Good Growth ambitions. Our vision is to transform the way our economy works to deliver a carbon negative, circular economy that increases productivity and provides higher paid jobs. Fundamental to this ambition is ensuring that our places are fully enabled to take advantage of the digital revolution. We must also ensure that we expand the capacity of existing public transport infrastructure, and consolidate development and economic activity in places where it can be supported and connected most efficiently. Where infrastructure constraints limit local expansion and new developments are needed, these developments must be beacons of great place making, founded upon an integrated approach to infrastructure investment, maximising their contribution to Good Growth.

Infrastructure investments must also build the resilience of communities to the impacts of climate change. An increase in extreme weather events places an urgent and significant emphasis on flooding mitigation, specifically. Looking to the future, low carbon technology and infrastructure will make longer term impacts on resilience and mitigate climate change. Digital infrastructure improvements will reduce the need to travel, whilst increasing the accessibility of opportunities, enabling Smart solutions that help mitigate climate change and facilitate new business practices. Our investments will bring new employment opportunities in the manufacture, installation and maintenance of future fit infrastructure, leading growth that is good for people and the planet.

Our region has an unrivalled opportunity to demonstrate Carbon Capture Utilisation and Storage in the medium term. We also have technologies available to us immediately that can contribute to our carbon negative ambition. Anaerobic digestion, biomass and heat-pump infrastructure will create new supply chains and business opportunities. Investing in energy efficient housing will reduce emissions, whilst also creating significant new skilled jobs, cutting fuel poverty, and providing much needed new homes for our young people. These are win-win opportunities that our Local Industrial Strategy will make the most of.

New infrastructure is not our only option to achieve our ambition. York and North Yorkshire is an internationally recognised place. We can capitalise on the unique asset of our distinctive places, by recognising that community connections and identity are as integral to a high quality of life as the landscapes that make York and North Yorkshire so attractive to visit. By building on our strengths of our local and regional place brands, we can attract higher value tourism, empower our SME driven economy, attract inward investment and build new markets and supply chains.

Our Local Industrial Strategy will develop investment and activity that delivers digitally enabled, well-connected places that support good businesses to create good jobs. It will establish places that are resilient to climate change and contribute to a carbon negative region.

Priority 1 - Connected and resilient places – Action table

Title	Action	Output	Outcome
Thriving town and city centres	<p><i>Work with developers, local business networks and public partners to enhance infrastructure and built environment in town/city centres and high streets. The result will be to:</i></p> <ul style="list-style-type: none"> • <i>contribute to our sense of place,</i> • <i>reduce the need for travel and commuting</i> • <i>capture and create more wealth locally.</i> <p><i>Develop and deliver new public and private investment models to invest in town centres and high streets.</i></p> <p><i>Deliver the York Central Enterprise Zone to create space for high productivity businesses and low carbon housing.</i></p>	<p>Increased investment in town and city centres.</p> <p>Increased employment capacity in town and city centres.</p>	<p>Well-connected places</p> <p>Places that support good businesses which create jobs</p> <p>Places that are resilient to, and reduce their contribution to, climate change</p>
High Value Tourism	<p><i>Work with businesses and public partners to develop high value tourism infrastructure, attractions and opportunities, which capitalise on our heritage, environment and culture and increase the quality and value of our tourism offer.</i></p>	<p>Increased productivity in visitor economy businesses</p>	
Digitally connected and enabled places	<p><i>Identify broadband and mobile not spots and find alternative funding and technology models to complete coverage, ensuring rural and farming businesses can increase productivity.</i></p> <p><i>Connect additional services to City of York and North Yorkshire’s full fibre networks, to maximise digital connectivity and enable innovation in service delivery and business models.</i></p>	<p>100% rural broadband coverage</p> <p>Faster connectivity</p> <p>SMART infrastructure solutions</p>	

<p>Accessible and connected places</p>	<p><i>Improve transport connectivity within towns and cities, particularly the last mile, to capitalise on transport nodes, improve accessibility and reduce transport emissions.</i></p> <p><i>Improve connectivity between settlements and sites within and neighbouring York and North Yorkshire. The result will be to:</i></p> <ul style="list-style-type: none"> • <i>enhance the accessibility of employment locations and the consistency of journey times</i> • <i>improve east west connections</i> • <i>reduce overall transport emissions.</i> <p><i>Work with business fleets, major employers and sites, and the public sector, to reduce transport emissions by demonstrating and scaling energy efficient transport technologies such as, Electric Vehicles, shared mobility and new public transport infrastructure.</i></p>	<p>More accessible employment</p> <p>Higher utilisation of existing infrastructure</p> <p>Reduced congestion</p> <p>Reduced transport emissions</p>	
<p>Resilient and resource efficient infrastructure</p>	<p><i>Develop and deliver integrated infrastructure investment plans for our Strategic Development Zones. These plans will expand the capacity of existing infrastructure, including housing, transport and utilities and capitalise on existing and planned infrastructure nodes and clusters to reduce overall emissions.</i></p> <p><i>Establish resource efficient industrial sites & clusters to increase business productivity and reduce carbon emissions.</i></p>	<p>New low carbon infrastructure</p> <p>Reduced Industrial, Domestic and Transport emissions</p> <p>Increased carbon sequestration</p>	

	<p><i>Establish an energy accelerator to develop investible, carbon neutral projects, utilising priority low carbon technologies (clean construction, biomass, anaerobic digestion, heat pumps and electric vehicle networks) that increase energy efficiency, reduce operating costs and reduce carbon emissions.</i></p> <p><i>Improve the demand for clean construction and demonstrate business models which can deliver a step change in energy efficiency and affordability of housing and the built environment.</i></p> <p><i>Establish a spatial planning policy that drives the creation of highly connected and concentrated sites and settlements to reduce carbon emissions.</i></p> <p><i>Support Drax in their proposal to establish a Carbon Capture Utilisation and Storage plant in the region, to significantly contribute to our carbon sequestration capacity and stimulate new industrial supply chains and clusters.</i></p>	<p>Energy efficiency cost savings</p> <p>New value chains</p> <p>New inward investment</p>	
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Priority 2. People reaching their full potential

<p><i>Our ambition is to establish</i> <i>People with the skills and aspiration to reach their full potential, earning higher wages and living healthy lives in thriving communities.</i></p>	<p><i>By investing to deliver</i> Ambitious and informed career pathways The right skills for local business growth Local organisations supporting thriving communities</p>
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Whilst we invest in places and infrastructure to create good jobs locally, we must make sure that these opportunities and the benefits they bring, are made accessible to everyone. York and North Yorkshire is home to a highly skilled resident base, yet there is a pay gap between high skilled jobs within the region compared to those in neighbouring areas. Furthermore, there is a low demand from York and North Yorkshire businesses for higher skilled roles. These factors combined lead to many of our higher skilled residents commuting out of the region for work. Conversely, a larger percentage of our regional population earn below the Real Living Wage than in the more densely populated urban areas of West Yorkshire, whilst some of the UKs most deprived communities are on the North Yorkshire Coast. We must ensure that future growth brings with it the opportunity for our people to reach their full potential and levels up opportunities for left behind communities.

Our region also faces demographic challenges. An ageing population is placing pressure on our skills and education systems to keep up with replacement demand. Further still, many young people are choosing to leave our region, due to the attraction of employment and lifestyle opportunities outside the area. Both of these factors impact on the resilience and sustainability of communities that are essential to the health and well-being of the people living here.

The passion and pride of our people manifests as a real connection to our place, as demonstrated by the significant number of voluntary sector organisations per capita. By further empowering community connections and establishing mechanisms to enhance local prosperity, we can mitigate and overcome some of the challenges that some communities face, whilst generating wealth and opportunities in local supply chains. Institutions play a significant role in building community adhesion and driving local economies. Our Local Industrial Strategy will build the connections between anchor institutions and local supply chains, driving prosperity and cohesion at a local level.

To make the most of our skilled and experienced workforce and build career pathways that attract and retain young talent, our Local Industrial Strategy sets out a plan where the transition to a digitally enabled, carbon negative, circular economy will allow people to flourish and realise their full potential, locally. This is a long term approach that starts now, by matching young people's appetite for tackling climate change with their ambitions and expectations for fulfilling local employment. We must provide clear pathways to good job opportunities for the young, whilst retaining the skills of older workers for as long as possible. New technologies that enable automation, digitisation and the

transition to a carbon negative future, will demand that people currently in work, re-skill, to remain in productive employment for longer. We want an economy that supports everyone to reach their full potential, with businesses that can adapt and end the under-employment of women and those with neuro-diversity, for example.

Our aim is to create an economy which pays everyone at least the Real Living Wage. We will enable the development of local skills that meet the growing and changing needs of local sectors. We will support investment mechanisms to maximise local impact, ensuring that the benefits of economic growth are felt across society. We will ensure that our future is enabled by the potential of our people and that communities thrive from the tangible benefits of our future economy.

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Priority 2 - People reaching their full potential – Action table

Title	Action	Output	Outcome
Ambitious and informed career pathways	<i>Provide careers information, education, advice and guidance to connect people with the high quality careers of the future.</i>	Ambitious and informed young people Better connections between business and education	People driving more productive businesses and earning higher wages. Young people with aspirations and accessible local career opportunities
The right skills for local business growth	<i>Drive business demand for, and supply of, quality apprenticeships, T-levels and skills support, to provide skilled local careers in our growth sectors.</i> <i>Support the development of digital skills for those in education and employment, to enable our workforce to drive high productivity businesses.</i> <i>Support the development of modern, clean construction skills to support the reduction of carbon emissions and the growth of this new industry and its supply chains.</i>	Higher levels of digital skills Higher levels of apprenticeships Higher levels of clean construction skills Better match of skills to local growth More energy efficient construction	A workforce with the ability to develop new skills to match the local labour market

<p>Local organisations supporting thriving communities</p>	<p><i>Establish an anchor institutions network to increase their local contribution to Good Growth</i></p> <p><i>Work with businesses, Local Authorities and the Third Sector to develop stronger, more sustainable, community investment models to support healthier communities, widen access to job opportunities and ensure that the benefits of growth are felt by local communities.</i></p>	<p>Increasing amount of investment retained in and benefitting local communities.</p> <p>More diverse, inclusive and productive workforces.</p> <p>Stronger more cohesive more impactful community networks.</p>	
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Priority 3. An economy powered by Good Businesses

<p><i>Our aim is to establish</i> <i>Good businesses with great leadership that prosper from our distinct assets and contribute to a carbon negative region</i></p>	<p><i>By investing to deliver</i></p> <ul style="list-style-type: none"> • <i>High performing businesses and workplaces</i> • <i>Digitally driven productive businesses</i> • <i>Help to transition to a carbon constrained future</i> • <i>Business support that enables good growth</i> • <i>A world leading circular bio-economy cluster as part of our USP</i> • <i>Productive and resource efficient agriculture as part of our USP</i> • <i>Bio-based inward investment as part of our USP</i>
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York and North Yorkshire has a highly resilient and diverse economy. Whilst job growth has broadly matched the rest of the UK, much of this growth has been in lower productivity sectors, particularly the visitor economy. This structural imbalance within the economy is compounded by businesses that are yet to optimise the full potential of their workforce. We have half the proportion of ‘high performing workplaces’ as the national average, and significant under-utilisation of skills due to factors such as seasonal employment and a lack of flexible employment. We want businesses that can adapt and develop their strengths as high performing work places through strong leadership, realising the full potential of inclusive workforces.

Our Local Industrial Strategy highlights the economic opportunities of becoming carbon negative and our distinct advantage in realising these, given the presence of assets such as our world leading circular bio-economy cluster, innovation in agri-tech and potential for carbon capture, sequestration and utilisation. With a major focus on these economic opportunities, we will bring new business investment into the region to capitalise on our global expertise.

York and North Yorkshire provides a snapshot of the nation, with geographic and economic range of cities and towns, diverse rural landscapes, coastlines and connections to the wider world. This provides a distinct opportunity to demonstrate the creation of carbon neutral businesses, supply

chains and systems, and to export that expertise worldwide. This transition will create new revenue potential for both established and start-up businesses and support the shift towards higher skilled, better paid employment, locally. We want to strengthen the connections between our businesses and our significant knowledge base, capitalising on the innovation can be sparked with better links between academia and enterprise.

We will support businesses in York and North Yorkshire to manage the transition to a carbon constrained future and develop strong leadership. We already have many good businesses in York and North Yorkshire, businesses that are ambitious and effective in securing the economic benefits in reducing emissions and realising the full potential of their people. We will develop their knowledge and understanding of the opportunities available through circular economy principles, enabling businesses to find new revenue that drives up profitability, allowing for higher level wages. Through our Local Industrial Strategy we will support more businesses to develop their internal capacities and efficiencies to become good businesses, driving forward Good Growth.

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Priority 3 - An economy powered by Good Businesses – Action Table

Title	Action	Output	Outcome
High performing businesses and workplaces	<p><i>Increase demand, and provide support for, business investment in leadership and management, to ensure more businesses realise their productivity potential.</i></p> <p><i>Increase demand, and provide support for, business investment in become high performing workplaces, to create more productive businesses that can realise the potential of their existing workforce and attract future employees.</i></p>	<p>Increased business productivity</p> <p>High performing workplaces</p> <p>Ambitious and effective business leaders</p>	<p>Good businesses which are more ambitious, productive, high performing workplaces paying higher wages</p> <p>Businesses that are able to transition <i>have transitioned</i> to a digitally driven carbon constrained future</p> <p>An economy which creates more value from bio-resources</p>
Digitally driven productive businesses	<p><i>Support businesses to make better use of data and digital technology, to increase their productivity and remain globally competitive.</i></p>	<p>Increased business productivity</p>	
Help to transition to a carbon constrained future	<p><i>Support businesses to transition to a carbon constrained future and reduce carbon emissions, by adopting and developing low carbon technology and circular business models that increase their productivity and resilience.</i></p>	<p>Reduced Industry emissions</p> <p>New circular business models</p> <p>New circular value chains</p>	
Business support that enables good businesses	<p><i>Enable businesses to access the public funds to bridge funding gaps and address market failures to increase the growth, productivity and efficiency of businesses in our region.</i></p> <p><i>Provide support for businesses to bring forward innovative new products and services to increase the growth, productivity and efficiency of businesses in our region.</i></p>	<p>Increased business productivity</p> <p>New businesses</p> <p>New products and services</p> <p>Increased business ambition</p>	

	<i>Support local and regional business networks to ensure that businesses have access to peer support to enhance and engage with entrepreneurial culture, maximise the sharing of good practice and ensure business owners are supported.</i>	Reduced business owner stress.	
World leading circular bio-economy cluster	<i>Establish the world's leading circular bio-economy cluster, Bio-Yorkshire, to enable York and North Yorkshire to increase the value derived from bio-resources and reduce carbon emissions.</i> <i>Establish new bio-based supply chains in food, construction, manufacturing and chemicals to increase the value derived from bio-resources and reduce carbon emissions.</i>	New value chains Reduced Industry and Domestic emissions A more Circular Yorkshire	
Productive and resource efficient agriculture	<i>Support the development and adoption of agri-tech innovation to improve the provision of public goods, animal health, crop quality and business productivity.</i>	New value chains Higher productivity	
Bio-based inward investment	<i>Work with DiT and local partners to focus inward investment activity and export support to capitalise upon our world leading food, agri-tech and circular bio-economy assets and opportunities.</i>	Higher value from exports Greater inward investment	

Priority 4. World leading land management

<p><i>We aim to establish</i> <i>World leading land management that transforms the value of the rural economy in the transition to a carbon negative region</i></p>	<p><i>By investing to deliver</i> <i>Greater value from our land as part of our USP</i></p>
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York and North Yorkshire’s extensive and varied landscapes have underpinned our economy for centuries. Despite contributing at least 10% of our GVA, the valuable contribution of our landscape and environment has been under-appreciated. However, as climate change stimulates a need for increased climate action, the role and value of our rural areas and their relationship with urban areas are being revitalised.

We have demonstrated our understanding of the need for change, and the opportunities for it, by establishing the Grow Yorkshire programme. Through Grow Yorkshire the region is engaging industry and coordinating action to create positive change across the agriculture and land management industries, as the country leaves the Common Agricultural Policy. We will demonstrate how public policy and funding can create new value from natural resources, matching this to innovative approaches to public and private investment at scale. We will stimulate the re-localisation of food supply chains. New, circular supply chains will evolve as businesses and communities generate more of their own energy and new markets develop for timber and bio-materials.

Our ambition is to revitalise rural businesses and economies and demonstrate regional leadership by securing greater value from our natural environment and transforming land management practices to mitigate and adapt to climate change.

Title	Action	Output	Outcome
<p>Securing greater value from our land</p>	<p><i>Establish, and expand upon, an Environmental Land Management Scheme (ELMS) pilot to enable land managers to optimise the value of the public goods their land provides.</i></p> <p><i>Develop landscape and catchment scale land management plans to regenerate natural systems and create economic benefit from delivering large scale land management change which delivers public goods.</i></p> <p><i>Develop new investment models that incentivise land managers to deliver public goods by increasing the economic value of green and blue infrastructure.</i></p>	<p>Optimal value from land management</p> <p>Carbon neutral circular farming</p> <p>Regenerated natural systems</p> <p>A more Circular Yorkshire</p>	<p>Reduce the impact and causes of climate change through better land management</p> <p>Creating optimal value from our land and natural resources</p>