

COMBINED AUTHORITY MEETING

18 MARCH 2024

COMBINED AUTHORITY INTERIM CORPORATE PLAN

Report of the Interim Head of Paid Service

1.0 Purpose of the Report

- 1.1 To provide an interim Corporate Plan for approval, pending election of a Mayor in May 24. The plan will be reviewed following election of a Mayor and a full Corporate Plan developed.

2.0 Recommendations

- 2.1 The Committee is asked to approve the Interim Corporate Plan.

3.0 Background

- 3.1 Following the inaugural Combined Authority meeting on 22 January the York and North Yorkshire Local Enterprise Partnership (The LEP) and its responsibilities transitioned into the Combined Authority.
- 3.2 The LEP contracted activity and responsibilities, alongside the commitments within the devolution deal are being progressed and work is underway to prepare for the Mayor.
- 3.3 This interim Corporate Plan will ensure the Mayor, when elected, will inherit a Combined Authority with a clear plan setting out its existing priorities and commitments.
- 3.4 Once elected, the Mayor will undertake a strategic review of the Combined Authority ensuring it both delivers in its commitments and the Mayoral priorities, after which a formal Corporate Plan will be published for the term of the Mayoral This will then support the development of a Medium Term Financial Strategy.

4.0 Financial Implications

- 4.1 The investment table within the Interim Corporate Plan makes a number of assumptions against future investment received. This includes:
Existing government funding will continue through the next comprehensive spending review. This includes.
- Shared Prosperity Funding
 - Brownfield Funding
 - Growth Hub
 - Made Smarter
 - Careers & Enterprise Funding
 - Skills Bootcamps Adult Education Budget

- 4.2 The transport investment within the Investment Table assumes the York and North Yorkshire Local Transport Fund Settlement will be backloaded with a profile of:

| 25/26 £'000s | 26/27 £'000s | 27/28 £'000s | 28/29 £'000s | 29/30 £'000s | 30/31 £'000s | 31/32 £'000s |
|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| 5,372 | 10,000 | 71,934 | 71,934 | 71,934 | 71,934 | 71,934 |

The exact profile from Department for Transport will be provided prior to the election.

- 4.3 The Police & Fire Budgets reflect the approved budgets of the North Yorkshire Police & Crime Commission and North Yorkshire Fire & Rescue Authority.

5.0 Risks

- 5.1 The Combined Authority is a new organisation, however a Mayor will be elected in May 2024 and will want to implement their manifesto at pace. Ensuring the organisation is resourced and able to deliver on that ambition will be a primary focus.

- 5.2 The delivery activity within the plan is based on known investment for 2024/25. The main financial risks are associated with future years the outcome of the General Election and implications for the next Government Comprehensive Spending Review.

- 5.3 Additional risks relate to the transition of the Office of Police, Fire and Crime Commissioner and subsequent integration. These are managed through a transition programme plan.

6.0 Legal Implications

- 6.1 There are no direct legal implications of this plan. All legal implications relating to specific investments are dealt with via the project approvals.

7.0 Equalities Implications

- 7.1 It is not expected that the Corporate Plan will have any adverse impacts on people with protected characteristics. Future decisions on activity or investment will be underpinned by an Equality Impact Assessment.

8.0 Environmental Implications

- 8.1 There are no environmental implications to this report, however a key priority for the Combined Authority is delivering net zero.

9.0 Combined Authority Areas Impacted (Council Areas/Wards/Divisions)

- 9.1 The budget impacts on all areas of the Combined Authority.

10.0 Recommendations

- 10.1 The Committee is asked to approve the Interim Corporate Plan

11.0 Reasons For Recommendations

11.1 To ensure that the Combined Authority has a clear plan in place to support the elected Mayor.

12.0 Contact Details

For further information please contact the authors of this report.

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|-------------------------|------------------------------|
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Appendices

Annex 1 – York and North Yorkshire Interim Corporate Plan

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Interim Corporate Plan



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Context

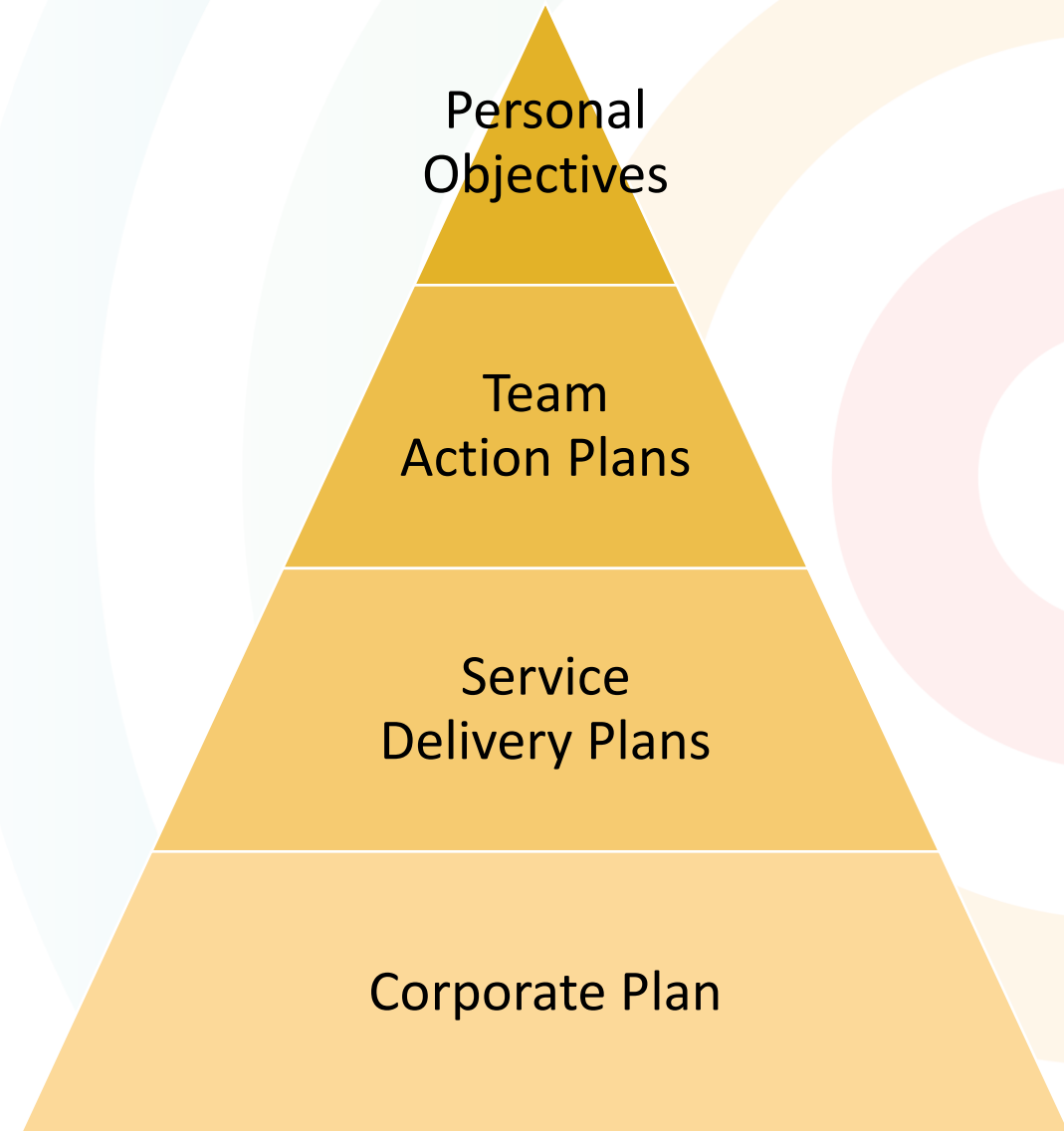
York and North Yorkshire will elect a Mayor on 2nd May 2024.

This interim Corporate Plan is designed to ensure the Combined Authority has a clear plan, and resources, in place for delivering the commitments within the Devolution Deal and provides confidence to government that the York and North Yorkshire has the capacity, capability and culture to successfully deliver devolution for the area.

It has been developed to ensure the Mayor is elected to lead an organisation with a clear focus and goals, on the understanding the Mayor will undertake a full strategic review of the commitments and priorities of the Combined Authority following the election.

The plan is supported by more detailed delivery plans at a service level, individual team action plans which are then reflected within the personal objectives of the team.

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Forward

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On 1 August 2022 (Yorkshire Day), ministers and local leaders signed a devolution deal for York and North Yorkshire. Powers will be devolved to a new mayoral combined authority, headed by a Mayor elected in May 2024.

A combined authority is a legal body set up using national legislation that enables a group of two or more councils to collaborate and take /collective decisions across council boundaries. The creation of a combined authority enables the member councils to be more ambitious in their joint working and take advantage of powers and investment devolved to them from national government.

Whilst established by Parliament, combined authorities are locally owned and have to be initiated and supported by the councils involved.

The City of York Council and North Yorkshire Council are the constituent councils for the York and North Yorkshire Combined Authority and since the announcement on Yorkshire Day 2022, significant progress has been made completing the necessary consultations and governance checks, culminating in a Statutory Order being passed by Parliament in December 2023. The passing of this Statutory Order enabled the creation of the York and North Yorkshire Combined Authority ('The Combined Authority'), a requirement to enable the election of a Mayor in May 2024.

This Corporate plan sets out the initial priorities of the Combined Authority.

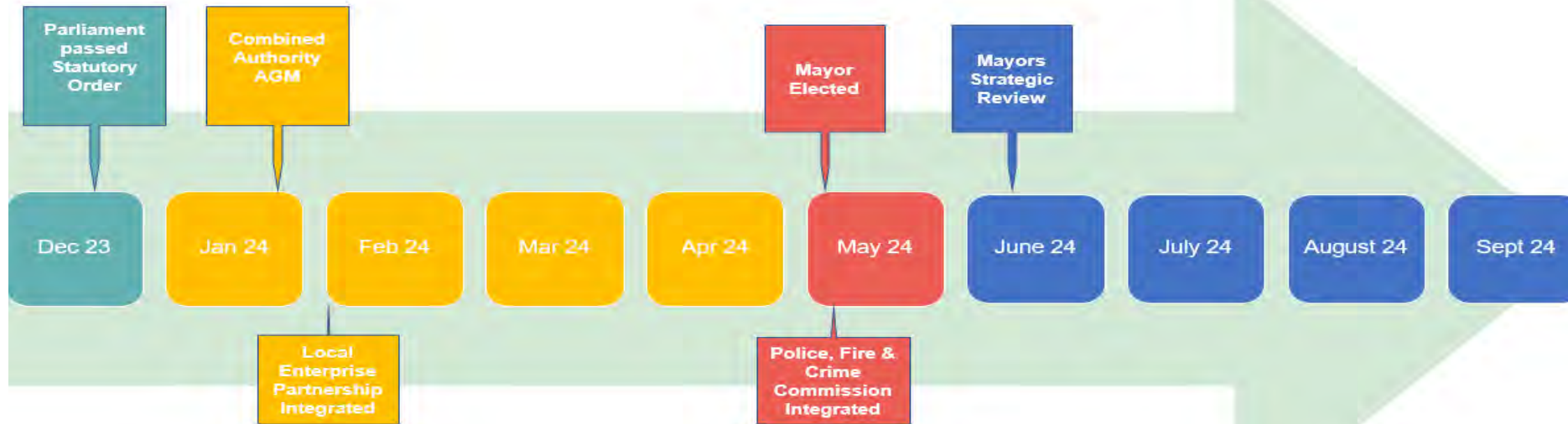
The plan covers the period January 2024 through to March 2025, however a strategic review will be undertaken following the election of the Mayor in May 2024.

Once the Mayor is elected the Combined Authority will have two broad responsibilities under the leadership of the Mayor.

- Powers and Investment to deliver economic growth and prosperity including integration of the York and North Yorkshire Local Enterprise Partnership; and
- The powers of the North Yorkshire Police, Fire and Crime Commissioner

Section two of this plan provides greater detail on what the devolution deal covers, however a broad timeline is summarised below.





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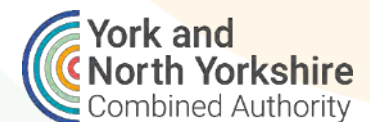
As detailed above, the Combined Authority was created in January 2024, whilst the Mayor is elected in May 2024. The priority in the intervening period is to ensure the devolution deal is fully implemented and to prepare for the election of the Mayor.

The Combined Authority brings together the collective capability of City of York Council, North Yorkshire Council and the Combined Authority, led by the Mayor.

City of York Council and North Yorkshire Council will continue to work at a local level to deliver vital services to residents. The mayoral combined authority will deliver at a sub-regional scale, working in partnership with the two unitary authorities to deliver the devolved investment.

This is an exciting new opportunity for York and North Yorkshire with significant new investment and powers enabling decisions previously made in Whitehall to be devolved to the region, so that decisions around how money is invested into the economy can be based on local intelligence and made by people who understand local needs best.

There is a collective commitment to ensuring devolution for York and North Yorkshire delivers for our businesses, people and communities.



We look forward to working with stakeholders and partners across the region to make 2024 the start of a transformational new era.

OFFICIAL

Our commitment to partnership working

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Our partnership principles

TBC

We understand that to deliver maximum impact and provide the greatest benefit to our communities we need to work in partnership with a wide range of stakeholders across the region.

We are committed to working together to deliver for York and North Yorkshire and will work to build commitment, trust and a clear understanding of our shared goals.

Strong partnerships are built on clear objectives, mutual respect and open and transparent communication.

We will continually strive to be good partners who deliver on their promises and work for the greater benefit of York and North Yorkshire.



An Overview of York and North Yorkshire

York and North Yorkshire covers approximately 846,367.54 hectares of land, which equates to 6% of England and is 5x the size of Greater London.

The geographical area is incredibly diverse. It is both highly connected and urban, with the city of York at its centre and distinct towns, but also deeply rural with many isolated communities.

A Vibrant City economy

The city of York is the largest urban area within the subregion – 20% of York and North Yorkshire’s population is based here and the city drives much of the area’s productivity and has some of our highest wage levels. Integrated with the York and West Yorkshire economies is Harrogate, the second largest population area (9%), closely followed by Scarborough (8%) on the coast. These key economic centres attract significant residents, visitors and businesses.

A High-Quality Rural Landscape

It has a high-quality landscape with two national parks (North York Moors and the Yorkshire Dales) and three National Landscapes (Howardian Hills, Nidderdale and the Forest of Bowland).

A Strong Coastal Economy

York and North Yorkshire has an incredible coastline which draws both residents, businesses and visitors

alike, but also provides an environmental and economic opportunity. The coastal economy has a strong maritime history, a buoyant visitor economy, manufacturing base and emerging offshore renewables sector. Whitby and Scarborough are the largest coastal communities.

Distinctive Market Towns

The economy of York and North Yorkshire is dominated by a number of distinctive market towns, which play a significant role in community wellbeing and business growth within the subregion. For example: Knaresborough, Selby, Skipton, Malton, Northallerton and Richmond, to name a few.

Well Connected to Neighbouring Economies

The area also has close economic links with neighbouring regions - West Yorkshire and Humber economies to the South and Tees Valley to the North, providing strong access to ports, airports and key conurbations. Connectivity goes beyond neighbouring regions with many key urban centres easily reachable, particularly from York. York to London is less than 2 hours on the train with York siting at the heart of UK rail.

Interconnectivity across the subregion is more limited and heavily reliant on private car usage. York and North Yorkshire has excellent north-south connectivity but east-west needs significant improvement.



A great place to live, work, learn and visit

According to a recent survey in 2023, Skipton, Harrogate and York within the subregion ranked as the top three happiest places to live within Yorkshire and the Humber. Skipton was also featured in the top 10 happiest places within Great Britain. The creative and culture assets are one of the biggest drivers of the area's attractiveness. However, this drives expensive house prices, and many second homes are utilised for holiday lets. In some areas, housing and rent is much closer to Southern counterparts.

Driving opportunities for all is key

Some neighbourhoods in the subregion are among the 20% most deprived in England. Most of these are in Scarborough, but six are also within York, two in Craven and single neighbourhoods in Selby and Harrogate, signifying deprivation is not simply coastal-based. Although this only equates to 6% overall, we need to ensure that these people aren't left further behind.

Ageing population

York and North Yorkshire is home to 820,500 people, 61% of which are of working age. The population is primarily of an older demographic with 24% of residents aged 65 and over compared with a national average of 18%. The only exceptions to this trend are in York, where there is a strong student base due to the presence of two universities, and Selby.

A highly qualified and educated workforce

There are strong academic assets across the whole of York and North Yorkshire, including three universities which provide strong links to higher education and

range of campuses and opportunities. The subregion has some of the strongest qualification levels in the North with over half of the working-age population qualified to NVQ 4+ level and there are very low rates of people with no qualifications (5.4%). Unemployment levels are also low at 1.7%.

Home to significant research and skills assets

York and North Yorkshire's asset base varies widely, including high-performing academic institutions (three universities are based here), research and development, innovation and sector specialisms (e.g. Stockbridge Technology Centre, York Biotech Campus, Network Rail's Training Centre, Green Chemistry Centre of Excellence). These assets can support our businesses to be more resilient, productive and innovative.

Strong presence of foundational sectors

The key employment sectors for residents includes Wholesale and Retail (14.8%), Health and Social Care (12.8%) and Accommodation and food service activities (12%). Although a small employment sector overall, Agriculture is a specialism of the subregion with a much larger proportion of businesses than national levels. There is significant public sector employment, particularly in York and Northallerton for 'General public administration activities', whilst 'Defence Activities' are significant to the northern area of the patch due to the presence of Catterick Garrison.

A diverse economy dominated by micro and small businesses

The York and North Yorkshire economy does not rely on one singular industry, which has meant the

economy has often remained stable, even during economic shocks. It is primarily made up of micro businesses, reflecting a similar picture to the national levels, alongside high levels of entrepreneurship and start-ups. However, larger businesses still have a significant role to play in the economy, providing substantial employment and supply chain opportunities and acting as key anchor institutions.

Global brand recognition

Manufacturing, particularly food, has a prominence in the subregion with many internationally-recognised brands based here (Nestle, McCains, Taylors of Harrogate, to name a few). Alongside our products, our places are also globally recognised, particularly the city of York, drawing in international students, domestic and international tourists and a range of inward investment opportunities.

High growth sector potential

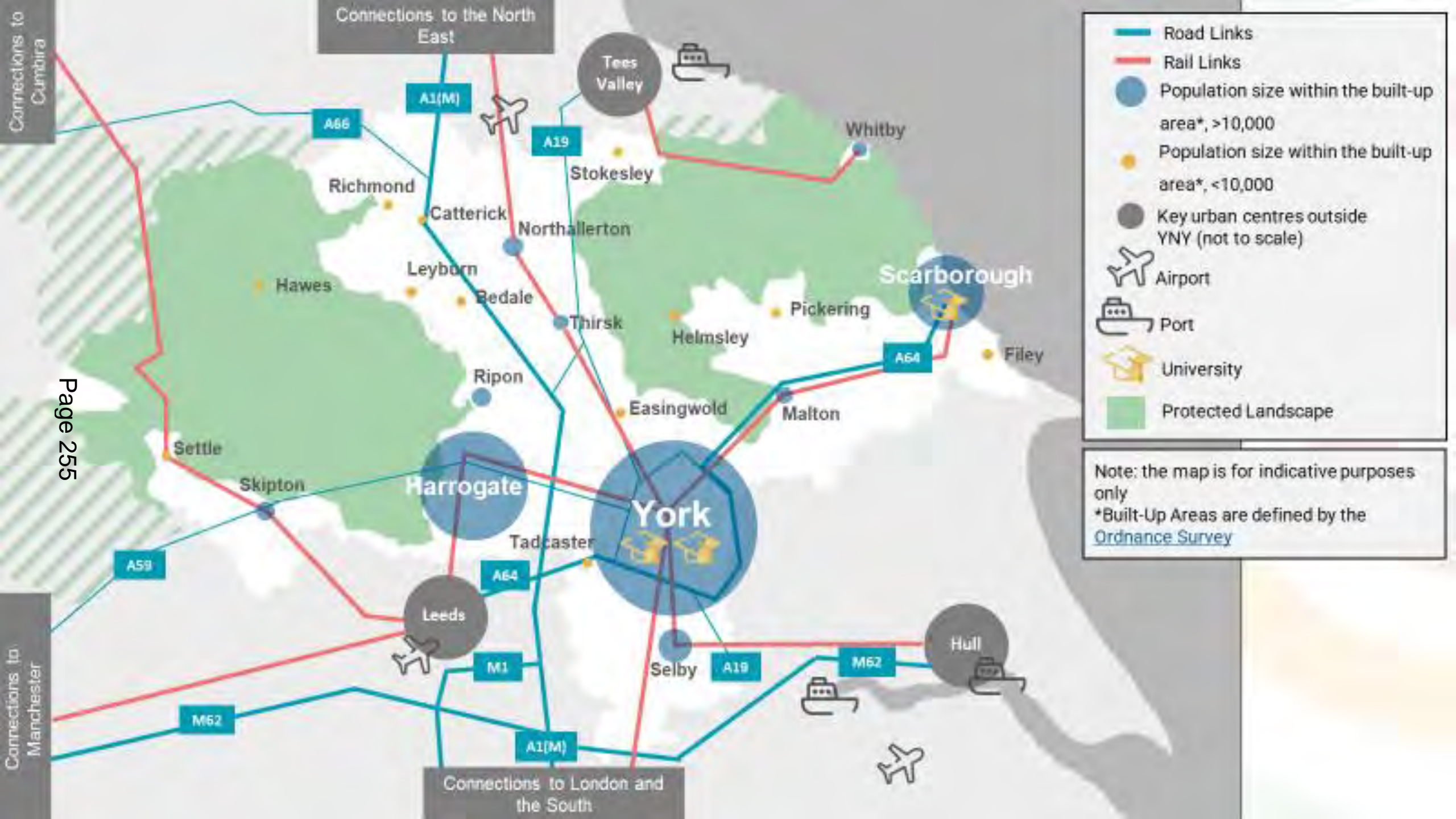
York and North Yorkshire is forward-looking and has identified a several sectors that have scope to develop now and into the future. These sectors can drive the three overarching ambitions identified in the Framework. For example, rail is a key sector, with strong links to manufacturing and supply chains, which can help to generate innovative, technology-focussed roles and make a significant contribution to productivity.

Connections to the North East

Connections to London and the South

-  Road Links
-  Rail Links
-  Population size within the built-up area*, >10,000
-  Population size within the built-up area*, <10,000
-  Key urban centres outside YNY (not to scale)
-  Airport
-  Port
-  University
-  Protected Landscape

Note: the map is for indicative purposes only
 *Built-Up Areas are defined by the [Ordnance Survey](#)



The Devolution Deal

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Directly Elected Mayor

£18m per annum Mayoral Investment Fund for 30 Years

Responsibility to plan and deliver UK Shared Prosperity Fund from 2025

A key leadership role for the mayor in public safety, taking on the role and functions of the Police Fire & Crime Commissioner

| Transport & Connectivity | Skills & Employability | Housing & Place | Net Zero & Natural Capital | Business & Investment |
|---|---|--|--|--|
| <p>New powers to improve and better integrate local transport, including the ability to introduce bus franchising, control of appropriate local transport functions e.g. local transport plans, and control of a Key Route Network.</p> <p>An integrated transport settlement starting in 2024/25 and an additional £1,000,000 to support the development of local transport plans.</p> <p>A commitment to explore a local partnership with Great British Railways so that the mayor can help shape and improve local rail.</p> | <p>New powers to better shape local skills provision to meet the needs of the local economy, including devolution of the core Adult Education Budget, as well as input into the new Local Skills Improvement Plans.</p> | <p>Over £13 million for the building of new homes on brownfield land across 2023/24 and 2024/25.</p> <p>Investment of up to £2.65 million on projects that support York and North Yorkshire's priority to deliver affordable, low carbon homes across the area.</p> <p>New powers to drive the regeneration of the area and to build more affordable homes including compulsory purchase powers and the ability to establish Mayoral Development Corporations.</p> <p>Additional support to the York Central brownfield regeneration scheme.</p> <p>Commitments to work in partnership with the area on the development and delivery of strategies to realise the region's cultural potential.</p> | <p>£7 million investment to enable York and North Yorkshire to drive green economic growth towards their ambitions to be a carbon negative region. This investment is subject to agreement of submitted business case.</p> <p>Support to develop a Natural Capital Investment plan for York and North Yorkshire.</p> | <p>Integration of the York & North Yorkshire Local Enterprise Partnership ensuring a strong local business voice.</p> <p>A commitment to establish a programme working group in support of the BioYorkshire programme.</p> <p>Engagement on broadband and mobile infrastructure rollout and on the development of the Scarborough Cyber Cluster.</p> |

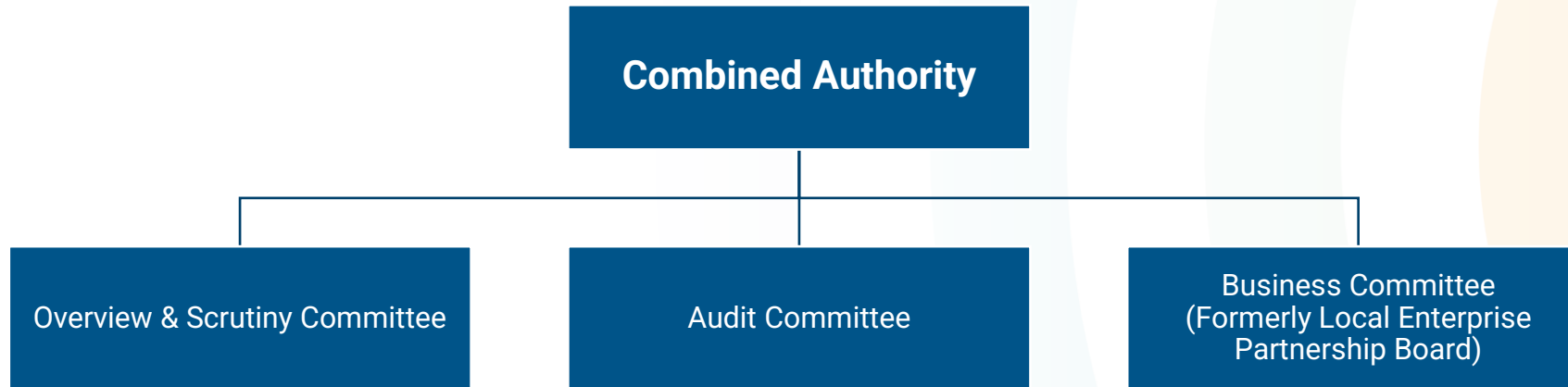
How we make decisions

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The Combined Authority is committed to strong leadership and clear transparent governance.

The Combined Authority consisting of the Mayor (once elected) alongside two Members from City of York and North Yorkshire Councils will be the primary decision makers.

The Combined Authority will initially be supported by an Audit Committee, an Overview and Scrutiny Committee and a Business Committee ensuring the governance, finance and activity of the Combined Authority is appropriately scrutinised.



The Officers of the Combined Authority will be led by a Head of Paid Service, with the other statutory officers being a Section 73 (Finance) officer and Monitoring (Legal) Officer. Additional Director posts will lead the delivery directorates of the Combined Authority.

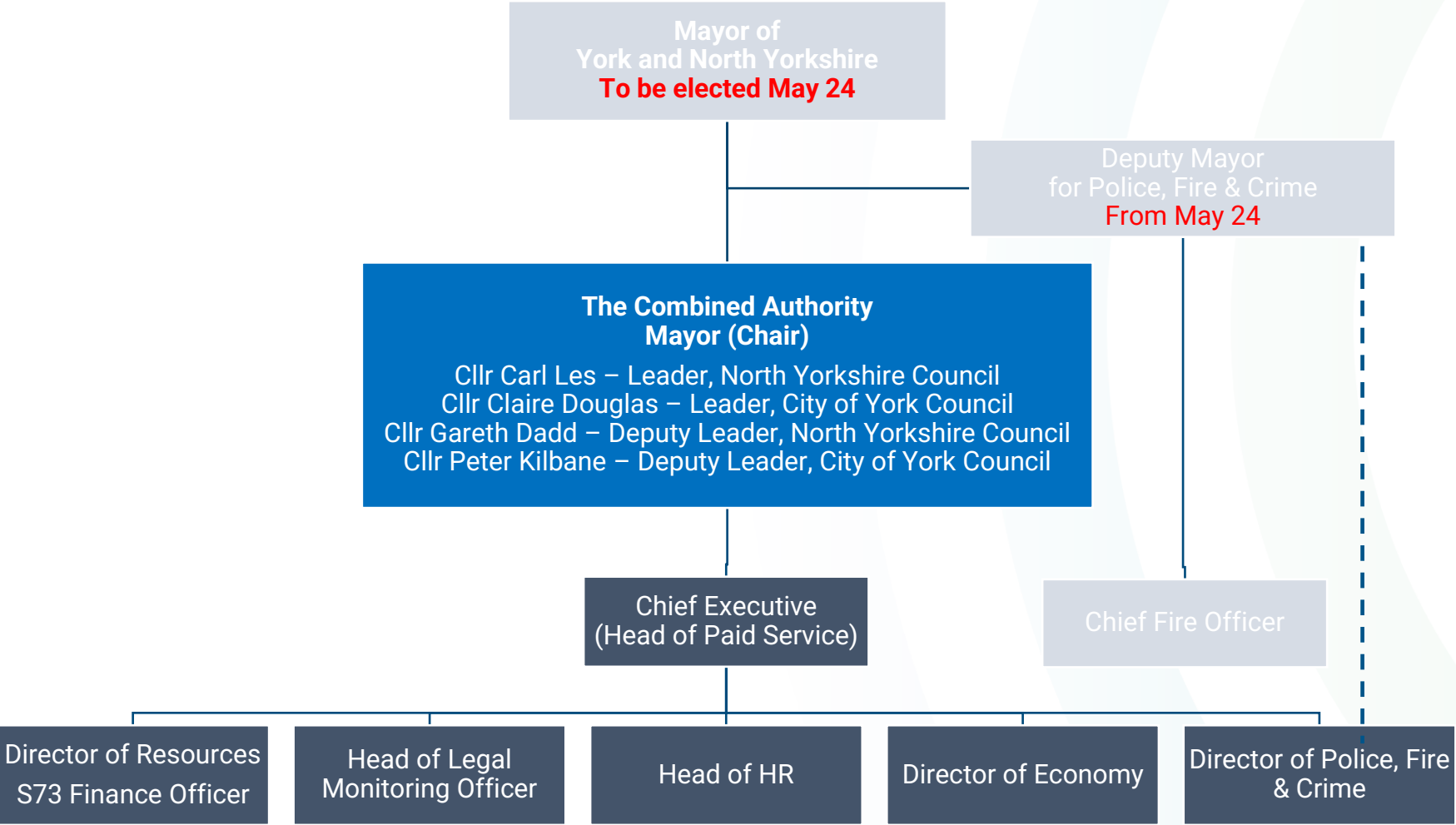
The following structure chart outlines the draft leadership structure from when the Mayor is elected in May 2024.

About the Combined Authority

Key People

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Key People

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In the period before the Mayor is elected;

- The Combined Authority will be chaired by the Leaders of City of York Council and North Yorkshire Council; and
- The Police, Fire & Crime Commission and Chief Fire Officer will continue to report to the Police, Fire and Crime Commissioner

Combined Authority Leadership Team

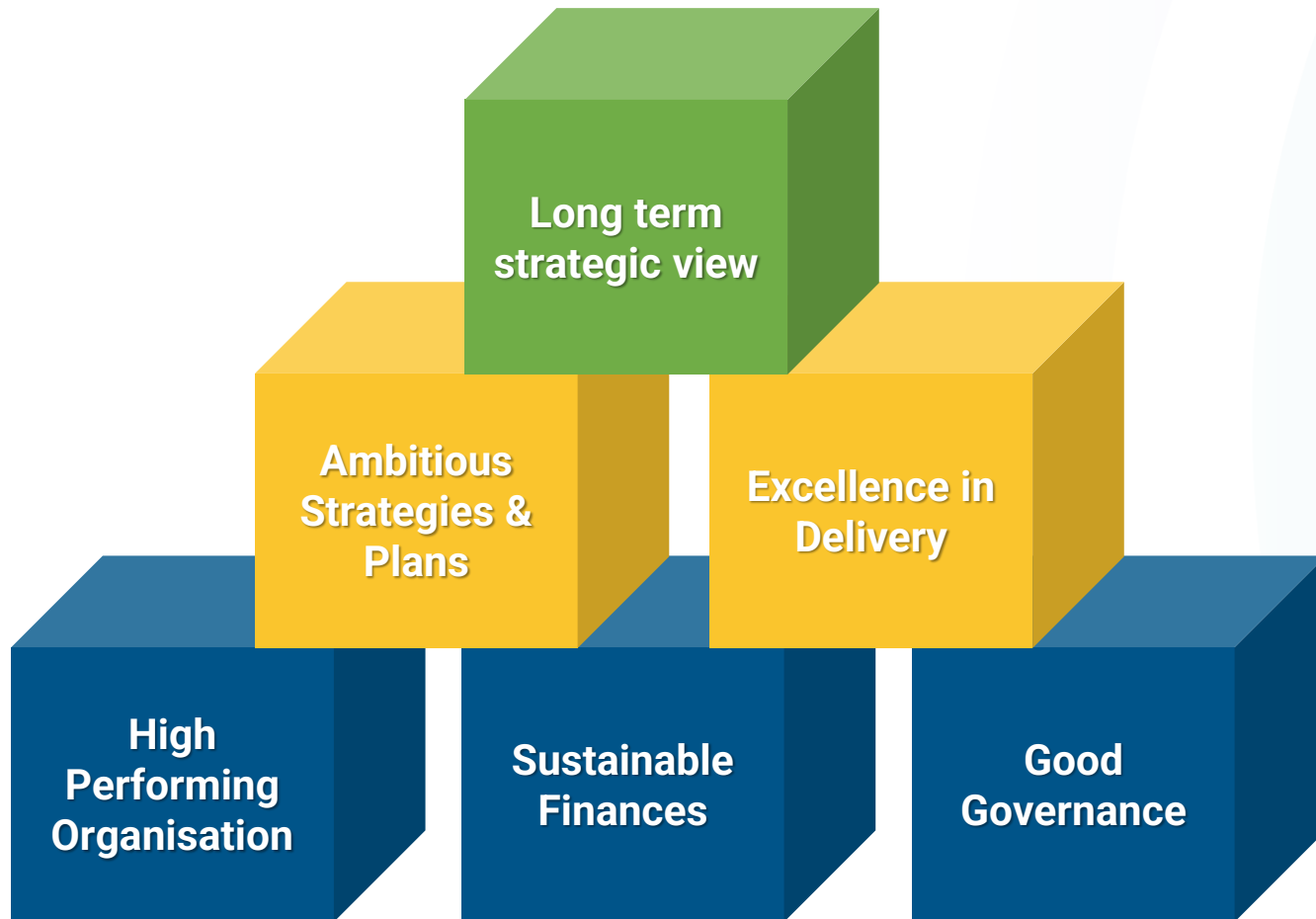
| | |
|--|---|
| Chief Executive & Head of Paid Service | To be recruited following election of the Mayor |
| Director of Economy and interim Head of Paid Service | James Farrar |
| Interim Director of Resources | Debbie Mitchell |
| Interim Monitoring Officer | Barry Khan (Rachel Antonelli – Interim Head of Legal & Deputy Monitoring Officer) |
| Head of HR | Sara Jeffs |
| Head of PFCC TUPE Transfer (to May 2024) | Helen Whiting |
| Head of Operational – PFCC Integration | Nick Edwards |
| PFCC Chief Executive | Simon Dennis (Jenni Newberry Substituting) |

The Police, Fire & Crime Commission and Fire & Rescue Authority will remain independent of the Combined Authority until the Mayor is elected. In this period they will continue to report to the current Police, Fire & Crime Commissioner.

| | |
|--|----------------|
| North Yorkshire Police, Fire & Crime Commissioner until May 2024 | Zoe Metcalfe |
| Chief Executive Police, Fire & Crime Commission | Simon Dennis |
| Chief Fire Officer | Jonathan Dyson |

Our Leadership Focus

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An ambitious organisation, which is a valued partner, delivers on its promises, empowers its people and is open and transparent in how it operates.

Organisational Priorities

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| | Initial Priorities |
|----------------------------------|---|
| High Performing Workplace | <ul style="list-style-type: none">• Strong, value based leadership• A motivated, empowered team• A clear strategy and plans• Valued Partnerships• A digitally enabled organisation |
| Sustainable Finances | <ul style="list-style-type: none">• A sustainable Medium Term Financial Plan• Driving Organisational efficiency and productivity• Ensuring Value for Money at all times |
| Good Governance | <ul style="list-style-type: none">• Open transparent decision making• Accessibility to information and meetings• Accountability for our actions and decisions• Successful integration of the Police, Fire & Crime Commission |

Economic Priorities

What is the Economic Framework?

This is the first Economic Framework for the York and North Yorkshire Combined Authority. The Combined Authority was established in December 2023 with the election of its first Mayor in May 2024.

A Framework built on strong collaboration and engagement with local stakeholders

The Framework builds on the strategic economic plans and policies of its two constituent local authorities, the [City of York Council](#) and [North Yorkshire Council](#).

North Yorkshire Council's Economic Strategy

- Outward Looking Economy
- Innovative Economy
- Productive Economy
- Resilient Economy
- Carbon Negative Economy
- Inclusive Economy

City of York Council's Economic Strategy

- York as a global City
- Thriving businesses
- A thriving workforce
- A greener economy
- An economy driven by good business

This forms the basis of the Combined Authority's three overarching ambitions:

- **Transition to Carbon Negative** - A carbon negative, circular and more resilient economy.
- **Deliver Good Economic Growth** - A global, innovative, productive economy with strong and thriving businesses
- **Ensure Opportunities for All** - A thriving and inclusive economy.

Why is the Economic Framework needed?

The Framework has been developed to provide the following:

- An initial set of agreed priorities and direction for the new York and North Yorkshire Combined Authority
- An outline of the key challenges and opportunities for the economy of York and North Yorkshire, and
- A positive start from day one for the new Combined Authority.

Who does the Economic Framework apply to?

The Framework's priority is to support the work of the York and North Yorkshire Combined Authority. However, it recognises that its ambitions will require collaboration and partnership.

This Framework provides the initial set of priorities for the new Combined Authority, but it is proposed that a full detailed Economic Strategy and Investment Plan will be produced following the election of the York and North Yorkshire Mayor in May 2024.



Economic Priorities

City of York Council's Economic Strategy

York as a global City

- Thriving businesses
- A thriving workforce
- A greener economy
- An economy driven by good business



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North Yorkshire Council's Economic Strategy

- Outward Looking Economy
- Innovative Economy
- Productive Economy
- Resilient Economy
- Carbon Negative Economy
- Inclusive Economy

Transition to Carbon Negative

A carbon negative, circular and more resilient economy.

York and North Yorkshire is in a prime position to support national and global efforts to combat climate change, even going beyond net zero and becoming England's first carbon negative region. This opportunity is supported by both the area's natural assets and urban centres. For example:

- Natural carbon capture and sequestration supported by the two National Parks and three National Landscapes;
- Selby, Drax's plans for Carbon Capture, Usage and Storage;
- Innovative pilot opportunities through our urban assets (including Retrofit One Stop Shop and Heat Network Zoning Pilots in York).
- Key sectors that support the agenda, e.g. electric bus manufacturers Alexander Dennis in Scarborough and Switch Mobility in Sherburn in Elmet and used on York Park and Ride.

We're able to understand and pioneer the sustainability opportunities from both a rural and urban setting.

Significant progress has been made to reduce carbon emissions to date. However, there is still a long journey to achieve this ambition and tackle climate change. Without intervention or acceleration, there are massive economic risks, resulting from changes

to our climate such as increased frequency and severity of flooding, increased temperatures, water shortages and rising sea levels. Businesses could face disruptions on food production, damages to physical assets and destruction of ecosystems that underpin our key sectors (such as agriculture and tourism).

Pace and scale will be needed to reach this ambitious target.

What is the economic opportunity?

The transition to carbon negative is not just good for the environment, but can also support our businesses, people and communities:

- New jobs (e.g. growth within the renewable energy sector)
- Increased public and private sector investment
- New skills (e.g. retrofitting requirements for the construction sector)
- Resilience for key sectors – agriculture, food and drink manufacturing, and tourism – all of which are extremely vulnerable to impacts of climate change
- Health benefits leading to a stronger workforce (e.g. cleaner air, improved energy efficiency of homes)
- Cheaper, cleaner and more secure energy, a benefit for both businesses and residents

Net Zero by 2034 and carbon negative by 2040.

Deliver Good Economic Growth

A global, innovative, productive economy with strong and thriving businesses

Compared to many Northern counterparts, York and North Yorkshire has a strong economy, particularly driven by York's performance. But there is an opportunity to strengthen it further, attracting new investment and driving our businesses to be more productive, innovative and resilient.

The York and North Yorkshire economy is valued at £22bn in 2021. This is comparable to similar geographies and areas across the UK. However, productivity shows a slightly different picture.

From 2011 to 2021, York and North Yorkshire's average output was 87.5% of the national average. The region faces a gap when compared to national and Southern counterparts. This is primarily driven by North Yorkshire, which lags behind at 84.1%. York was much closer to national levels at 97.4%,

Wage levels are also lagging when compared to the national average. Underperformance is mostly concentrated along the coast and in rural pockets. Resident pay is stronger than workplace measures across all areas of North Yorkshire (although the trend is not reflected in York), indicating that a proportion of residents commute out of the area for jobs that are better paid. Around 12% of people are still paid below


the Real Living Wage.

There are people sitting within low-waged, low qualification and low-skilled roles with huge potential and transferable skills to move into growing sectors with high need, creating access to new opportunities for them.

What is the economic opportunity?

- New investment and growth in the economy
- Increased productivity levels
- Higher quality and higher wage job opportunities
- Increasing skill levels
- Better quality of life for residents
- Greater business resilience

**ITL2 is a geographic classifications, primarily made up of counties and groups of counties. For more information, [International geographies - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk)*



Increase the value of our economy in a way that benefits our people, places and environment.

Opportunities for All

A thriving and inclusive economy.

York and North Yorkshire has some of the most desirable places to live, work and visit. In 2023, Skipton, Harrogate and York were voted the top three happiest places to live in the region. However, this is not a consistent picture across the whole patch. The benefits of living and working within York and North Yorkshire are not always equitable.

Some of our communities are falling behind, and this is a result of varying factors primarily linked to accessibility – e.g. access to transport, housing, education and training, good employment etc.

13% of neighbourhoods within York and North Yorkshire rank in the 10% most deprived for 'Barriers to Housing and Services' according to the Indices of Multiple Deprivation. This assesses physical proximity of local services and 'wider barriers' which includes issues relating to access to housing such as affordability and homelessness.

Although this is partly driven by the rurality of the subregion and our isolated communities, these challenges also apply to our urban centres, particularly housing affordability.

York and North Yorkshire might have some of the best connectivity, particularly in our highly built-up areas and strong links to neighbouring geographies, but it also has some of the worst digital and transport connectivity. With technology ever-changing, there's a risk that residents could be disadvantaged if the infrastructure struggles to keep

pace. Connectivity (whilst reducing emissions) also plays a key role in ensuring that people have access to employment, learning and key services.

Some of our well-paid workers are falling behind compared to national levels and there is a large proportion of underemployed people. The highest paid jobs in the region are paid significantly less than the highest paid jobs nationally and this is the main source of the overall pay gap in the subr.

For York and North Yorkshire, levelling-up is less about regional and Northern comparators, it's bridging the gap with national performance and against Southern counterparts. There are also disparities between some of our communities, particularly along the coast, which need to be addressed.

What is the economic opportunity?

- Create a stronger, healthier and more resilient workforce
- Improve quality of life for residents
- Encourage more people back into the labour market and reduce labour shortages
- Higher quality, higher paid jobs



All residents should benefit from economic growth and have equal access to opportunities.

Growth Hub Programme Event, 'Strive Live'

Supporting health, wellbeing and access for all our communities

Currently, good health is not evenly distributed across the sub-region. There is a 13-year gap between the lowest area and highest area for life expectancy levels of men in the sub-region, similarly there is a 12-year gap between women in the lowest and highest areas.

By supporting our three overarching ambitions, there is also an opportunity to create healthier and happier communities, as they link to the wider determinants of health. The wider determinants of health are a diverse range of social, economic and environmental factors which influence people's mental and physical health. As set out by [Public Health England](#), this can include:

- The quality of the built and natural environment, e.g. air quality, the quality of green spaces and housing quality
- Educational attainment
- Income, wealth
- Access to employment, including the quality of work and health benefits
- Access to culture and leisure opportunities
- Crime rates

Local authorities have a responsibility to improve

health and wellbeing and tackle inequalities. The CA will not duplicate the work undertaken by the City of York and North Yorkshire Councils but support the agenda through these wider determinants of health and work collaboratively with the two Local Authorities and the NHS, where appropriate.

Any investment from the CA should consider the impact on the health and wellbeing of York and North Yorkshire's residents, aiming to improve the health and wellbeing on our residents by acting on economic and wider determinants of health.

The success of an economy should not just be measured alone by how fast or how aggressively it grows, but also by how well wealth is created and shared. The CA's three overarching ambitions demonstrate the focus on businesses and productivity, but also the environment, our people and communities.



Delivery Themes

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| | | |
|--|--|--|
| 1. Great Places for All sits at the heart of the Framework, reflecting that our great places are central to the growth of the economy of York and North Yorkshire, and act as a conduit for the other seven thematic priorities. | 4. A Well-Connected Economy reflects the importance of transport and digital in connecting businesses and people to opportunities | 7. Housing with a particular focus on increasing affordable and sustainable homes |
| 2. A Global Economy will maximise the opportunities of our high performing growth sectors to attract new investment into our region and increase our export potential | 5. A Green Economy focuses on the environmental and economic potential of our natural capital and sustainable energy sector | 8. Thriving Workforce will develop clear opportunities and skills pathways for all |
| 3. A Productive & Innovative Economy will drive the performance of established businesses and our core sectors, increasing productivity, innovation and R&D. | 6. Culture & Heritage reflects the world leading status of our assets and will seek to strengthen and increase investment into our cultural assets | |

| Delivery Theme | Excellence in Delivery What's happening now | Ambitious Strategies & Plans Where should we go next |
|---|--|--|
| Overarching Plans | <ol style="list-style-type: none"> 1. Manage NY Shared Prosperity Fund 2. Mayoral Investment Fund Delivery & Management 3. Deliver Growing Places | <ol style="list-style-type: none"> 1. York and North Yorkshire Economic Framework 2. Develop a long term Mayoral Economic Plan 3. Refreshing the Routemap to Carbon Negative & Developing a Net Zero Investment Plan 4. Developing a Mayoral Investment Fund investment and evaluation framework 5. Develop the 2025 Shared Prosperity Plan |
| Great Places for all Page 270 | <ol style="list-style-type: none"> 1. Support Delivery of York Central through the Enterprise Zone - 2. Possible NY Transforming Cities Fund transfer from WYCA | <ol style="list-style-type: none"> 1. Develop a future investment pipeline with LA's |
| Global economy | <ol style="list-style-type: none"> 1. Develop and publish Sector Plans for: Agritech, Industrial Biotech, Creative & Digital Technologies, Manufacturing, Healthy Ageing & Rail 2. Develop a partnership with Department for Business & Trade for export and international trade 3. Build an inward investment pipeline 4. Support existing Internationally Owned Businesses to secure new investment in the region. | <ol style="list-style-type: none"> 1. Develop the Invest in York and North Yorkshire Plan 2. Position York and North Yorkshire globally for our key sectors. |
| Innovative, productive economy | <ol style="list-style-type: none"> 1. Support business growth through the Growth Hub 2. Deliver specialist Business Support Programmes inc. Made Smarter, Grow Yorkshire, SPF Programmes | <ol style="list-style-type: none"> 1. Develop a joint Innovation Action Plan with Innovate UK |

| Delivery Theme | Excellence in Delivery What's happening now | Ambitious Strategies & Plans Where should we go next |
|--------------------------------------|--|---|
| Well Connected Economy | <ol style="list-style-type: none"> 1. Deliver the Integrated Transport Settlement | <ol style="list-style-type: none"> 1. Strategic Transport Framework to be published 2. Strategic Transport Strategy Approved including a rail plan 3. Transport Settlement negotiated with DfT 4. Transport Investment Pipeline developed 5. Develop Feasibility work on strategic transport priorities 6. York and North Yorkshire Digital Framework and Investment Plan |
| Green Economy Page 271 | <ol style="list-style-type: none"> 1. Deliver £7m Net Zero Investments 2. Deliver the £2m Energy Partnership Feasibility Pilot 3. £1m Local Investment in Natural Capital | <ol style="list-style-type: none"> 1. Create a Sustainable Energy Investment Strategy and Net Zero investment plan |
| Culture & heritage | <ol style="list-style-type: none"> 1. Deliver the York and North Yorkshire Local Visitor Economy Partnership | <ol style="list-style-type: none"> 1. Develop a York and North Yorkshire Cultural Strategy 2. Develop a cultural, heritage and visitor economy investment pipeline |

| Delivery Theme | Excellence in Delivery What's happening now | Ambitious Strategies & Plans Where should we go next |
|---------------------------|--|---|
| Housing | <ol style="list-style-type: none"> 1. Deliver £12.7m Brownfield Housing Fund 2. Deliver £2.65m Net Zero Affordable Housing Programme | <ol style="list-style-type: none"> 1. Establish a Home England Place Partnership 2. Develop a York and North Yorkshire Housing Investment Plan joint with Homes England 3. Develop a York and North Yorkshire Housing Retrofit Strategy and One Stop Shop joint with LA Partners |
| Thriving Workforce | <ol style="list-style-type: none"> 1. Deliver £2.5m pa Skills Bootcamps Programme 2. Deliver the Careers Hub in every school | <ol style="list-style-type: none"> 1. Develop a York and North Yorkshire Skills Framework and Strategy 2. Deliver the Adult Education Strategy Implementation programme |

Performance Targets

TBC

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City region
Rural powerhouse

Economic Investment Summary

City region
Rural powerhouse

| Theme | Funding Streams | Year 1 24/25 | Year 2 25/26 est. | Mayoral Term (4 Years) est. |
|--------------------------------|--|-------------------|----------------------|--------------------------------|
| Cross Cutting Funding | Mayoral Investment Fund Shared Prosperity Fund | 18,000,000 | 37,000,000 | 129,000,000 |
| Great Places | | 0 | 0 | 0 |
| Housing | Brownfield Housing Fund | 12,700,000 | 6,500,000 | 32,200,000 |
| Well Connected Economy | Integrated Transport Settlement | 0 | 140,233,000 | 420,699,000 |
| Green Economy | Net Zero Fund North East & Yorkshire Energy Hub Natural Capital Investment Plan Energy Infrastructure Feasibility | 10,059,003 | 59,003 | 10,236,012 |
| Global Economy | Core Funded Inward Investment Sector Development Funds | 400,491 | 176,491 | 929,964 |
| Innovative, Productive Economy | Growth Hub Specialist Business Support Programmes | 1,440,292 | 511,117 | 2,973,643 |
| Thriving Workforce | Skills Bootcamps Careers Hub Adult Education Budget | 2,941,739 | 13,848,000 | 44,485,739 |
| Culture & Heritage | | 0 | 0 | 0 |
| Total | | 45,541,525 | 198,327,611 | 640,524,358 |

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Police, Fire and Crime Commissioner Functions

City region
Rural powerhouse

The functions of the Police, Fire and Crime Commissioner will transfer to the Mayor and Combined Authority following the election in May 24.

Prior to the election, these functions remain under the oversight of the Police, Fire and Crime Commissioner.

The information below summarises the existing plans and budgets for the police, fire and crime commissioner.

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Further information can be found by clicking on the following links :

[Fire and Rescue Plan 2022 – 2025](#)

[Police and Crime Plan 2022 - 2025](#)

[Public Police, Fire & Crime Commissioner Delivery Plan 2023/24](#)

Exemplary fire and rescue services helping you to be safe and feel safe in North Yorkshire and York

Caring about the vulnerable

Ambitious Collaboration

Realising our potential

Enhancing our service for the public



1. Actively engage with all communities to identify need and risk and to reassure

Outcome 1a: Public confidence and satisfaction in North Yorkshire Fire and Rescue Service has increased.

Outcome 1b: North Yorkshire Fire and Rescue Service has a holistic understanding of risk in our communities.

2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems

Outcome 2a: North Yorkshire Fire and Rescue Service is recognised as a leading partner in driving a whole-system approach to preventing vulnerability.

Outcome 2b: The prevention of vulnerability and fire protection services are the core elements of North Yorkshire Fire and Rescue Service's operating model.

3. Deliver the "Right People, Right Support" every time

Outcome 3a: North Yorkshire Fire and Rescue Service has resource and response models that maximise productivity in communities and the efficiency and effectiveness of the response to emergencies.

Outcome 3b: North Yorkshire Fire and Rescue Service has developed a blueprint for, and has begun implementing, a new on-call model.

4. Maximise efficiency to make the most effective use of all available resources

Outcome 4a: North Yorkshire Fire and Rescue Service is increasing its effectiveness and efficiency through transformation.

Outcome 4b: North Yorkshire Fire and Rescue Service has better data to understand and improve itself.

5. Enhance positive culture, openness, integrity and public trust

Outcome 5a: Public trust in North Yorkshire Fire and Rescue Service is maintained.

Outcome 5b: Inclusivity, diversity and equality are at the heart of North Yorkshire Fire and Rescue Service's organisational culture and service delivery.

Outcome 5c: North Yorkshire Fire and Rescue Service is an employer of choice with a clear people focus that develops leadership, integrity and inclusivity.

Fire business delivery plan

OPFCC business delivery plan



Police & Crime

Plan on a Page

Exemplary policing services helping you to be safe and feel safe in North Yorkshire and York

Caring about the vulnerable

Ambitious Collaboration

Realising our potential

Enhancing our service for the public

Priorities

1. Actively engage with all communities to identify need and risk and to reassure

Outcome 1a: Public trust, confidence and satisfaction in North Yorkshire Police services, and in reporting crime and incidents, has increased.

Outcome 1b: North Yorkshire Police have a holistic understanding of need in all our communities.

2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems

Outcome 2a: North Yorkshire Police is a trusted and trusting partner, helping to drive a whole-system approach to improving outcomes.

Outcome 2b: Primary prevention and early intervention is embedded in the culture of North Yorkshire Police as the way of working across everything they do.

Outcome 2c: North Yorkshire Police Officers, PCSOs and PSOs have confidence in their capability to problem solve effectively.

3. Deliver the "Right People, Right Support" every time

Outcome 3a: North Yorkshire Police have the appropriate resources in the appropriate places to serve the needs of the public.

Outcome 3b: Vulnerable people and victims receive the most appropriate care according to their need.

4. Maximise efficiency to make the most effective use of all available resources

Outcome 4a: North Yorkshire Police is outstandingly effective and efficient.

Outcome 4b: North Yorkshire Police provides increasingly integrated services, improving the efficiency of the systems of which it is part.

5. Enhance positive culture, openness, integrity and public trust

Outcome 5a: The public trust and have confidence in the integrity of North Yorkshire Police as an organisation and in its officers and staff.

Outcome 5b: Inclusivity, diversity and equality are at the heart of North Yorkshire Police's organisational culture and service delivery.

Outcome 5c: North Yorkshire Police is an employer of choice with a clear focus on people that develops leadership, integrity and inclusivity.

Policing business delivery plan

OPFCC business delivery plan

Police, Fire and Crime Budgets

City region
Rural powerhouse

| Office of Police, Fire & Crime Commissioner | 2024/25 Budget |
|--|-----------------------|
| Revenue Budget | £1,520,000 |

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| North Yorkshire Fire | 2024/25 Budget |
|-----------------------------|-----------------------|
| Revenue Budget | £45,180,000 |
| Capital Programme | £8,078,000 |

| North Yorkshire Police | 2024/25 Budget |
|--|-----------------------|
| Police Force Revenue | £207,450,000 |
| Commissioned Services & Community Safety | £7,500,000 |
| Asset Management | £700,000 |
| To Capital Programme | £4,936,000 |
| Reserves | £1,094,000 |
| Capital Programme | £12,017,000 |