A Better Future Together

A Prospectus for Sheffield City Region

February 2017





Foreword

Sheffield's two universities and Sheffield Teaching Hospitals NHS Foundation Trust have been working during 2016 with the Sheffield City Region Combined Authority (CA), the Local Enterprise Partnership (LEP) and many public, private and community partners, to better understand the strengths and weaknesses of Sheffield City Region (SCR). They have been exploring ways to build on those strengths and overcome the weaknesses so that the economic and social potential of the region can be maximised. The work has been led by an eminent Sheffield Professor of Planning, supported by a renowned international planning group.

We embarked on this initiative because, as major stakeholders and so-called 'anchor institutions' in the SCR, we believe it is very timely for us to contribute even more strongly than we have historically to the debate about our region's future. It is clearly in our interest to see the region thrive and prosper and we admit to a self-interest, but one we see as entirely compatible with the priorities of the region.

Our study began by analysing our current situation and considering the experience of comparator city regions in the UK and overseas. We then gathered evidence from some four hundred organisations and individuals within and outside the region. These ideas and aspirations have provided the input for us to project ahead, some 25 years, towards the middle of the 21st century - SCR 2040 our grandchildren's region.

What has emerged is a belief that with determination and collective endeavour SCR will become an exceptional city region:

An outward-looking city region, known above all for its skilled and creative people; a region underpinned by innovation-led business and industry, and a culture of creativity; a region known for its quality of life, with outstanding health care provision and environmental stewardship which integrates the best of the urban and the rural; a highly connected city region, physically and virtually, open to ideas, people and influences from around the world; an inclusive city region where investment and growth produces prosperity and benefits which are shared by all.

To achieve that, the major conclusion emerging from our work is that we all have to embrace change. In particular, three major changes are needed:

- the scale of our collective ambition needs to be bolder:
- the diversity of well-intentioned projects needs to evolve into coherent long term programmes of effective action; and
- a new culture of collective strategic action is needed from all.

Each of the region's constituent parts already has ambitious plans for their own development. We have examined these and believe they will be enhanced by adoption of and integration into an overall longerterm SCR approach. We do not see the way forward as a choice between local and regional. We see it as additive, whereby local successes reinforce each other to create even greater SCR success.

This document (which we have called a Prospectus) sets out an ambitious shared vision and suggests some



priority actions to transform the competitiveness of businesses and the quality of life for local communities. This is not presented as a rigid blueprint as needs and opportunities will change. What we are advocating is a clear sense of reinvigorated collective direction and purpose, within which SCR can respond flexibly to circumstances that change and new opportunities as they arise.

This Prospectus is the result of intensive work, creativity and collaborative endeavour across many disciplines, sectors and communities and as such is informed by a level of insight and intelligence rarely seen at this scale. We have held over one hundred individual meetings and workshops, gathering insights from critics as well as friends and partners. We wish to thank all the hundreds of people who have helped contribute ideas and analysis, aspiration and ambition. In particular, we thank all those who have partnered us in hosting events.

The challenges set out here are not beyond this region, which has already contributed so much innovation to the industry, health, education, religion, sport, culture, politics and life of this country. We commend this Prospectus to all public, private and voluntary sector partners who have an interest in the region's future.

Implementation of the ideas we have set out in this document is clearly for those bodies to undertake if, as we

hope, they feel there is merit in what we have set out. But we care deeply about our region and so will remain available and keen to help and support, with ideas and resource, if so asked. We sincerely hope this Prospectus will provoke serious debate across the region, recognising our very constructive intent in producing it and that this, in turn, will lead to real action to embrace and develop it as a powerful driver of making Sheffield City Region a truly great place to be for all its citizens.

Tony Pedder

On behalf of The University of Sheffield, Sheffield Hallam University and the Sheffield Teaching Hospitals **NHS Foundation Trust**





Acknowledgements

This Prospectus has been prepared by a specialist team from Kevin Murray Associates, working to a brief from the respective anchor institutions, managed and directed throughout the project by Professor Heather Campbell of the University of Sheffield.

We gratefully acknowledge the support, guidance and encouragement, but particularly ideas and input, from a wide range of people across the business, community, education, health, infrastructure, political and public policy communities – both across the Sheffield City Region and beyond.

We would particularly wish to acknowledge the contributions of nearly 400 people who have participated in the events and contributed online, as well as the more than 100 people with whom we have had one to one meetings. We thank all those who helped make those events and contributions possible.

We hope this Prospectus provides the basis for a renewed ambition which people, businesses, organisations and institutions will engage with and get behind over the long term.

SCR Vision Team

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Our challenge



However, despite the region's considerable successes and achievements it continues to face significant challenges...

Sheffield City Region and its people have a proud record of innovation and creativity across industry, business, research, politics, culture and sport.

It is home to more than 1.8 million people, with some 700,000 jobs and an economy worth more than £30 billion per year. It has some of the highest quality natural environments in the country, including the Peak District National Park and Sherwood Forest National Nature Reserve. It has two of the best universities in the country for teaching and research - which include the Advanced Manufacturing Research Centre and the Advanced Wellbeing Research Centre. It has a host of major development initiatives underway, such as the National College for High Speed Rail, the Olympic Legacy Park, the iPort, Doncaster Sheffield Airport and the Peak Leisure Resort. It has some of the leading health care provision in the country. It has a highly active, diverse and innovative voluntary and community sector.



Productivity is low, with below

Start ups and scale up rates have been slower post-recessionⁱⁱ

Life expectancy varies by as much as 10 years across the region iii

Educational attainment is low with a higher than average population with no NVQ level qualifications iv

Resources will always be limited. The future is uncertain. Central government may provide important help to the region, but it is clear that government finances are likely to remain under severe pressure for the foreseeable future.

Both government and business investors have repeatedly advised that to be credible targets for investment, regions have to demonstrate a shared sense of long term purpose and the capacity to prioritise. And there are some perceptions that our region has at times fallen short of this description.

One thing is certain; if we are not moving forward, then we shall be dropping back in relation to other city regions. We should recognise that the other regions are potential partners in building a new North - but at the

UK average GVA per capitaⁱ

Graduate retention from its universities is amongst the lowest in the UK city regions^v

Frequency and quality of rail services to key adjoining major cities is poor ^{vi}

Superfast Broadband Internet availability is low compared to other reaions vii

same time they are also our competitors for talent, resources and investment. We need to move forward as far and as fast as they intend to.

But this is not just about our place in the North, nor even about our place in Britain. The opportunities, the markets, the resources and the responsibilities are world-wide – so we need to become world-class players. We need to benchmark ourselves against city regions which have shown transformation is possible, such as Turin, Bilbao and Eindhoven.

Ultimately our success as a region is in our hands and down to us. Our region has great resources of talent, ideas and enthusiasm.

What our analysis tells us is that our region needs to create a much greater shared sense of purpose and project this more actively.

Our Vision

The emphasis of the feedback we have had says we need to

be more together work more together and succeed more together

Only by genuine collaboration and collective responsibility can we share - and share in - the opportunities and benefits of growth.



This is not just a dream, or a goal for some far-distant future. It is the means by which it is strongly believed SCR can start to move forward more effectively now.

Building from the togetherness theme, we set out a vision - a vision which we believe will work for all the communities of the region, offering a new sense of direction and hope for the future.







Our Vision is of:

An outward-looking city region, known above all for its skilled and creative people; a region underpinned by innovation-led business and industry, and a culture of creativity; a region known for its quality of life, with outstanding health care provision and environmental stewardship which integrates the best of the urban and the rural; a highly connected city region, physically and virtually, open to ideas, people and influences from around the world; an inclusive city region where investment and growth produces prosperity and benefits which are shared by all.

Our ambition



We have taken the vision and the consultative work we have done as the basis from which to set out a realistic ambition which we believe can drive the region to better use its joint resources of imagination, initiative, skills and talent to turn SCR into a place that has world-wide recognition as a truly outstanding place to live, work and learn.

The ambition we propose means a really significant amount of change that we will need to bring about over the next 25 years.



Most crucially we need to:

• grow the region's economy annually by one percentage point above the national average, closing the 'performance gap' incrementally; and

- the number of local start-ups (growth target possibly as much as 50%)
- local investment in research and development (growth target possibly as much as 50% in real terms)
- the sector of our workforce classed as 'highly skilled' (growth target possibly as much as 30%)
- public health, to bring life expectancy to above the national average
- the quality of our schools with a greater proportion classed as good or outstanding
- our housing stock, not just in terms of numbers (with possibly at least 150,000 new homes) but also the condition of existing homes and the choice of size and tenure available to local residents

• reduce deprivation by closing inequality gaps.

To achieve this, very significant change is necessary over the next 25 years in the following areas, for which ambitious targets and stretching milestones need to be quickly confirmed:

- the development of our environmental and sporting assets by extending and linking the green areas of the region into a 'green network'
- the renewal and improvement of our urban areas, particularly town and city centres, so as to make them more attractive destinations for residents and visitors alike
- the connectivity and capacity of our travel and digital connections both within and beyond the region

Transforming the City Region - six programmes



In order to realise the transformational scale of change required we will need to prioritise. From our inquiry and discussions six areas have emerged which are seen as most critical to the achievement of sustained inclusive growth.





Promoting the Regional Green Network



Connectivity

Building an ambitious economy: Innovation and Enterprise – Creating an Ecosystem

The Proposition

- Creating Innovation Districts in the principal growth centres, linked to a network of Innovation Hubs across the **region**, incorporating flexible space for research and work, Live-Work to the housing mix.
- A specialist programme of high level support targeted at **potential leading edge** innovative businesses.
- Developing links between businesses and the region's research institutions. One health, where a "city of health" network could strongly enhance
- Opportunities and venues for events that support business growth, such as training,



The region has a record of innovation and much to build on. We have significant strengths, for example, in manufacturing, including advanced manufacturing, engineering and logistics, with the Advanced Manufacturing Research Centre in Rotherham being a nationally renowned development. This potential needs to be fostered and we must continue to be ready to nurture innovation wherever it arises and be alive to new and emerging sectors.

While we should seek to continue to 'scale up' our capacity in advanced manufacturing, and extend it throughout the region so that it grows and supports itself as an ecosystem, we must also look to add new sectors, capability and the necessary supporting technology, infrastructure and supply chains.

Leading edge enterprise needs to be more actively encouraged and supported in other sectors, such as in the growing areas of digital and health technologies, as must better and higher quality jobs in sectors such as retail and social care. Improvement in managerial and leadership capabilities will also be key.

Our target will be to deliver growth in 'Gross Value Added' and high guality jobs, putting us in a stronger position to compete in world-wide markets.

The region will be known for innovation and enterprise - a knowledge rich city region.





- development of high quality management and leadership skills leaders through training, coaching and filling gaps in peer-to-peer **business support**, skills and
- Developing a **strategy for** the retention of high quality graduates across sectors.
- Building up mechanisms within the region to improve access to diverse investors including angels.
- Promoting design standards to ensure an international quality of working environment, capable
- Creating high quality places supporting infrastructure and
- Innovative enabling and delivery mechanisms to improve planning 2008 Planning Act.

2 **Global excellence** – local impact



The SCR economy needs to be globally ambitious in the quality of its enterprise, while also maximising its local impact.

The region must be outward-looking, but in so doing we must seek to maximise the local impact of investment through encouraging, where possible, the development of local supply chains. SCR needs to keep more of the overall value of what it spends. We must do all that we can to develop our own resources. This includes maximising the return on development projects, as well as on the goods and services individuals, businesses and organisations purchase. This will be challenging, as the quality and value of local provision must be at least on a par with the best.

SCR needs to ensure that the support is in place to develop the skills and capabilities to enable local people and businesses to compete effectively locally, and in so doing being better placed to also challenge for business in markets nationally and globally. The Government has already passed the Social Value Act and is looking to extend its reach and impact. Other mechanisms are also being promoted to ensure local communities benefit from major developments.

But action needs to start with a sustained effort within the region to make best use of existing opportunities.

The region will be known for maximising its local impact – an inclusive city region.



- Providing support for small and micro businesses to enable them
- social enterprises.
- Exploring the effectiveness of Procurement Protocols which and services.
- Developing **performance measures** for social value across the region.



- to maximise return from **major developments** including the provision of **training and** apprenticeships for local people.
- new SCR local challenger bank.
- Developing further **Local Food Production** initiatives.

3 Joining-up Health and Well-being



Within our region there is much to build on in terms of expertise and leadership in the delivery of healthcare. But we must do even more to tackle health inequalities across the region, which result from deprivation, and lifestyle and behavioural challenges.

We need to deliver a health and care programme that gives everyone a great start in life, and helps them stay healthy and live longer.

The quality of our health sector and our strength in public health research can help us tackle these inequalities, supporting innovative practices of collaboration and delivery and ensuring that the region is prepared for the challenges of a changing and aging population.

Our position in SCR in the practice of preventative health care, linking the provision of care more closely to the region's growing exercise and lifestyle opportunities can be developed even further through closer collaboration. Facilities like the Advanced Wellbeing Research Centre, the National Centre for Sport and Exercise Medicine, the Olympic Legacy Park and the various providers linked to these and other related developments place SCR in a unique position nationally.

The region will be known for its healthy and active population – a healthy city region.



- Giving people a great start in life and keeping them well by putting prevention at the heart of everything we do.
- Treating people as close to home as possible, and enabling their neighbourhoods to support healthy lifestyles.
- Transforming Sheffield City Region into the most physically active region in the UK.
- Mental health being integral to our ambitions.
- Fulfilling the aspiration for **everyone** to have good access to high quality care so that no matter where people live they receive the same standards, experience and outcomes



- Aligning care services to flow **seamlessly** from one to the next, so people don't have to tell their story twice to the different people caring for them, and everyone is working on a shared plan for individual care.
- Developing and supporting a flexible health and care workforce that comes together in neighbourhood hubs and specialist **centres** to offer people the best and
- Pioneering the development and use of new medical devices and healthcare technologies which bring positive benefits to individuals and the wider economy.
- Remaining at the forefront of clinical research to ensure our region benefits from early translation of evidence based findings into clinical practice and treatments.

4 Transformation in Education and Skills



We need to see an across-the-board improvement in education and skills. Not all young people within the region have access to the same educational opportunities, and the capabilities and skills required by employers within the region need to be more varied and of higher quality. This calls for an integrated approach across all sectors and communities.

We need to address education needs, attainment, aspirations and skills for everyone, whether from early years to further and higher education, or life-long learning in educational institutions, the workplace or in the community.

The region will be known for the talent and skills of its people - an ingenious city region.



- An across-the-board action plan to address the lack of qualifications and competences in the wider population and low performance in some schools.
- Submitting an Education and Skills **Devolution Bid**: the **SCR Education** Escalator.
- Ensuring the region **attracts and** retains the most talented teachers and leaders through a programme of
- A major development of early years' **provision**, which we know is essential to long-term educational success.
- Strengthening core literacy and numeracy throughout compulsory schooling, and revamping skills provision to strengthen digital, Technology Colleges and further





- A well-promoted programme of **skills** training at mid and upper skill levels,
- Increasing current provision for **youth** training programmes.
- Enhancing the region's apprenticeship
- Developing the **educational reach** in
- Developing an **integrated higher** education approach, which provides clear progression pathways for students in the region, by developing, guarter for Sheffield, with networked campuses across the region.
- Making retaining more graduates in the region a priority.

5 Promoting the Regional Green Network



The region has extensive green assets across its length and breadth, with many imaginative initiatives being pursued by voluntary and public bodies. SCR needs to be better known, inside and outside the region, for the outstanding quality of the natural environment.

The region offers the high quality living and working environments that are increasingly demanded by households and businesses. One of the great qualities is the co-existence of major urban centres alongside green spaces and natural environments, within a dispersed settlement structure.

The 'outdoors' is therefore a key asset of the region, and needs to be fully promoted and utilised to enhance social, environmental and economic well-being.

The region is the ideal setting for Britain's first Urban National Park. This would involve creating a network linking the green spaces in and around urban areas to the major countryside assets such as the Peak District National Park, Sherwood Forest, Dearne Valley, South Yorkshire Forest and the Don Valley river basin management strategy.

The region will be known for the high quality of the environment and lifestyle - an outdoor city region.



- wide environmental strategy which makes the case for an **Urban** National Park that connects the Peak District National Park, Sherwood Forest, Dearne Valley and the South network other natural assets.
- Co-ordinating efforts and resources in investing in our region's natural assets, both for
- Growing the green networks so that they connect across the whole region for walking, cycling and family leisure and giving them a role as part
- Incorporating new regional and national sporting opportunities



- Providing long and mid distance foot and cycle-paths across the **region**, signposted with car park access, to encourage people to switch to these modes of travel.
- Expanding Urban Forestry and biodiversity projects.
- better use of **rivers and canals**.
- Developing **new roles for river and** canal corridors, including for fitness,
- Continuing to tackle **air quality**
- Providing new and upgraded play space.

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6 **Better Internal** and External Connectivity



Proposition

The region has the potential to become a hinge-point for the movement and distribution of goods and people for Britain. Its location is ideal for connections both east-west and northsouth between the northern cities, the rest of the UK and internationally.

There are some transformative developments, such as Doncaster Sheffield Airport. But relative to much of the rest of Britain, the region overall has been falling behind in terms of infrastructure investment. There are key decisions to be taken nationally about the future of HS2, HS3 and the road network that are critical to our future development.

Equally important is the progress of digital connectivity and the transport networks within the region. SCR also needs to be alert to the possibilities of new supporting technologies, leading innovation where appropriate. We need to develop a holistic approach to these requirements for the region, advocate strongly and use our own assets to best effect.

The region will be radically transformed by the quality of its physical and virtual connectivity – a connected city region.



External connectivity

- Enhancing high capacity/quality rail **links** through early resolution of HS2 and HS3 options.
- Examining Woodhead 4 as a complementary rail or alternative rail/ road link to the extremely ambitious proposed Trans Pennine Road tunnel.
- Reinforcing the wider City Region role of Doncaster Sheffield Airport and, through direct rail links to the East Coast Mainline at Doncaster and Midland international northern hub.
- Improving the capacity and flow of the M1 corridor.
- Significant investment in trans-Pennine road routes.
- Becoming a digital network city region meeting the best global standards - currently 1 Gigabit-per-second broadband speed – available to every home and business.



Better Internal Accessibility through:

- Extending train, super-tram and tram-train networks to create a sustainable inter-urban system smaller towns and old villages.
- Supporting non-rail locations with improved bus services including dial-up systems.
- Reviewing the potential of new smart demand-led public transport options.
- hinterland, to join with Manchester as an Integrating new housing and workplaces through transitoriented urban expansion areas.

How can our region do all this?

The Sheffield City Region has some solid governance structures in place, including the Combined Authority (CA) and the Local Enterprise Partnership (LEP). In due course an elected mayor may be added, alongside potential additional Government resources and powers to help accelerate the advancement of the region.

But we cannot leave it all to our elected representatives, with or without a mayor. The underlying idea in this Prospectus is that we all need to work together to bring about the transformation that is necessary. This must include reaching out and learning from our local communities.

Nor can we just leave the responsibility to existing organisations. That runs the risk that initiatives retreat into institutional silos, 'owned' by organisations that inevitably have their own interests to protect and pursue, and we fail to gain the benefits greater collective endeavour can bring.

This Prospectus proposes that there should be a network of action-oriented Alliances to support each of the six key programme areas that we have identified above. These Alliances would comprise individuals who are passionate about driving change in each of the programme areas. We are not advocating the creation of new bureaucratic organisations competing for time and space with the many existing bodies. What we suggest SCR needs are structures of minimum formality focused on the tasks in hand:

- Sharing ideas, expertise and information
- Spotting opportunities for working together
- Promoting the opportunities in the region
- Identifying and approaching potential investors in the region with investible propositions
- Benchmarking performance
- Advising local government and other agencies on needs and priorities

• Celebrating our successes

Programmes



Programme Alliances







We also propose that SCR should establish an independent advisory group - the SCR Guiding Coalition Group representing the key SCR institutions and individuals that can:

- Co-ordinate and support the working of the Alliances as necessary, including supporting ideas and propositions that span across more than one Alliance
- Collect relevant regional data and benchmarks
- Provide co-ordinated review and feedback to the Region's elected bodies about the progress of the programmes, probably through an annual report and a Regional "vision conference"



	Step 3			Deliver		
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• Convene regional workshops and other events that encourage participation by all sectors with an interest in the Programmes

If this Prospectus is to translate into action, the Alliances and the Guiding Coalition Group will need "sponsors", supporters and facilitators to ensure they operate effectively. We set out below ideas on how the region might recruit that resource.

Next steps

This Prospectus sets out a basis for a transformational leap in the ambition, leadership and collaborative delivery across Sheffield City Region. We have based it on evidence of current needs and aspiration from across the region, and on learning from the experiences of others. It sets a new bolder direction to be delivered through a spirit of active collaboration.

We commend this Prospectus to our region's institutions and leaders; we very much hope they will indicate their willingness to work together across public, private, and voluntary sectors to promote the effective establishment and operation of the programmes suggested. The delivery of this Prospectus will require a dedicated resource to lead, support and facilitate the various programmes proposed and the work of the suggested Guiding Coalition Group. As 'anchor institutions' we remain committed to playing a role and to contribute to that resource need.

To give confidence to our elected bodies that this approach is supported broadly across the region and that they should embrace the prospectus, we need others also to indicate that they share our vision and they are willing to participate. So we would welcome pledges of support from individuals, organisations or groups interested in participating in the programmes outlined in our Prospectus.

If you, your organisation or group share our vision for the future direction of our region and wish to participate, we look forward to receiving your support and an indication of how you might feel able to contribute.

Our website (www.scrvision.com) contains a feedback form on which comments and pledges of support can be made. Please do respond through the website or directly to the contacts listed below.

Our next steps will be to collect and collate all feedback and pledges; to discuss this with the region's elected leaders and other key partners, and from that, depending on the appetite evident, to produce an action plan for getting the work started, which we will communicate to all interested parties.

We need to build momentum now to build a better future together.

Please contact:

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or

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Endnotes

- ⁱ SCR 2013 GVA per capita £17,567 Leeds CR 2013 GVA per capita £24,115 UK Average 2013 GVA per capita £23,394 Source: ONS
- " SCR Net birth and death rate per 100 active enterprises, 2013: 3.5 Leeds CR Net birth and death rate per 100 active enterprises, 2013: 4.6 UK Net birth and death rate per 100 active enterprises, 2013: 4.4 Source: ONS Business Demography
- From a comparison of data from the following sources: Sheffield Unitary Authority Health Profile 2015, Public Health England 2015; Chesterfield District Health Profile 2014, Public Health England 2014; Barnsley Unitary Authority Health Profile 2014, Public Health England 2014; Rotherham Unitary Authority Health Profile 2014, Public Health England 2014; Doncaster Unitar Authority Public Health Profile 2014, Public Health England 2014.
- [™] SCR Unskilled (aged 16-64) with no NVQ qualifications, 2014: 10.6% Leeds CR Unskilled (aged 16-64) with no NVQ qualifications, 2014: 9.8% UK Unskilled (aged 16-64) with no NVQ qualifications, 2014: 9.0%

SCR High level skills (16-64) with NVQ4+, 2014: 31.6% Leeds CR High level skills (16-64) with NVQ4+, 2014: 30.6% UK High level skills (16-64) with NVQ4+, 2014: 35.8% Source: Annual Population Survey





v	SCR Graduate Retention Rates 2012/13 &
	2013/14: 34.0%
	Leeds CR Graduate Retention Rates 2012/13
	& 2013/14: 47.2%
	North Eastern Region Graduate Retention
	Rates 2012/13 & 2013/14: 64.4%
	Source: HEFCE

,	vi "Evidence suggests that SCR's economic				
		growth is constrained by the lack of competitive			
		rail links to Manchester, Leeds and London."			
		South Yorkshire Local Transport Plan (2011),			
		Sheffield City Region Transport Strategy,			
		2011 - 2026, p27. Evidence sources: Arup			
		(2010), The Case for High Speed Rail to Leeds			
		and Sheffield City Regions; Sheffield City			
		Region (2009), City Relationships.			

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vii SCR Superfast Broadband Availability, % of premises, 2014: 72.7 Leeds Superfast Broadband Availability, % of premises, 2014: 79.1 West of England Superfast Broadband Availability, % of premises, 2014: 80.5 Greater Manchester Superfast Broadband Availability, % of premises, 2014: 90.7 Source: OFCOM

