

Date: 29 January 2008

Report: YORKSHIRE FORWARD CORPORATE PLAN 2008/11 –
CONSULTATION DRAFT

Purpose of the report

1. To consider and comment on the Yorkshire Forward's draft Corporate Plan for the period 2008 to 2011.

Strategic Planning Framework

2. The information and recommendation(s) contained in this report are consistent with the Authority's statutory purposes and its approved strategic planning framework:

- ***National Park Management Plan statement***

"...delivery of national park purposes needs to be undertaken in partnership with key policy makers and fund holders. These include ...Regional Development Agencies..."

- ***Best Value Performance Plan statement***

"Achieving our objectives is crucially dependent on working with, and influencing the work of, other bodies..."

Background

3. Yorkshire Forward has invited comments on the consultation draft of its Corporate Plan for 2008/11. A copy of the Executive Summary is **attached**. The Plan sets out how Yorkshire Forward, the Regional Development Agency for Yorkshire and Humber, proposes to contribute to the goals set out in the Regional Economic Strategy in the period up to 2011. It also identifies how the Agency will respond to the changes in regional policy and to its responsibilities resulting from the Government's recent Sub National Review (SNR) of Economic Development and Regeneration.
4. The SNR is one of several policy reviews undertaken to inform the Government's 2007 Comprehensive Spending Review; it looked at how to strengthen economic performance in regions, cities and localities throughout the country. It was led jointly by the Treasury, the Department for Communities and Local Government and the Department for Business, Enterprise and Regulatory Reform and their predecessor departments. The review outlines the Government's plans to refocus powers and

responsibilities to encourage economic growth and tackle deprivation. Proposals include:

- a. empowering and giving all local authorities greater flexibility and incentives to promote economic development and neighbourhood renewal; and
- b. streamlining the regional tier, making the Regional Development Agencies (RDAs) responsible, working closely with local authorities, for preparing single integrated regional strategies setting out economic, social and environmental objectives.

Yorkshire Forward Corporate Plan 2008-2011

5. The Plan sets out the Agency's five corporate objectives. These, which will guide the organisation's activities and its £300m annual investment, are:
 - a. championing RES delivery;
 - b. helping people to access good jobs, skills and transport;
 - c. helping businesses to start up, grow and compete through innovation;
 - d. regenerating cities, towns and rural communities; and
 - e. improving Yorkshire Forward's capacity.

These five corporate objectives provide the structure for the Plan, with the key elements of each looked at in turn. The first and last relate more particularly to the Agency's own role and performance; the remaining three are linked more specifically to objectives of the RES. Of these, 'regenerating cities, towns and rural communities' will 'touch' the Authority's interests the most, its scope covering rural renaissance, a lower carbon economy, and the visitor economy. These are commented on more fully below.

6. The Plan confirms that in pursuing these objectives and the economic vision for the region the Agency will continue to embed the principles of sustainable development and will ensure sustainable practice is incorporated in its internal operations. The Agency goes further by revealing its ambition for Yorkshire and Humber to be recognised as a world leader in its efforts to 'green' the economy.
7. This commitment to more sustainable business and a lower carbon economy is supported by some of the programme ideas put forward to Yorkshire Forward for discussion. These ideas suggest activities where there is scope for the aims of both organisations to be met. The following sections identify where scope exists.

Championing Regional Economic Strategy Delivery

8. This includes a stated intention to continue to improve the quality of the economic intelligence base and to disseminate robust economic analysis and evaluation to inform and support other key strategies. This is welcomed; we hope the commitment extends to continuing to improve economic intelligence and analysis for the rural parts of the region which in the past have suffered from lack of reliable, local data.

9. This objective also identifies the Agency's 11 key policy areas – skills, transport, economic inclusion, competitiveness, enterprise/access to finance, international business, urban renaissance, rural renaissance, lower carbon economy, property, and visitor economy and major events. While rural renaissance, low carbon economy and the visitor economy are welcome inclusions in the priority list, it's disappointing that more explicit reference is not made to protecting, enhancing and utilising the environment and natural resources, which is a specific sub-section of an objective of the RES. Such a reference would seem particularly appropriate when, following the Sub National Review (SNR) Yorkshire Forward will have executive responsibility for developing an integrated regional strategy that will include environmental objectives. As the Government expects RDAs to work closely with local authorities and other partners when developing integrated regional strategies, we hope Yorkshire Forward will involve the National Park Authorities in the preparation of the Yorkshire and Humber document and its delivery.
10. For each key policy area a 'product policy range' is developed, explaining the economic rationale behind the priority and setting out corporate ambitions and intentions. These 'ranges' will cover a three-year period and be reviewed annually. Each of the 11 policy areas/policy product ranges is linked to one of the three RES-related corporate objectives b, c or d. Those of interest to the Authority are considered below.

Transport

11. This section, with its ambition "to establish the region as the most innovative and creative in the UK in linking transport and economy", reflects the strategic importance of good communications, although it's viewed almost exclusively from the perspective of business growth and workforce mobility. Transport poses other major challenges and is a highly contentious subject because volumes of road traffic continue to grow and CO₂ emission targets have been missed. While reducing car travel and threats to economic growth posed by road and rail congestion are referred to, despite the region's poor performance the environmental consequences of transport trends receive no mention under challenges and issues. If Yorkshire Forward is serious when it states, "...we have an ambition for Yorkshire and Humber to be recognised as a world leader in our efforts to 'green' our economy", it needs to be willing to play a greater role in coordinating public transport, in taking a lead making in difficult decisions and in being more ambitious in its environmental transport aspirations. Whilst accepting transport responsibilities rest with other bodies, to say that "the focus of our transport product is securing influence", that is to leave it to others, is unlikely to make the significant difference that's needed.
12. In the submitted discussion document on potential programme ideas the Authority highlights the need to increase the integration and use of sustainable transport modes for all aspects of daily life, including for recreation and leisure. It proposes safe walking/cycling routes as one local solution to accessing facilities and services and thereby reducing car dependency.

Regenerating Cities, Towns and Rural Communities

13. The opening statement of the section reiterates the RES assertion that Great Places are central to the economic prosperity of the region and its aim to utilise the full

potential of the region's unique physical and environmental assets to achieve an integrated and sustainable economy. This recognition of the contribution made by the region's very special environment to the economy is deserved and welcomed.

14. Both natural and historic environments offer opportunities for employment, training and business development. This is made clear in our submitted programme ideas which include imaginative use of the area's image and assets to develop innovative heritage and cultural tourism initiatives. The potential is already evident from current projects such as elements of the Haytime Project, which received support from the Authority's Sustainable Development Fund, and from recent research notably the English Heritage and Defra funded study of the "Public benefits of historic farm building and drystone wall repairs in the Yorkshire Dales National Park".

Rural Renaissance

15. The document refers to the crucial contribution of "rural effective land management" to the environment, as an attractor of business and visitors and through aspects such as food production and flood mitigation. It would be more appropriate to refer to the importance of land management being environmentally sustainable as well as effective in also safeguarding landscape character and environmental assets. When so much of the rural economy of the region is dependent on environmental quality and assets, making sure this environmental infrastructure remains intact should be as important as an economic objective as it is from a conservation perspective.
16. Yorkshire Forward's rural renaissance aim is "to strengthen and improve rural economic performance by focussing on enterprise, competitiveness, utilising unique assets and key sectors". This will be achieved through four policy products – the Renaissance Market Towns programme; a rural capital programme which would appear to be also market town focussed; promoting sustainable rural economic development which provide support to rural businesses; and the Rural Development Programme for England (RDPE). The inference from this description is that in the areas outside market towns and beyond business support activity there would be reliance on the RDPE to achieve rural renaissance. If this is the intention every effort should be made to ensure connectivity between activities in the market towns and in their hinterlands. It remains important for the historic inter-relationship between the two to be perpetuated and strengthened.
17. The National Park Authorities are mentioned as important rural renaissance delivery partners. We believe the Authority has skills and knowledge to offer and we would welcome the opportunity to assist in the realisation and delivery of a shared rural renaissance agenda for the Yorkshire Dales. The programme ideas submitted to Yorkshire Forward highlight the importance of co-ordinated environmental and business advice to land owners and of supporting local training, through initiatives such as the Yorkshire Dales Apprenticeship Scheme, in countryside skills, traditional construction, environmental conservation and sustainable land management.
18. Rural renaissance achievement would be measured against a series of economic outcomes. If environmental assets are recognised as an economic resource

measurement should extend to monitoring natural and cultural assets to ensure they are not threatened or diminishing.

Lower Carbon Economy

19. Yorkshire Forward's believes it can play a key role in mitigating risk and seizing economic opportunities through measures that include demonstrating how to de-couple economic development from increasing energy and resource use and identifying skills shortages and build organisational capacity to enable development and deployment of renewable and other low carbon technologies. We welcome the Agency's ambitions on this subject and hope its commitment to this goal is apparent in how it approaches all of its corporate objectives.
20. We are disappointed that the Agency sees its commitment to activity that demonstrates how key environmental assets can mitigate the impacts of climate change and deliver sustainable economic gain as only an influencing role. Such assets have a major part to play in capturing CO₂ and in water management and therefore, in turn, have significant value to the sustainability of the regional economy. Our own experience has shown the importance of appropriate moorland management, the value of tree planting and the opportunities from woodland management for capturing and retaining carbon dioxide, assisting water management and helping to build woodfuel supply networks. Yorkshire Forward should openly recognise this value and be willing to commit resources to appropriate carbon capture and flood management activities. It should also recognise that the National Park Authorities are well placed to assist delivery of initiatives in the uplands.
21. These opportunities were identified in the discussion document submitted to Yorkshire Forward. One of the main programmes it proposes is 'Facing up to climate change'. This highlights the scope for small-scale renewable energy development, some of which could be linked to conservation or management of buildings and sites; of raising awareness through demonstration, workshops and information; and of promoting land management that combines habitat conservation with water management and business development.

Property

22. Neither the low carbon economy nor this section of the Plan mentions that energy efficiency in processes and buildings is important in the drive to reduce carbon dioxide emissions. This should be a starting point in 'greening' business and the regional economy. The same applies to efficiency in use of other resources and materials if there is to be move towards a more sustainable regional economy. The property section does refer to sustainable construction but the principles of living within environmental limits should be promoted more widely.
23. This section also refers to improving the quality of our environment and to encouraging innovation in design and construction of the built environment. In working towards such quality of design, developers and designers should seek to retain and celebrate regional identity and local distinctiveness and create a strong sense of place.

Marketing the Region through Tourism and Major Events

24. An overarching aim is to modernise the regional image to promote it as a good place to live, work and do business. In terms of the regional visitor economy, one of Yorkshire Forward's focuses will be to promote innovation, to develop 'the next big thing' for tourism in the region based on its opportunities and assets. As for the North Yorkshire part of the region, the document suggests that whilst it has potential to develop outdoor adventure as a departure from traditional tourism, the protected landscape status of parts of the sub-region inevitably impose restraints.
25. Whilst the ideas of refreshing the region's tourism image and of encouraging appropriate innovation in tourism are supported, it's disappointing that despite our positive input into discussions on this topic over many months, the protected landscape status of some areas is still regarded as a constraint rather than an opportunity. Outdoor activities have always part of the 'tourism offer' of these areas, with more traditional recreation already drawing millions of visitors to North Yorkshire's countryside. We should be seeking to constantly improve the infrastructure, services and facilities for this established clientele whilst embracing appropriate new activities that celebrate the special qualities of these beautiful areas. Areas such as the Yorkshire Dales have a great deal to offer and more could be made of this through improved packaging and marketing, for example through the 'year of adventure' concept, to assist both health and rural renaissance agendas. Furthermore, focussing on 'the next big thing' should not preclude lesser ideas being considered.
26. Several ideas in the submitted future programmes document touch on tourism development. These extend to promoting sustainable tourism through raising environmental awareness and accreditation of tourism businesses and supporting businesses to develop tourism products and local produce based on local assets, culture and skills.

Improving Yorkshire Forward's Capacity

27. The Agency regards the scale and change signalled by the Sub-National Review as the most significant it has encountered since it was established. The biggest implication is the review's expectation that RDAs will delegate responsibility for spending and delivery of outcomes to local authorities where possible. This will require a strengthening of relationships with local authorities and other key partners, including Local Strategic Partnerships.

Geographic Programmes

28. , These will set out Yorkshire Forward's contributions to Local Area Agreements (LAAs). What isn't clear is if LAAs will be the only channel through which the Agency directs geographically focussed funding.

Resources

29. The Government's Comprehensive Spending review indicated that Yorkshire Forward will have £30m less in real terms for programme funding over the next three years. As for geographic allocations, in recent years allocations were linked to

sub-regional investment planning. Because this has not delivered all that was hoped for and because of other changes, not least the transition to City Regions, Yorkshire Forward is re-examining its approach and proposes to consult with 'Local Authority partners' during 2008/09. The National Park Authorities should request to be included in this consultation.

Measuring Targets

30. The SNR gives Yorkshire Forward much more flexibility in setting outcome targets, although objectives and interventions will need to demonstrate how they will contribute to the Integrated Regional Strategy's overarching economic growth objective. Even so, performance will be assessed against the aim to embed the principles of sustainable development into all interventions. This is welcomed but as the IRS will include environmental objectives, more specific measures of environmental impact would seem appropriate.

Next Steps

31. Consultations on the Plan run from 20 December 2007 until 21 February 2008. During this period Yorkshire Forward is holding a series of sub-regional briefing event to update partner organisations on the Agency's future strategic direction. The York and North Yorkshire event is being held on 17th January with a presentation and discussion with the sub-regions Local Authority leaders, Chief Executives and other key partners in the morning, followed by a wider partnership consultation event in the afternoon. Officers from the Authority are attending both sessions. The final version of our Corporate Plan will be submitted to the Department for Business Enterprise and Regulatory Reform by early March for Ministerial approval by the end of March 2008.

RECOMMENDATION

32. That the comments contained in this report be sent to Yorkshire Forward as the Authority's response to the Corporate Plan.

Philip J. Brown
Policy and Liaison Officer

15 January 2008

Background documents:

None

Executive Summary

1. This Corporate Plan sets out how Yorkshire Forward will contribute to the region's economic goals set out in the Regional Economic Strategy for Yorkshire and Humber 2006-2015 (RES) during the 2008/11 planning period. The Plan also identifies how the Agency will respond to the changes in regional policy and responsibilities as a result of the Government's recent Sub Nation Review of Economic Development and Regeneration (SNR). In developing this Corporate Plan we have reviewed our key policies and considered how we can strengthen the impact of our interventions by adopting a stronger programme approach to delivery. The Plan is intended to be clearer about what we are going to do and why (the Policy Product Ranges), and where they will have an impact (geographic programmes).

A. Purpose of Yorkshire Forward

2. Yorkshire Forward was set up in 1999 because the Yorkshire and Humber region had undergone major economic upheaval caused by the decline of traditional industry such as coal, steel, textiles, fishing and agriculture. We are one of nine English Regional Development Agencies, arms-length Government bodies charged with improving regional economies. Our role is to produce the RES – a 10-year blueprint to guide the work of public and private agencies to improve the regional economy. We receive Government and EU funds to deliver elements of this Strategy. We cannot deliver the Regional Economic Strategy alone and we will work with public, private and third sector agencies – Team Yorkshire and Humber - to deliver it with us.

B. Economic Challenge

3. Over the last seven years, the Yorkshire and Humber economy has recovered, posting consecutive years of growth above the EU average and even outpacing London at times. With five million people and a £80 billion economy, we are as big as Norway, Singapore or Ireland. Unemployment is close to a 30-year low and improvements have taken place in educational, competitiveness and social performance indicators. We are now a region of economic opportunity, rather than decline.

4. Big challenges remain. We need more people setting up successful businesses, improvements in basic and higher level skills, more investment in infrastructure and our new found prosperity to reach our most deprived communities. Tackling climate change and promoting diversity are no longer "nice to dos", they are "must dos" for businesses that want to compete in global markets. Competing successfully with the new economic powerhouses of China and India, as well as the established ones in the US and Europe demands an even greater collective effort by "Team Yorkshire and Humber" - the key public, private and third sector agencies seeking to improve our economy.

5. The region's economic vision as set out in the RES is to be by 2015:

"a great place to live, work and do business, that fully benefits from a prosperous and sustainable economy"

6. The RES reflects our unique economic geography. The vision does not seek to copy London, rather to capitalise on our proximity less than two hours away from the World's

financial capital and our lower cost and, arguably, higher quality of living. It recognises that a local approach to regional economic development is needed in a region that has half of England's largest ten urban areas, the least number of local authorities and a rural area the size of Northern Ireland.

7. There are new jobs in growing industries like digital media and the thriving financial services sector in the Leeds city region, where more than £3 billion of investment is planned throughout Leeds itself and the cities of Bradford, Wakefield and York. Industries like engineering, chemicals and food are producing leaner manufacturing businesses that can compete on the world stage thanks to stronger links with our nine top class universities. The Sheffield city region is the UK's best performing European Objective One area, and accounts for a higher proportion of the UK's total steel production than it did in the 1960's and 70's. We have the first major commercial airport of its type to open in the UK for 50 years at Doncaster. More exports go to the world through the Hull and Humber Ports than any other UK port complex. And our renaissance programme is building strong market towns in rural areas in North Yorkshire, the East Riding and other areas and delivering bold new visions for towns like Barnsley, Grimsby, Rotherham, Scarborough and Huddersfield.

C. Our Vision and Values: culture change

8. Our own vision is effectively that set out in the RES (see above), and in pursuing that vision we have an ambition for Yorkshire and Humber to be recognised as a world leader in our efforts to adapt our economy to the demands of tackling climate change. The region has a history and knowledge of dealing with the environmental effects of energy production and we want to help others learn from our experiences.

9. Five core values guide the way that we work and how we do business in effect setting a framework for the culture of the organisation:

- We will achieve **value for money** for taxpayers;
- We will be **open** about the way we invest and take decisions;
- We will work as a **team (Team Yorkshire Forward)** and as part of a wider **Team Yorkshire and Humber** to deliver the RES;
- We will seek **excellence** in the way we operate; and
- We will strive to be an Agency that promotes **diversity** and celebrates difference.

10. The first letter of the values spell the word **VOTED**. This is to ensure that we and partners understand our role. No one has voted for us, so we have a duty to be open, achieve value for taxpayers' money and account for what we do. Equally, we are deliberately a business-led, non-political, objective organisation with a long term strategy set up to take tough decisions to improve the Yorkshire and Humber economy. The core values exist to drive a culture change in Yorkshire Forward to equip the Agency to deal with our new role as set out by Government. Our latest internal and external surveys show that this culture change is well underway, but there is more work to do.

D. Our Corporate Objectives

11. We have five Corporate Objectives to guide our people and over £300m a year of investment to help deliver the RES:

Objective 1: Championing RES delivery

12. Yorkshire Forward has a unique role as the lead agency in championing the delivery of the RES. We will do so by building strong evidence and regional ownership; influencing key policies and strategies in pursuit of RES goals; leading a partnership approach to prioritisation and investment; utilising our funds in progressing RES goals; and, responding to the implications of the Government's recent review of economic development. In particular, we intend to prepare, produce and sign-off the new Integrated Regional Strategy in a joint approach with local government. We will also ensure close involvement of business and other public sector leaders.

Objective 2: Helping people to access good jobs, skills and transport

13. This Corporate Objective aims to build 'enabling routes' to jobs. Our approach to **Skills** focuses on raising the aspirations of individuals, stimulating business demand for new skills and developing leadership and management skills. Our approach to **Transport** is characterised by developing evidence, influencing transport operators, working with partners to invest in practical transport improvements and achieving regional consensus on transport priorities. Our priorities for **Economic Inclusion** are working with partners to increase the numbers of people in jobs, promoting economic development in the region's deprived communities, and responding to the changing labour market by promoting diversity equality for all.

Objective 3: Helping businesses to start-up, grow and compete through innovation

14. This Corporate Objective aims to help our existing business base to compete in a global economy and to get more people to set up businesses. Our approach to **Competitiveness** is characterised by a dual focus on business improvement and innovation. **Enterprise and Access to Finance** has three elements, working to stimulate an enterprising culture in the region, a Business Start-Up Programme providing business support to individuals and SMEs and an Access to Finance Programme. In **International Business** we have three priorities; upping our game in Foreign Direct Investment, the promotion of overseas trade activity and Investor Development. Yorkshire Forward will take the lead in the region in promoting the economic case for diversity. We will work to shape business support so that it meets the needs of different minority groups and works to mainstream diversity. All of our investments will be geared to recognising that businesses create wealth and our role is to enable them to do so more effectively.

Objective 4: Regenerating cities, towns and rural communities

15. The Regional Economic Strategy identifies Great Places as central to the economic prosperity of the region. This aims to utilise the full potential of the region's unique physical and environmental assets to achieve an integrated and sustainable economy. Our approach to **Urban Renaissance** is based on four elements - thinking places, designing places, making places and learning and growing places. Through **Rural Renaissance** we aim to strengthen and improve rural economic performance by focusing on enterprise, competitiveness, utilising unique assets and key sectors. Renaissance programmes are delivered in close partnership with Local Government.

We aim to move the region towards a **Lower Carbon Economy** by a focus on environmental assets, sustainable consumption and production, taking a lead role on the economic elements of energy and climate change; and low carbon technologies. The role of Yorkshire Forward's **Property** function is principally that of a service to the Agency and partners to overcome market failure. The overarching aim of our work in **Marketing the Region through Tourism and Major Events** is to modernise the image of Yorkshire and Humber specifically to promote the region as a great place to live, work and do business – a strong tourist economy, underpinned by a high profile major event programme is at its core.

Objective 5: Improving Yorkshire Forward's capacity

16. We are proud to be recognised as a strong performing RDA in the recent assessment exercise by the National Audit Office (NAO). We were the only RDA to achieve a top mark for our capacity, but recognise that we need to be better at setting priorities and executing the RES on the ground. The priority will be implementing the improvement plan agreed with the NAO and responding effectively to the Government's review of Economic Development and Regeneration (SNR). We also recognise the need to get more for less in an era of tightening public spending. Even though Yorkshire Forward is one of the leanest RDAs, we will, through a series of targeted reviews, recycle £30m of expenditure to the direct delivery of our policy priorities.

E. Geographic Programmes

17. Following the development of our policy priorities, geographically focused programmes will be developed. We will work principally with Local Authorities to develop Geographic Programmes, as well as with other key partners such as Local Strategic Partnerships, the Universities, the LSC, Job Centre Plus and the Government Office to ensure that the Geographic Programmes are fully integrated with other investments. These Geographic Programmes will set out Yorkshire Forward's contribution to Local Area Agreements. They will draw heavily from the experience and approach of our renaissance work and be based on agreed economic master plans. Each Geographic Programme will have three main elements which will:

- Set out the directly Yorkshire Forward funded elements of the Geographic Programme which will be delivered by the Local Authority;
- Set out the additional Yorkshire Forward contribution to the Geographic Programme delivered in the locality by intermediaries;
- Identify the strategic added value the Geographic Programme will deliver to address wider RES targets by influencing the investment and policy decisions of others through Key Account Management of major businesses, partners and public agencies.

F. Resources

18. The Government's review of public expenditure reported during the autumn of 2007, as a result, the Comprehensive Spending Review (CSR) settlement sets out a reduction for Yorkshire Forward of programme funding of £30m in real terms over three years and administration reductions of £0.462m/£0.923m/£0.923m over the Corporate Planning period 08/09 to 10/11. The CSR settlement also sets out additional roles for RDAs including Train to Gain brokerage and a more formal role in responding to economic shocks.

19. This Corporate Plan (see paragraphs 8.4 to 8.5) consults partners on whether to change the current policy split (1/3 / 1/3 / 1/3 business, inclusion and renaissance) and the geographic split (a formula giving 5-year allocations by sub-region based on a balance of indicators of economic need and opportunity). It proposes that these current arrangements are rolled forward for a final year before the start of city-region investment planning in 2009.

G. Measuring Performance

20. The SNR will give us far more flexibility in setting our own outcome targets, but this will need to be balanced with the requirement to demonstrate how each of our objectives and interventions will contribute to an overarching economic growth objective. In addition, we will assess our performance against our core **values**, our goal to be an Agency that promotes **diversity** and celebrates difference, and our aim to embed the principles of **sustainable development** into all our interventions. The Plan includes an “ambition” for each Policy area, the progress against which will be assessed by an internationally renowned research institute in 2009.

H. Accountability

21. Yorkshire Forward is a non-Departmental Public Body governed by a business-led Board of 15 and managed by a Chief Executive and Executive Team of five Directors. Financial accountability is ultimately to Parliament through the Secretary of State for Business, Enterprise and Regulatory Reform and the Agency’s Chief Executive is the Accounting Officer. The National Audit Office, our external auditor, conducts the independent assessment of our performance. Our work is scrutinised by the Yorkshire and Humber Assembly and there are plans through the Sub-National Review to strengthen local Government and Parliamentary scrutiny of Yorkshire Forward. We welcome this additional scrutiny.