

**EAST RIDING**

# **ECONOMIC STRATEGY ACTION PLAN**

2018 - 2022





# INTRODUCTION

This annual action plan identifies the necessary actions, resources and associated timescales to support the successful implementation of the East Riding Economic Strategy 2018-2022.

The Council's Regeneration and Funding team will take responsibility for the coordination of the strategy and monitoring of this action plan. Key activities will be measured on a six-monthly basis and an annual progress report will be published on the Council's website during the first quarter of each financial year.

A new vision and strategic framework have been developed to build upon progress made in the previous strategy. The four priorities identified are Business Growth; Lifelong Learning; Quality Locations; and Sustainable Economy and reflect the long-term challenges and opportunities for the East Riding economy.

## EAST RIDING ECONOMIC VISION:

*To be a competitive and resilient low carbon economy that supports sustainable and inclusive growth*

Each priority is underpinned by a series of distinct strategic aims, which have then been further developed into a series of short, medium and long-term actions. Longer-term actions (i.e. achievement beyond the timeframe of 2018-2022), have been included in this plan in order to identify resource needs and provide future direction for the economic aspirations of the East Riding economy.

The Inclusive Growth Monitor developed by the Joseph Rowntree Foundation will collectively measure headline performance of the strategy in relation to economic inclusion and prosperity in the local economy. Additionally, a series of specific Key Performance Indicators (KPIs) outlined within each priority will track progress within individual dimensions. Collectively, these will provide a framework for monitoring and reporting economic performance, to support the identification of strategic issues that may require specific policy responses.

FIGURE A: INCLUSIVE GROWTH MONITOR<sup>1</sup>

THEME	DIMENSION	BROAD INDICATOR
ECONOMIC INCLUSION	Income	Out-of-work benefits
		In-work tax credits
		Low earnings
	Living Costs	Housing affordability (ownership)
		Housing costs (rental)
		Fuel poverty
	Labour Market Exclusion	Unemployment
		Economic inactivity
		Workless households
PROSPERITY	Output Growth	Gross Value Added output
		VAT-registered private sector businesses
		Average gross weekly earnings
	Employment	Workplace jobs
		People in employment
		Employment in high-technology sectors
	Human Capital	Higher level occupations (Level 3+)
		Intermediate and higher level skills (Level 2+)
		Educational attainment

Progress against the KPIs will be recorded within the Local Economic Assessment (LEA). Additionally, a mid-term review will be undertaken during 2020 to ensure the strategy reflects any changes to the economic climate arising from the departure of the UK from the European Union.

Forging strong and collaborative relationships with key delivery partners will be a critical component to the wider benefit and long-term success of the strategy, as there are a limited range of interventions that the Council can make alone; this has been recognised by the identification of indicative partner organisations and the subsequent inclusion of relevant priorities and actions.

<sup>1</sup> Joseph Rowntree Foundation, 2016



## PRIORITY 1: BUSINESS GROWTH

East Riding of Yorkshire Council will adopt an integrated approach with identified partners to understand the unique characteristics and needs of growth sectors to help businesses achieve their potential. This will only be achieved by bringing forward and maintaining an attractive portfolio of employment sites, promoting innovation and providing high quality business support services.



### STRATEGIC AIMS

#### 1.1 FACILITATE SECTOR GROWTH

**Outcome:** Sectors supported to create good quality employment opportunities, strengthen local supply chains, encourage innovation and raise productivity.

#### 1.2 DEVELOP A PIPELINE OF EMPLOYMENT SITES FOR GROWTH

**Outcome:** Local growth is not constrained by a lack of available development sites or land.

#### 1.3 ENHANCE BUSINESS ENGAGEMENT

**Outcome:** Businesses supported to nurture growth and diversification, strengthen local supply chains and create employment.

### LEAD PARTNERS

East Riding of Yorkshire Council  
Humber LEP  
YNYER LEP  
Private sector  
Department for Business,  
Energy & Industrial Strategy (BEIS)

Department for International Trade (DIT)  
Homes England  
Marine Management Organisation (MMO)  
Landowners and developers

### STRATEGIC LINKS

- ◆ **Humber Strategic Economic Plan:**  
Priority 2: 'Thriving successful businesses'
- ◆ **YNYER Strategic Economic Plan:**  
Priority 1: 'Profitable and ambitious small and micro businesses'  
Priority 2: 'A global leader in food manufacturing, agri-tech and biorenewables'

### MEASURING OUR PROGRESS...

- P1a** Net change in growth sector jobs
- P1b** Net change in jobs created paying more than the national minimum income standard
- P1c** Employment land take-up on allocated sites
- P1d** Annual change in enterprise birth rate
- P1e** Annual change in enterprise death rate

# SUPPORTING BUSINESS GROWTH

East Riding of Yorkshire Council actively seeks to promote a competitive and resilient low carbon economy. The challenge is not only to create jobs but to increase the level of higher-skilled employment opportunities in the area to match the skills of the indigenous workforce, increase wages and raise productivity to complement the excellent quality of life offered by the area.

This will be achieved by seeking to maximise the potential of identified growth sectors, engaging businesses to support their growth and developing the required economic infrastructure and skills base. These goals can only be met by clearly understanding the companies within the East Riding and the barriers which may be preventing those indigenous companies from realising their growth plans.

Similarly, there is a need to understand the unique facets of these growth sectors to ensure that industry-focused offers can be developed which help to deliver inward investment and business growth in the East Riding. The latest economic statistics suggest there is much to do in terms of ensuring that productivity and number of jobs in the economy achieve parity with regional and national levels in the future.

The East Riding has the potential not only to build upon its key economic assets (the Humber Estuary, extensive portfolio of development sites, proximity to ports, well skilled labour pool and a strong entrepreneurial culture) to generate economic growth within its boundaries, but also can play an important role in the Northern Powerhouse agenda. Emphasis must be placed on the role of the East Riding in the east-west logistics chain between Liverpool and Hull, connecting North Yorkshire (and beyond) with the Humber and providing key sites for the nationally important Humber energy cluster.

The processes of maximising the economic benefit of the East Riding's existing assets and addressing the structural weaknesses in the economy are a long-term undertaking. It is an ambition of this strategy to bring the East Riding's economic performance up to the regional level. In areas where the East Riding sits above the regional average, for example, those aged 16-64 who are educated to Level 4+ (degree level and above), then the national average should be the long-term target.

## STRATEGIC AIM 1.1: FACILITATE SECTOR GROWTH

The Government, through its Industrial Strategy agenda, acknowledges the key role that building upon place-based sectoral strengths can make in developing the economy at a range of scales from local authority area to UK PLC.

The East Riding has a number of mature sectoral strengths such as ports and logistics, manufacturing and engineering (including chemicals), and agriculture, which enjoy competitive advantages at an international level. The economic assets of the East Riding also present opportunities in new sectors such as energy and the bioeconomy, which can help to drive productivity and become engines for long-term growth and job creation.

As with all businesses these sectors are not contained neatly within the East Riding (see page 10 of the Economic Strategy) and as such work with LEPs, sectoral institutions (such as the Green Port Growth Programme) and neighbouring local authorities will ensure support for key sectors to allow them to make a maximum contribution to the Northern Powerhouse initiative.

### ◆ 1.1.1 Support growth sectors to create jobs and raise productivity



The Humber has established a merited reputation as the UK's Energy Estuary. The East Riding plays an important role in this sector acting as the gateway for gas supply, landing 21% of the national demand for gas.

The emergence of offshore wind as an important part of the national energy supply mix has presented further opportunities for the Humber and East Riding. The area is centrally located for half of the UK offshore wind projects and there has been significant investment in the Humber as a result. In the period of the last Economic Development Strategy, the £310m Associated British Ports (ABP) and Siemens investment has been realised with the production of wind turbine blades underway in Hull, creating 1,000 direct jobs with the East Riding providing a significant level of this skilled workforce.

This asset has stimulated further investment by supply chain companies within the East Riding from companies such as GEV Offshore and Boston Energy who have received a range of support from the Green Port Growth Programme (GPGP).

Offshore wind has been further boosted locally by the announcement in September 2017 that DONG Energy will build Hornsea Project Two, the world's largest offshore wind farm with a production capacity of almost 1,400 megawatts (MW) – enough to power 1.3 million homes<sup>2</sup>. This contract was awarded, with a record low strike price of 57.50 £/MWh, a dramatic decrease of approximately 50% against the previous strike price two years ago, a sign of significantly reduced costs in the industry, making the cost of offshore wind competitive with gas power plants.

The East Riding has great scope to contribute towards the growth of the energy sector over the timescales of this strategy. Delivery of Enterprise Zone (EZ) sites, especially Paull, will provide specific opportunities for supply chain companies to grow or locate in close proximity to Green Port Hull.

The East Riding can also play a strong role in innovation in the low carbon economy. The new East Riding Growth & Opportunity (ERGO) Business Centre at Bridgehead Business Park will provide a physical focus for the University of Hull to work in partnership with the East Riding by creating accommodation/conferencing and research space for the innovation and spin out companies of 'Project Aura'. The Council are also working closely with both LEPs to support businesses to develop and test emerging technologies such as energy storage and hydrogen technologies.

## MANUFACTURING & ENGINEERING

Manufacturing plays a significant role in the economic structure of the East Riding and has reported 10% rise in employment from 2012 to 2016 (1,500 more jobs), which is significantly higher than the regional and national rate. This growth has been realised in each identified Functional Economic Area (FEA) with notable increases across employment sites along the M62/A63 corridor and the former airfield sites at Drifffield, Catfoss, Carnaby, Pocklington, and Holme-on-Spalding Moor, further emphasising their importance to the local economy.

Growth in this sector during a challenging economic climate highlights its resilient and diverse nature. Subsectors that make a significant employment and Gross Value Added

(GVA) contribution to the area include chemicals, basic pharmaceuticals, motor vehicles and transport equipment, furniture, food products, and non-metallic minerals (e.g. glass).

Advanced Manufacturing can broadly be described as “intensive in its use of capital and knowledge and requires a high level of technology utilisation and Research and Development” (UKCES, 2012)<sup>3</sup>. Over a third of all employment in the sector in the East Riding is classed as ‘advanced manufacturing’, which typically requires higher-level, more specialist skills and consequently offers higher salaries.

The importance of continuous innovation in advanced manufacturing and how it includes all activities from concept to research and development and after-sales service is fully recognised. Manufacturing has a large multiplier effect in terms of both business and employment numbers through significant supply chains. Nurturing specialisms in both this sector and logistics can contribute to establishing the East Riding's place in a global supply chain.

As noted previously, opportunities for growth of advanced manufacturing companies in the area are closely linked to being part of the renewables supply chain, which is being addressed as part of the Green Port Business Support strand.

The chemicals sector has opportunities to increase efficiency and reduce its cost base by better connecting products produced by one process with inputs of another situated within close proximity. The Humber LEP is currently undertaking a study with support from BEIS to uncover further opportunities across the Humber generally but more specifically for East Riding on Saltend Chemicals Park.

There is scope for further linkages between the local chemicals industry and the bioeconomy sector to develop innovative products and use local feedstocks, as highlighted later.

The caravan manufacturing sector remains important for both the Bridlington & Wolds and Hull FEAs and has enjoyed good market conditions in the period of the last strategy. The Swift Group has recently completed a new extension to their manufacturing facility in Cottingham. The modular building sector, which has many commonalities with the caravan sector, has shown employment growth over the period of 2012-2016. A key opportunity for both sectors is the potential role they could play in the national housing agenda, through the development of modular housing, now a key priority for this Government.

<sup>2</sup> www.dongenergy.co.uk

<sup>3</sup> Skills and Performance Challenges in the Advanced Manufacturing Sector', UKCES, June 2015



## AGRI-FOOD & BIORENEWABLES

Agricultural production; fishing; food and drink manufacturing; and food processing are important sectors of the East Riding economy, in terms of both business and employment numbers compared to the national average. The East Riding also contributes a quarter of the Yorkshire and Humber region's agricultural GVA.

The bioeconomy is a catch-all term for industries that use renewable biological resources from land and sea, converting these resources into new products such as food, animal feed, materials, chemicals and energy.

The YNYER LEP Strategic Economic Plan (SEP) outlines the priority of becoming "a global leader in agri-food and biorenewables". The YNYER LEP area is home to a cluster of innovation and research facilities predominantly in and around the City of York: BioVale; Biorenewables Development Centre; the National Agri-Food Innovation Campus; FERA Science; and Stockbridge Technology Centre near Cawood, Selby District.

This presents the East Riding, and particularly the most rural communities, with a significant growth opportunity and the potential to make a large contribution to this YNYER priority. A major challenge is to mediate between the drive for greater productivity in the arable industry and the need to maintain the quality of the ecosystem.

Growth in the regional bioeconomy will require the supply of increased levels of sustainable feedstock and this is identified as a challenge to growth in the sector. The East Riding has the capacity to meet this growing demand through developing its supply chain in home-grown sustainable feedstocks. Several sectors produce biomass (including arable farming, forestry and waste processing) and are well placed to meet this demand. Furthermore, a growing bioeconomy supported by Research, Development & Innovation will result in greater demand in terms of yield and variety of feedstock.

There are cross-sectoral opportunities to develop the bioeconomy and the chemicals industry in tandem, which will be progressed during the lifetime of this strategy.

The fishing sector in the East Riding is predominantly involved with the catching of the product, principally inshore and with a major emphasis on shellfish. The Marine Management Organisation (MMO) recorded almost 3,200 tonnes of shellfish landed at the ports of Bridlington, Hornsea and Withernsea in 2015<sup>4</sup>, which is a significant contribution to the

overall UK catch. Over 90% of this was landed in Bridlington, recording the highest shellfish catch by tonnage in the UK. Addressing the physical constraints imposed by the current harbour infrastructure is a priority for this strategy period. The Council has been proactive in supporting improvements to the commercial compounds at Withernsea and Hornsea which has protected businesses and jobs.

The fishing industry remains a distinctive part of local heritage and is an important source of employment along the coastline. Assuring the quality of this catch and driving business innovation are fundamental to the sustainability of the industry.

Public sector support through the Holderness Coast Fisheries Local Action Group (FLAG) programme, funded through the European Maritime & Fisheries Fund (EMFF), will increase the contribution that the fishing industry can make to the sustainable social and economic regeneration of the East Riding's fishing communities.

However, the withdrawal of the UK from the European Union is likely to have a significant impact on the industry and coastal communities, particularly as a large proportion of the catch is exported to Europe. Any future fisheries management regime will need to suitably address issues relating to quotas, tariffs and access to territorial waters.



## PORTS & LOGISTICS

Ports and logistics continue to be a key component of the Humber economy, shaping the industrial structure of the area.

The ports are considered the gateway to Europe and supporting infrastructure, logistics and engineering expertise provide a major part of the Humber's offer for inward investment activities. The East Riding will continue to work with the port owner ABP, Humber LEP and surrounding local authorities to ensure that the ports will be able to develop in the future.

The Port of Goole is the most inland port in the UK and has particular value in providing critical infrastructure to the renewable energy and construction materials sectors. Adjacent to the port, Goole has 70ha of Enterprise Zone designated sites and £2.1m Growth Deal investment in a new



<sup>4</sup> UK Sea Fisheries Annual Statistics, MMO, July 2017

intermodal terminal. These advantages and its location on the E20 corridor will strengthen Goole's strategic contribution to the Northern Powerhouse along the East-West logistics corridor.

The provision of large sites within close proximity to the motorway is key to the development of the logistics sector in the East Riding. Several large sites along the M62 in the East Riding have been designated for large scale manufacturing; warehousing and logistics based developments, including Green Park (Newport, J38), Capitol Park, Ozone at Howden and Melton have all seen significant developments over recent years from companies such as Intergreen and Wren Kitchens. Some adjacent sites also now benefit from Enterprise Zone status and these will be a focus of marketing activity over the coming strategy period.



## CREATIVE & DIGITAL

As is typical of many rural economies, this sector has not traditionally been a strength within the East Riding; however, digital technology is revolutionising both the way people live their lives and how businesses perform a range of functions and processes. Collectively this can deliver many benefits to boost business growth, including streamlining operations to raise productivity, improve customer experiences, and reach a broader marketplace. Technological evolution is causing all businesses to be 'digital' in some form, whether it be in agriculture, manufacturing or retail.

The East Riding has strengths on a Humber-wide scale in business to business services, and many companies operating in this sector recognise the potential of digital technology. The continued rollout of broadband, added demand for digital services and links to the growing cultural and tourism offer present further opportunities to maximise economic contribution.

Increasing demand for software, data collection and analysis products from a range of industries is contributing to growth in this locally underrepresented sector and computer programming clusters exist in Pocklington, Beverley and Haltemprice. The Press Association in Howden are a major employer in terms of news agency activities, but in recent years the East Riding has reported growth in advertising, digital marketing and film production and visual effects.

Established in 2015, the Digital Awards both celebrate and promote innovation in digital technology across Hull and East Yorkshire. The Centre for Digital Innovation (C4DI) in Hull provides ideal workspace to support entrepreneurial activity and growth within the digital

community, while IT@Spectrum and The One Point offer IT and communications support for local businesses from their new headquarters at Bridgehead Business Park. The addition of the ERGO centre on this site will provide further potential start-up space for graduates from the University of Hull's successful 'Viper' high-performance computing courses. A partnership between KCOM and the University of Hull has also developed plans for a Hull Data Centre, which will support high performance computing and dramatically improve data storage provision in East Yorkshire. The Ron Dearing University Technical College (UTC), which opened in September 2017, specialises in digital technology and 'mechatronics' - the combination of computing and engineering - and will help to meet growing market demand for these skills.

Many businesses recognise the benefits digital technologies can deliver in terms of job creation and growth but concern remains, particularly in the manufacturing sector, that technology will replace jobs. A report published by Confederation of British Industry (CBI)<sup>5</sup> in 2016 found that there is a risk of a 'digital divide' within the business community for those businesses that wait for technology to become mainstream before considering adoption. This risk is far higher among small businesses that often cite a lack of financial resources, skills, and fears over security as a barrier to investment; this potentially restricts their competitiveness, opportunities for growth or at worst their future existence.



## BUILDING CAPACITY IN ENABLING SECTORS

In order for the growth potential of the East Riding to be realised, adequate capacity is required in a range of enabling sectors.

These are strategically important but cannot drive growth alone. Examples of these enabling sectors include construction (to build the infrastructure required), the University and Higher Education (HE) sector (to support skills and business innovation) and business services that serve both the public and other businesses.

The construction sector is vitally important to the East Riding economy and has long been recognised as an engine of growth following economic downturns. In total, the construction sector contributed £387m to the East Riding economy in 2016<sup>6</sup> and has reported steady growth since 2012.

<sup>5</sup> Embracing Digital in Every Sector, Confederation of Business Industry, 2016 <sup>6</sup> Office for National Statistics (ONS), 2017

The construction sector can be defined in three sub-sectors: contracting, professional services, and products and materials. Due to the peripheral nature of the East Riding, all three markets in the area are heavily reliant upon local firms for delivery.

There are some national concerns that costs of building supplies will increase post-Brexit and local concerns around the extent of project pipelines to sustain local construction firms. The Council will continue to promote local procurement where possible through its standing lists and tender frameworks.

Although many companies in the area drive innovation through work with their supply chains and via market requirements, there is also significant scope for innovation to be driven by the local University and HE sector.

'Project Aura' is a concept developed by the University of Hull in collaboration with key industrial and research partners which focuses on delivering innovation, skills and enterprise to the Offshore Wind sector from this key location.

To this end, Project Aura is establishing a world-leading, multi-disciplinary consortium to support the development of the Offshore Wind Sector through:

- ◆ Research, development and innovation
- ◆ Creating a skilled workforce by offering a complete range of relevant educational courses and programmes to people from the ages of 14 to over 70
- ◆ Industry engagement and enterprise - a 'sector hub' as a nucleus of activity providing a 'front door' and a 'home base' for the sector in the UK.

Delivery of the ERGO Centre will support delivery of the Project Aura by providing high-quality incubation space for university spin-out and offshore wind innovation companies.

Bishop Burton College is home to a nationally significant Centre for Agricultural Innovation, which working in partnership with NFU mutual and industry leaders such as Cranswick Country Foods, seeks to offer solutions to some of the challenges facing agriculture through a combination of land-based research and practical application of this research.

East Riding College also opened its Energy Technology Centre in 2015 and continues to promote innovation in the domestic energy field.

Business services include a broad range of business-to-business activities that impact upon the daily operations of a company. Such services can typically include accountancy, legal, human resources, design, and facility management.

The varied nature of the sector causes it to be highly fragmented and, therefore, unlikely to be dominated by large businesses; this tends to suit the large SME business base within the East Riding, which demonstrates strengths in this sector when compared to the Humber sub-region. A growing economy and increased levels of business spending will offer further growth opportunities in this sector.

### **STRATEGIC AIM 1.2: DEVELOP A PIPELINE OF EMPLOYMENT SITES FOR GROWTH**

As previously noted, the ongoing delivery of sites and infrastructure plays a vital role in leveraging in investment to the area, boosting productivity and job growth.

The East Riding area has a strong track record of bringing high-quality employment sites to the market. This has been a partnership approach between landowners, developers, the Council, LEPs and central Government.

Over the past 12 years, much work has been undertaken to develop infrastructure to open up sites at Goole 36 (£13m link road through the site), Melton (£39.2m grade separated junction) and Humber Bridgehead.

Enterprise Zone status has been achieved for the Goole 36, Melton, Brough and Paull sites, providing incentives for locating on these sites by indigenous growth companies and footloose investors.

#### **◆ 1.2.1 Support the development of key employment sites**

It is of vital importance to the area that strong pipelines of market attractive sites are available in the East Riding.

Over this strategy period work will be undertaken to ensure the opportunities of the Brough Enterprise Zone are fully realised by developing improved site access, investigating opportunities to utilise rail assets in the Melton area, as well as developing the infrastructure required to bring the Paull Enterprise Zone site to the market.

Other site development activity will take place in Beverley and Pocklington to tie in with opportunities in growth sectors outlined above as will the proactive investigation into opportunities to enhance the site portfolio in the East Riding.

### STRATEGIC AIM 1.3: ENHANCE BUSINESS ENGAGEMENT

A key mechanism for public sector bodies to support business growth is through the engagement with and support of private business.

The Council has demonstrated a long-standing commitment to support all businesses looking to provide inward investment to locate in the area but also to provide support to indigenous businesses that have the potential and desire to grow.

#### ◆ 1.3.1 Business support based on local needs

A range of services has been offered in the past and it is the intention of the Council to build upon these in the upcoming strategy period.

Enterprise start-up and survival rates in the East Riding are traditionally above regional and national averages, but small business growth has lagged behind. Delivering appropriate local business support through LEP Growth Hubs is essential to encourage and nurture growth in our indigenous businesses, particularly in growth sectors.

Working with the LEPs to strengthen and sustain the local business Growth Hubs is critical to providing companies with a single point of contact for impartial business support and advice. Whilst the market offers a range of products and services delivered via a range of partners through locally and nationally funded programmes, hiding the wiring is the key to not only the success of such programmes but also to business participation. Whilst the LEPs manage the Regional Growth Hub, the Council is the delivery body and the services will continue to include:

- ◆ Advice on available land and property
- ◆ Links to local supply chain
- ◆ Information on grants and access to finance
- ◆ Start-up business advice
- ◆ Liaison with planning and other Council departments
- ◆ Links to local community
- ◆ Recruitment support
- ◆ Training and skills advice
- ◆ Provision of serviced business premises.

The Key Account Management (KAM) approach is increasingly at the heart of the East Riding's Growth Hub approach to business support and, as such, it acts as a mechanism to help businesses to grow. KAM can assist the Council to understand individual businesses' growth plans and barriers in order to signpost to available support and proactively ensure optimum take-up of East Riding services for those businesses who could benefit. This approach ties into the Department of International Trade's (DIT) method of business engagement and allows seamless support to be offered to companies in the East Riding between the Council, LEPs and central Government.





## PRIORITY 1: BUSINESS GROWTH

KEY	Short-term (up to March 2019)
	Medium-term (up to December 2022)
	Long-term (2023 onwards)

1.1 FACILITATE SECTOR GROWTH			
DELIVERY STRAND	ACTION	MAIN ACTIVITY LEAD (plus other partners)	TIMESCALE
1.1.1 Support growth sectors to create jobs and raise productivity	Support completion of sub-regional industrial strategies.	Humber LEP; YNYER LEP	Short-term
	Develop delivery models to provide business support which build on the approach successfully implemented by the Green Port Growth Programme.	ERYC (Economic Development)	Short-term
	Ensure that investors and indigenous companies are supported to invest and expand in the East Riding.	ERYC (Economic Development)	Medium-term
1.2 DEVELOP A PIPELINE OF EMPLOYMENT SITES FOR GROWTH			
DELIVERY STRAND	ACTION	MAIN ACTIVITY LEAD (plus other partners)	TIMESCALE
1.2.1 Support the development of key employment sites	Develop Council business centre portfolio and maximise occupancy within existing facilities.	ERYC (Economic Development)	Medium-term
	Provide new and improve existing economic infrastructure required to support business growth and raise productivity.	ERYC (Economic Development)	Medium-term
	Work with relevant landowners, developers and Council teams to deliver Enterprise Zone sites and ensure that the East Riding has a strong supply of employment land to meet the needs of the market.	ERYC (Economic Development)	Medium-term
1.3 ENHANCE BUSINESS ENGAGEMENT			
DELIVERY STRAND	ACTION	MAIN ACTIVITY LEAD (plus other partners)	TIMESCALE
1.3.1 Business support based on local needs	Promote support services to start-ups and existing small and medium-sized businesses.	ERYC (Economic Development)	Short-term
	Maintain relationships with indigenous businesses through Key Account Management (KAM).	ERYC (Economic Development)	Long-term



## PRIORITY 2: LIFELONG LEARNING

The East Riding displays many attributes present in a high-skilled economy including a high employment rate and an above average proportion of working age people with Level 3 skills and above. However, there is an underrepresentation of higher skilled employment opportunities locally and a skills shortage within some specialised sectors such as manufacturing, construction, health and social care. The labour pool is one of the East Riding's most important assets and the need to enhance educational attainment, address skills gaps and support those furthest from the labour market into employment is essential to drive inclusive growth.

### STRATEGIC AIMS

#### 2.1 SUPPORT PATHWAYS TO PROGRESSION

**Outcome:** Raise awareness of employment opportunities locally to meet current and future skills demand.

#### 2.2 IMPROVE LEARNING AND EMPLOYMENT OUTCOMES

**Outcome:** Ensure residents of all ages have access to lifelong learning and promote employment opportunities to those either furthest from the labour market or experiencing underemployment.

#### 2.3 DEVELOP A SKILLED AND PRODUCTIVE WORKFORCE

**Outcome:** Meet the existing and emerging skills needs of the local economy.

### LEAD PARTNERS

East Riding of Yorkshire Council  
Humber LEP  
YNYER LEP  
Further Education providers  
Higher Education providers

Training providers  
Education & Skills Funding Agency (ESFA)  
Jobcentre Plus  
Education & Skills Partnership (ESP)  
Careers & Enterprise Company

### STRATEGIC LINKS

- ◆ **Humber Strategic Economic Plan:**  
Priority 2: 'Thriving successful businesses'
- ◆ **YNYER Strategic Economic Plan:**  
Priority 1: 'Profitable and ambitious small and micro businesses'  
Priority 2: 'A global leader in food manufacturing, agri-tech and biorenewables'  
Priority 3: 'Inspired people'

### MEASURING OUR PROGRESS...

- P2a** % of working age people qualified to Level 3
- P2b** Average attainment 8 score per pupil
- P2c** % of pupils who achieved a standard 9-4 pass in GCSE Maths and English
- P2d** Annual change in the number of apprenticeship starts
- P2e** Annual change in the number of graduates retained locally six months after graduation

# MEETING THE SKILLS CHALLENGE

Skills have an essential role to play in an increasingly competitive economy and are widely recognised as a major influence on productivity.

As a predominantly rural authority with a highly qualified resident population and a lower average job density than surrounding urban areas, the East Riding is a net exporter of skilled labour into neighbouring local authorities. The number of people educated to Level 4+ (degree level and above) is amongst the highest in the Yorkshire & Humber region and only marginally behind the England average. This skilled and dynamic workforce is a significant asset and will be a primary determinant of future economic success.

**FIGURE B: SKILLS PROFILE OF THE WORKING AGE POPULATION, 2016<sup>7</sup>**

Ages 16-64	East Riding %	Yorks & Humber %	England %
Level 4+	36.5	31.3	37.9
Level 3	19.7	18.9	17.4
Trade Apprenticeships	5.0	4.2	3.0
Level 2	16.9	16.5	16.0
Level 1	10.9	12.5	11.3
Other Qualifications	4.8	7.1	6.7
No Qualifications	6.2	9.5	7.8

As the UK economy has gradually emerged from recession after the global financial crisis of 2008, the local labour market has been increasingly buoyant with employment rates at record high levels and a markedly reduced claimant count.

A net increase of over 10,000 jobs in the East Riding since 2012 has been extremely positive, outperforming the Humber and YNYER LEPs, regional and national rates. It is estimated that over 7,000 jobs have been created in Level 3 occupations, which often require post-compulsory education and vocational qualifications. Jobs exhibiting these skills demands offer opportunities for progression and upward mobility in the labour market.

However, the number of higher-skilled occupations available does not match the number of working-age residents with degree-level qualifications. A balance, therefore, needs to be established between skills supply and demand in the local economy.

The East Riding is witnessing a trend that has seen the working age population of the area fall consistently since 2008. This is often commonplace in geographically remote communities, as many high-achieving young people leave rural areas to continue higher education or seek employment. Meeting the employment gap posed by estimated jobs growth, increasing replacement demand and a shrinking working age population will be a significant challenge in the future. Ensuring good quality education, apprenticeship and employment opportunities are available is, therefore, essential to both attract and retain skilled people and grow an inclusive economy into the future.

Pockets of educational deprivation and entrenched worklessness remain in parts of Bridlington, Beverley, Goole and along the Holderness Coast. Addressing this issue is critical as a healthy and productive workforce is important for economic wellbeing.

The Government has set out about a radical overhaul of the education system with GCSE and A-Level reforms, the introduction of an Apprenticeship Levy in April 2017 and the launch of new technical education pathways from September 2019. These transformations, combined with the outcome of the Post-16 Area Review of Further Education colleges, present opportunities to take a closer look at support for the local labour market agenda.



<sup>7</sup> Annual Population Survey, 2017

Whilst LEPs take a strategic lead on skills, it is essential that local labour market conditions and subsequent skills requirements are closely monitored and communicated through existing networks. This is particularly important to assist with the identification of emerging skills gaps and demand, particularly in priority growth sectors and as a consequence of any potential fluctuation in the availability of migrant labour.

### **STRATEGIC AIM 2.1: SUPPORT PATHWAYS TO PROGRESSION**

Efforts to establish closer links between education and employers must be strengthened and the employment opportunities available locally need to be more widely publicised to encourage the retention and attraction of skilled workers.

Young people must also have access to high-quality Careers Education, Information, Advice and Guidance (CEIAG) to enable them to make informed choices about their future careers, particularly in light of significant ongoing educational reforms.

Further Education (FE) for the population of the East Riding is supplied by a number of different providers. The key organisations with a significant intake of East Riding residents are Bishop Burton College, East Riding College, Hull College, Ron Dearing University Technical College (UTC) and Selby College, in addition to provision by schools and academies. The Universities of Hull, York and York St John provide Higher Education and attract a significant number of local students, which complements existing Higher Education provision within the East Riding provided by local FE colleges offering alternative routes to higher-level qualifications.

A number of specialisms exist across the East Riding's wider Functional Economic Areas, including agriculture and agricultural engineering (Bishop Burton College), mechatronics (Ron Dearing UTC and East Riding College), manufacturing and engineering (Selby College), health and social care (East Riding College) and renewable energy (Bishop Burton and East Riding Colleges).

LEPs, the East Riding Education & Skills Partnership (ESP) and Labour Market Information (LMI) Humber all have an essential role to play in ensuring that information is clearly communicated between businesses, learning providers, young people and parents across the East Riding.

### **◆ 2.1.1 Deliver impartial Careers Education, Information, Advice and Guidance**

Access to high-quality Careers Education, Information, Advice and Guidance (CEIAG) is essential to safeguard the successful transition of young people from education to employment. Since September 2012, schools have had a statutory duty to secure access to independent and impartial careers guidance for their pupils. However, whilst this presents significant opportunities it also poses new challenges regarding the delivery and consistency of CEIAG to young people. In a rapidly changing jobs market it is essential that providers are fully aware of available jobs and the 'real' career pathways they provide.

In December 2017 the UK Government launched its new Careers Strategy setting out future careers guidance and development, advocating the Gatsby Benchmarks to deliver and develop careers education that is successful and available in one place through the National Careers Service. The East Riding Economic Strategy recognises the important role of employers in allowing understanding and inspiration to guide the careers choices of individuals and better preparing them for a career in the future.

The Humber LEP has introduced an IAG Gold Standard and funded the development of a 'Bridging the Gap' careers portal in partnership with the four Humber local authorities to improve the quality, accessibility and dissemination of labour market information and CEIAG for young people, adults and employers. The YNYER LEP has prioritised CEIAG for their identified growth sectors and the promotion of STEM subjects.

The Green Port Growth Programme (GPGP) has determined there is a clear and growing need for school-age children to understand from an early age the opportunities that exist in the emerging renewables sector, recognising the subjects required to be in the best educational position to access local opportunities and in turn provide the future workforce required by the sector.

The ESP is a voluntary partnership of 14-19 education and training providers and voluntary and community organisations and LEPs. A priority of the ESP is to work with partners to develop a unified approach to CEIAG across the East Riding that supports students and their parents through the various decision-making milestones and events from the age of 11 onwards. The Economic Strategy, therefore, seeks to support the delivery of the ESP 14-19 Education & Skills Plan.

### ◆ 2.1.2 Broaden participation in STEM subjects

Science, Technology, Engineering and Mathematics (STEM) subjects are widely recognised as being of critical importance to raising competitiveness, productivity and living standards through higher skilled employment. If the East Riding is to successfully work towards a more competitive, sustainable economy and achieve growth, work must continue to increase the number of young people studying STEM subjects.

Employers demand good literacy, numeracy and digital skills but major global challenges such as sustainability, the management of our natural resources and renewable energy all benefit from the knowledge of engineers, scientists and mathematicians.

Early exposure to the importance and development of STEM skills in both primary and secondary education is essential, as they are a natural prerequisite for young people choosing STEM subjects in Higher Education. The ESP has developed a STEM network in which appointed leads promote pathways and careers in relation to these subjects, as well as engaging in positive reinforcement, raising aspirations and working to tackle gender stereotyping.

East Riding College also opened a new 'mechatronics' centre at its Bridlington Campus in October 2017. 'Mechatronics' refers to the division of engineering that focuses on the design and manufacture of products that contain both mechanical and electronic components. The centre will support an engineering pathway established through the 'HEAD into Engineering' partnership, which is a collaborative agreement between the College, Headlands School, AB Graphic International and Derwent Training Association. The centre will provide GCSE pupils an engineering pathway that can potentially lead to full-time courses at college or an apprenticeship.

### ◆ 2.1.3 Deliver sector-specific events

Sector-specific careers events present an equal opportunity for students, job seekers, employers and training providers to share information and discuss critical issues regarding a chosen industry. LMI Humber is committed to delivering a range of targeted sector events over the next two years including Marine, Biofuel, Health, Renewables, and Engineering. A construction event held in November 2016 triggered the formation of a 'Construction Network' forum and provides a platform to address local training provision and skills gaps in the sector.

## STRATEGIC AIM 2.2: IMPROVING LEARNING AND EMPLOYMENT OUTCOMES

Despite reporting a return to growth since 2012 and a greater targeting of support over previous strategies, a number of pockets of multiple deprivation relating to employment, income and education remain in the East Riding. The focus for individuals must, therefore, be to assess the skills of those seeking employment and delivering a 'seamless' journey into sustainable employment, whilst for employers, there is a need to improve links with welfare to work provision.

The strategy advocates an integrated partnership approach to promote pathways into employment for those furthest from the labour market. This requires an intrinsic knowledge of local economic conditions, the flow of employment and concentrations of worklessness.

### ◆ 2.2.1 Improve access to learning and employment opportunities

If the vision of inclusive and sustainable economic growth is to be achieved in the East Riding then barriers to participation in the labour market must be addressed. Especially important is the need to provide equal access to learning and employment opportunities for those furthest from the labour market, who are likely to require specialist support available from a range of programmes across the region. This also includes the challenges associated with connectivity in rural areas and access to learning and employment opportunities.

Despite employment rates in the East Riding remaining high and the number of young people registered as 'Not in Employment, Education or Training' (NEETs) being well below the regional and national averages, almost a quarter of all Jobseeker's Allowance claimants in the East Riding are in the 16-24 age group. This indicates that there is still progress to be made despite the figure decreasing by two-thirds over the four-year period since the start of 2013.

The Council's Employment, Education and Skills (EES) team works with those furthest from the labour market through initiatives such as the Springboard project for younger people and Works4U, which is a study programme for 16-19 year olds designed to meet the requirements of local employers looking to either recruit or offer apprenticeship opportunities.

The Wheels to Work Scheme is a vehicle loan scheme that aims to help people aged 16 years or older living in rural areas get to work or training. Eligible residents are provided with a 50cc, 110cc or 125cc scooter for up to a year. In addition a fleet of new e-bikes are now available, funded by the Department for Transport (DfT) as part of the 'Get Active East

Riding' programme. E-bikes are available to East Riding residents aged 16 years or older to access work or training or to be more active.

There are also increasing opportunities for partnership working with organisations who deal with the local labour market; for example, Jobcentre Plus has a '2020 Vision' which includes a programme of national initiatives to be run alongside those developed and delivered locally. A Department for Work and Pensions (DWP) 'Work and Health Programme' was launched in Autumn 2017 and provides specialised support for those unemployed for over two years and, on a voluntary basis, to those with health conditions or disabilities. The East Riding is included in the overall North East area lot for contract delivery of the programme which is set to be worth £121m over six years.

The renewables sector has brought significant employment and investment to the Humber sub-region in recent years. The Green Port Growth Programme Board has established a 'Green Shoots of Opportunity' fund to help ensure that individuals or communities across the Humber who are distanced or disengaged from access to employment, education and training have an opportunity to benefit from this investment.

### ◆ 2.2.2 Deliver functional skills

Functional skills are the most practical elements of English, mathematics and ICT to help individuals progress into either further education or employment. Qualifications are available to learners aged 14 and above at Entry Levels and then Level 1 and Level 2. Statistics drawn from previous Government 'Skills for Life' surveys have highlighted low literacy and numeracy rates in parts of Beverley, Bridlington, Goole and Withernsea.

The ongoing delivery of these qualifications, including English for Speakers of Other Languages (ESOL), is important as achievement at Level 2 is the equivalent of a good GCSE (either grade C or 4/5) and presents additional options regarding further study and higher-paid employment. This will continue to raise the skills profile of the East Riding and promote inclusiveness in the economy, which provides benefits to both individuals and local businesses. It is viewed as essential by the Government amid concerns from employers that young people and adults are not always achieving a firm grounding in fundamental skills.

### ◆ 2.2.3 Maximise the impact of community learning

Community-based learning encompasses the wide variety of non-regulated activities that can be delivered in the form of regulated qualifications. These can include living skills, engagement activities and employability skills, which can introduce new opportunities to improve people's lives and are a valuable route into education and employment.

Community learning encourages place-based education and offers the flexibility to write bespoke community learning programmes to meet a particular need. There are also notable opportunities to promote 'intergenerational learning', where all ages can work together to build learning relationships. This allows both the younger and older generations to share knowledge, skills and values to contribute towards improved social cohesion, health and wellbeing in ageing communities.

Community learning follows the core principles of the Pound Plus Strategy ensuring that it delivers value for money, collaborates to avoid unnecessary duplication and focuses on public support and provides access for those who are most disadvantaged.

Funding is available to bring groups of adults of all backgrounds and ages together to learn new skills that can be shared and used within their local community, either through encouraging volunteering activities or supporting self-directed groups to form and grow.

This provision is available across the East Riding providing a suitable venue (school or community hall) is available for use.

### ◆ 2.2.4 Improve the local offer for supported internships

The Children & Families Act in 2014 extended local authorities' statutory duties in relation to provision for young people with Special Educational Needs and Disabilities (SEND) from their early years to the age of 25. This legislation introduced reforms to the internships system for young people identified as having SEND and placed greater emphasis on preparation for adulthood, including higher education and/or employment, independent living, participating in society and living healthy lives.

Many young people identified as having SEND can often find it difficult to receive the support they need to progress. Statistics published by the Preparing for Adulthood programme found that just 6% of adults with moderate to severe learning difficulties were in employment in 2010/11<sup>8</sup>.

<sup>8</sup> PFA Factsheet: Supported Internships, November 2016

Supported internships offer a structured study programme primarily based at an employer that offers an effective route for many 16-24-year-olds with an Education, Health and Care (EHC) Plan (or equivalent) to work towards paid employment and the opportunity to study for relevant and substantial qualifications.

These internships are funded by the Education and Skills Funding Agency (ESFA), in addition to a further minimum £500k of funding for local authorities announced in March 2017 to deliver improved facilities for pupils with SEND requirements in educational institutions. These changes present an opportunity for closer collaboration between the Council and other institutions to develop better outcomes for children and young people.

The Council's 0-25 SEND Board has a multi-agency Preparing for Adulthood sub-group which is looking at improving the local offer for young people with SEND as they approach adulthood, including driving forward the Supported Internship agenda. The sub group also has representation on a joint Supported Internship Forum with Hull City Council.

### **STRATEGIC AIM 2.3: DEVELOP A SKILLED AND PRODUCTIVE WORKFORCE**

As outlined in previous economic strategies, the need to support progress and enhance educational enhancement to meet skills demand and drive growth remains vitally important. The East Riding has a more qualified workforce than ever before; however, there are increasing examples of under-utilisation of these skills.

The East Riding has a diverse economy and so is not reliant on a narrow range of industries for GVA contributions or employment, which has helped the local economy to demonstrate greater resilience against economic shocks.

The intention of this strategy is to promote an approach to education and skills that act as a springboard for residents to take advantage of better employment opportunities. The transient nature of the East Riding workforce and the connectivity of industries across the wider region suggest that a combined sector-led and place-based approach is most appropriate to meet the skills needs of the local economy.

#### **◆ 2.3.1 Promotion and delivery of vocational qualifications**

Vocational qualifications aim to develop practical skills and knowledge related to a specific area of employment. They are offered in both schools and colleges and include a significant amount of classroom-based activities. Assessment is usually through both written and practical examinations. Vocational qualifications are available from entry-level courses to Level 8 qualifications.

The Apprenticeship Levy provides an opportunity for the development of vocational qualifications, and is influencing the ways in which large companies approach apprenticeships.

The levy requires employers with an annual wage bill in excess of £3 million to pay a 0.5% charge on their payroll into a levy account to fund apprenticeships. The purpose of the levy is to encourage employer investment in apprenticeship programmes increasing both the quality and quantity of apprenticeships. The Government aims to deliver 3 million apprenticeships by 2020.

Each employer will receive an allowance against the amount they owe, but the levy presents significant opportunities for SMEs exempt from the levy charge to employ new apprentices with the assistance of co-investment from the Government. Total new apprenticeship starts fell over the first half of the academic year to January 2018, though the Department for Education (DfE) maintain that the number of higher-level apprenticeships has increased and that students were staying in programmes for longer and, overall, receiving more training.

However, employers continue to raise issues regarding confusion and frustration about how the levy works, in addition to concerns if 'specialist' standards are being set with too few crosscutting transferable skills.

New post-16 technical qualifications (or T-Levels) will be an available option for vocational qualifications as an alternative to A-Levels. From 2020 the first courses will be available in education and childcare, construction and the digital sectors. Only a limited number of providers will initially be offering these qualifications; however, other qualifications and providers will be available from 2022.

This could have a significant impact on the East Riding, with apprenticeship numbers being consistently higher than the regional and national averages. Consequently, there is a considerable role to be played by the Humber Apprenticeship Brokerage Service (HABS) and approved local training providers to deliver suitable courses that meet the needs of businesses and students in the local area.

In addition to the recent changes in apprenticeships, the Government has introduced Degree level apprenticeships based on the modern apprenticeship model, with an individual's status as a full-time employee rather than student status. However, the worker has the option to gain a bachelors-level qualification by combining University study with their work. This is often done through distance learning or similar means. The University of Hull are currently

working with a range of providers across the region to develop and deliver apprenticeships at this level.

### ◆ 2.3.2 Understand workforce needs in key sectors

Skills issues locally have been brought sharply into focus by developments in the renewables industry, and there are initiatives aimed at specific sectors. For example, the GPGP hosts a strand dedicated to improving engineering take-up by supporting the Women into Manufacturing and Engineering (WiME) scheme aimed at breaking down gender stereotyping in specific industries, and has influenced maritime training and apprenticeships to address the emerging and support industries linked to renewables.

It is important to anticipate the sectors that have the potential to provide both the greatest level of growth locally and the highest value, otherwise the area will risk becoming trapped in a cycle of low-wage investment through sectors that offer lower-skilled employment and are more likely to be vulnerable to automation. In order to avoid this, smaller businesses and supply chains may require support to capture the benefits of changes in technology, education and training provision. This is in addition to projects and investments in the renewables sector through University Technical Colleges, the Composites Training Centre and at the University of Hull capitalising on the emerging renewables sector.

Given the potential difficulties in accurately forecasting future skills needs at an area level, measures will be put in place to enable it to be as responsive as possible to a changing labour market. A suitable approach is likely to employ a mixture of quantitative profiling based on the latest available official statistics; for example, to identify what the current pattern of labour supply and demand is in the local area and where key skills mismatches exist. This will be used alongside a more delivery based audit and qualitative primary research to establish what education and training is currently being offered by local providers, course take up, employment outcomes for beneficiaries and views of stakeholders on how far this meets the requirements of the local economy. Opportunities will also continue to exist regarding the contractual use of apprentices when tendering public sector infrastructure projects.





## PRIORITY 2: LIFELONG LEARNING

KEY		Short-term (up to March 2019)
		Medium-term (up to December 2022)
		Long-term (2023 onwards)

### 2.1 SUPPORT PATHWAYS TO PROGRESSION

DELIVERY STRAND	ACTION	MAIN ACTIVITY LEAD (plus other partners)	TIMESCALE
2.1.1 Deliver impartial Careers Education, Information, Advice and Guidance (CEIAG)	Develop support for the continuous professional development of staff in partner organisations to enhance the quality of the curriculum and careers education.	East Riding Education & Skills Partnership	
	Provide relevant information to enable individuals to make informed decisions on learning, training and work opportunities.	East Riding Education & Skills Partnership	
	Engage employers with education and training providers to develop employability skills, understanding of the workplace and knowledge of future options.	East Riding Education & Skills Partnership	
	Provide labour market information to relevant parties to influence future career decisions and progression.	East Riding Education & Skills Partnership	
	Support schools to meet statutory requirements associated with the Gatsby benchmarks to deliver good Careers Education, Information, Advice and Guidance (CEIAG).	East Riding Education & Skills Partnership	
	Continue to facilitate education and skills partners (14-19), collaborating on the development, planning and delivery of quality CEIAG that meets the needs of young people and the local economy.	Strategy Group; CEIAG Practitioners Network; STEM Forum; Pupil Premium Transition to Level 3 Network	
2.1.2 Broaden participation in STEM subjects	Develop and deliver collaborative approaches, to improve underperformance in STEM subjects, increasing their take-up across all levels of education and addressing gender stereotyping.	East Riding Education & Skills Partnership	
	Organise and contribute to events that raise the awareness of the STEM pathways available to young people, enhancing the take-up of apprenticeships (including Higher and Degree level) and Tech Levels.	East Riding Education & Skills Partnership	
2.1.3 Deliver sector-specific events	Deliver a range of targeted sector events and supporting materials highlighting career opportunities in local industries.	ERYC (Economic Development)	
	Collaborate to develop and deliver activities, to raise the aspirations of pupil premium learners and support their transition to achieving Level 3 qualifications by age 19.	East Riding Education & Skills Partnership	

## 2.2 IMPROVE LEARNING AND EMPLOYMENT OUTCOMES

DELIVERY STRAND	ACTION	MAIN ACTIVITY LEAD (plus other partners)	TIMESCALE
2.2.1 Improve access to learning and employment opportunities	Upgrade the '>log on I move on>' website, contributing to the Humber LEP's vision for 'Bridging the Gap' careers portal.	ERYC (Children, Family & Adult Services)	
	Work with Children, Family and Adult Services (CFAS) to ensure that the Troubled Families Programme is aligned with funding opportunities.	ERYC (Children, Family & Adult Services)	
	'Wheels to Work' scheme to work towards providing a financially viable service to help address geographical barriers to employment and learning.	ERYC (Economic Development)	
	Deliver the 'Study Programmes' and 'Springboard' projects, as elements of the East Riding 14-19 Education & Skills Plan.	ERYC (Economic Development)	
	Increase availability of online and blended learning to support employees and citizens to extend their learning beyond the classroom in a safe way.	ERYC (Economic Development); FE colleges	
	Deliver an adult learning service that is responsive to local challenges, priorities and opportunities.	ERYC (Economic Development); FE colleges	
	Increase, through group learning and/or one-to-one support sessions, the number of learners who progress into further education, training or employment.	ERYC (Economic Development); FE colleges	
	Engage those least likely to participate in learning due to rurality, low income, low skills or other barriers to learning.	ERYC (Economic Development); FE colleges	
	Engage with employers to support both formal and informal learning in the workplace and through the use of online and blended learning options.	ERYC (Economic Development); FE colleges	
	Improve physical access to transport by sustainable modes.	ERYC (Housing, Transportation & Public Protection; Economic Development)	
2.2.2 Deliver functional skills	Improve skills by providing a range of nationally recognised qualifications from Entry Level to Level 2, supporting learners to follow relevant progression routes further learning or employment.	ERYC (Economic Development); FE colleges	

2.2.3 Maximise the impact of community learning	Hold consultation events with residents and community groups to determine local learning offer to ensure that this is well matched to local needs.	ERYC (Economic Development); FE colleges	
	Use effective local partnerships to bring together key providers and relevant local agencies and services to deliver differentiated and relevant learning at the right time and in the right place to support local needs.	ERYC (Economic Development); FE colleges	
	Promote and support increased volunteering, civic engagement and start-up of self-organising learning groups that can continue learning beyond the classroom and into their local communities.	ERYC (Economic Development); FE colleges	
2.2.4 Improve the local offer for supported internships	Broaden range of SEND and high needs provision available through colleges, both in terms of available courses and also the number of supported internship opportunities.	ERYC (Children & Young People); FE colleges	
	Enhance communication and engagement with employers regarding SEND opportunities.	ERYC (Children & Young People); East Riding Special schools; Humber LEP; FE colleges	

## 2.3 DELIVER A SKILLED AND PRODUCTIVE WORKFORCE

DELIVERY STRAND	ACTION	MAIN ACTIVITY LEAD (plus other partners)	TIMESCALE
2.3.1 Promotion and delivery of vocational qualifications	Maximise the opportunities presented by the apprenticeship levy in LEP priority sectors.	FE colleges; LEPS	
	Seek additional employers for apprenticeships and work placements.	FE colleges	
	Preparation for the introduction of T-Levels and implement necessary curriculum to meet the needs of employers.	FE colleges and training providers	

2.3.2 Understand workforce needs in key sectors	Support and contribute to the work of the LEPs, in relation to the implementation of the recommendations from the Area Based Review.	East Riding Education & Skills Partnership; ERYC (Economic Development); LEPs	
	Provide higher education opportunities to meet the needs of learners and employers.	FE Colleges	
	Continue exploration of the skills deficit in LEP priority sectors.	East Riding Education & Skills Partnership; ERYC (Economic Development); LEPs	
	Work with businesses to identify local skills shortages/requirements.	East Riding Education & Skills Partnership; ERYC (Economic Development); LEPs	





## PRIORITY 3: QUALITY LOCATIONS

Economic competitiveness is increasingly being driven by the quality of physical and environmental assets and the East Riding must capitalise on these to positively contribute to sustainable economic growth.

The approach to place in this strategy is, therefore, to recognise that each location has individual opportunities and needs and to respond to these within an overall framework that meets the housing, infrastructure, employment and local service needs to create sustainable and growing communities. Collaboration to improve the public realm, encourage visits through festivals and events, and facilitate the development of derelict and brownfield sites will continue through local partnerships.

Leading on from events such as Hull UK City of Culture 2017, the East Riding is well placed to continue developing its image as a high quality destination to live, work, visit and invest in. This will be supported by a rich and diverse visitor offer, enhanced by the quality of our natural and cultural assets.

### STRATEGIC AIMS

#### 3.1 IMPROVE CONNECTIVITY

**Outcome:** Deliver the infrastructure required to better connect homes, businesses and services in order to support economic growth.

#### 3.2 RESILIENT PLACES THAT CREATE THE CONDITIONS FOR GROWTH

**Outcome:** Deliver improvements to town centres, business parks and visitor destinations through a collaborative and coordinated place-based approach.

#### 3.3 PROMOTE THE EAST RIDING

**Outcome:** Raise the profile of the East Riding and enhance its competitive offer in business excellence, visitor economy and residential potential.

### LEAD PARTNERS

East Riding of Yorkshire Council  
Humber LEP  
YNYER LEP  
Hull City Council  
Department for Transport (DfT)  
Visit Hull & East Yorkshire (VHEY)  
Welcome to Yorkshire  
Local Growth Partnerships  
Town and Parish Councils

Rural Partnership  
East and North Yorkshire Waterways Partnership  
Hull and East Yorkshire Local Nature Partnership  
Broadband UK (BDUK)  
Private sector broadband and mobile providers

### STRATEGIC LINKS

- ◆ **Humber Strategic Economic Plan:**  
Priority 3: 'An infrastructure that supports growth'
- ◆ **YNYER Strategic Economic Plan:**  
Priority 4: 'Successful and distinctive places'  
Priority 5: 'A well-connected economy'

### MEASURING OUR PROGRESS...

- P3a Public transport usage
- P3b Number of new homes and affordable homes delivered
- P3c Homes built on brownfield sites
- P3d Average town centre vacancy rate
- P3e Superfast broadband coverage

# CREATING SUCCESSFUL AND RESILIENT PLACES

The role of 'place' in economic development has been given greater prominence as a result of the global recession, the growth of the knowledge economy, sustainability concerns and changes in perceptions of local democracy.

This has played out at different spatial scales and has prompted various Government policies. Initiatives such as the Northern Powerhouse emphasise the role of major conurbations. However, the potential of small and medium-sized towns and rural areas is recognised in the Industrial Strategy White Paper, but remains underrepresented in the allocation of resources.

Individuals now attach greater significance to where they live, work and spend their leisure time, as a result of developments in the nature of modern working environments. Many smaller cities and towns hold the advantage of lower house prices relative to the national average, offer greater access to open countryside, and have a perceived higher quality of life than larger cities. Population density also tends to be lower, putting less strain on infrastructure and housing affordability and supply, though providing adequate public transport remains challenging.

Determining what a place-based strategy should focus on starts with identifying the key assets, services and growth opportunities a location provides that shape daily life. The East Riding displays a complex set of economic, demographic and environmental interrelationships, both internally and with surrounding local authority areas and holds a complementary role to the economies of Hull and York. Four Functional Economic Areas (FEAs) have been identified in the Local Economic Assessment (LEA) to help identify the area over which the local economy and its key markets operate.

A major challenge for the area includes the imbalance of market strength between the more connected west and more isolated east and understanding the labour market connections in the region. The patterns identified in the FEAs bear out these arguments, with the towns that are not as strongly influenced by city hinterlands, such as Bridlington, Goole and Driffield having more distinctive, self-contained economies. Trends identified within the LEA suggest more peripheral places that have the same quality of life offer are less attractive to younger households than places which are better connected to major cities and conurbations.

However, some local developers have reported that recent inward investment (such as Siemens) is fuelling demand and schemes in Haltemprice and Skirlaugh indicate the marked differences in market demand.

It is, therefore, important that the East Riding's approach to place is complementary to Hull and York, influencing how these cities develop. Launched in the summer of 2013, Hull's City Plan aims to create 7,500 jobs for local people through projects and investments that will drive the delivery of a clear set of ambitions. Achieving these ambitions will help Hull seize the once-in-a-generation opportunity it now has to reassert itself as a gateway to Europe and part of the Northern Powerhouse of cities that will help rebalance the economic, social and cultural fabric of the UK.

The approach to place in this strategy is, therefore, to recognise that each location has individual opportunities and needs and to respond to these within an overall framework that covers connectivity, resilience and growth opportunities.



### STRATEGIC AIM 3.1: IMPROVE CONNECTIVITY

Good quality infrastructure and services for transport, mobile and broadband networks is an essential component for achieving thriving, prosperous places where businesses are able to grow and people can access employment, learning opportunities and services. The Local Transport Plan (LTP) includes evidence about the main transport challenges for the East Riding, which must be addressed if we are to meet the LTP objectives. These challenges are summarised below:

- ◆ Congestion issues in some larger settlements, along several key highway corridors and around numerous schools at peak times.
- ◆ Significant new housing is forecast over the next 14 years. This should be accommodated without affecting the efficiency of the existing transport network.
- ◆ Car ownership in the East Riding is rising and the majority of residents continue to commute to work by car. This may have a negative impact on carbon emissions.
- ◆ The number of casualties as a result of road traffic accidents has reduced significantly, but the Council will continue to work to reduce these figures further.
- ◆ The East Riding is home to an ageing population. This means there are higher numbers of people with conditions that may make travelling using conventional transport options challenging.
- ◆ The East Riding is a rural authority with areas of significant remoteness. Residents in these areas without a car are at risk of becoming isolated and unable to access services and facilities.
- ◆ Providing good quality public transport in a diverse and rural area with a low population density poses many challenges.

The current LTP includes 14 bespoke individual transport strategies for each of the East Riding's main settlements, as identified through the Local Plan. These include a number of smaller-scale transport schemes to support the vitality and economic sustainability of town centres.

#### ◆ 3.1.1 Enhance key local linkages

Delays, poor linkages and unreliability in the transport infrastructure and some services weaken the strategic position of the East Riding with surrounding urban areas, causing increased journey times and reduced productivity.

A report published by Highways England in 2016<sup>9</sup> emphasises the relationship between transport investment and economic growth through four prime mechanisms: improving productivity; increasing trade; facilitating investment; and reducing unemployment and increasing labour supply.

The FEAs highlight the complex nature of local labour markets and the interrelationships that exist with neighbouring local authorities. Transport by road predominates both in terms of access to employment, services and the movement of freight.

A continued shift in population to urban areas poses a range of economic challenges and opportunities, emphasising the importance of links between cities and rural areas to support the migration of people and goods from one place to another. The 'last mile challenge' is a term used to describe the trail of people and goods arriving at their final destination from a major transport network or hub, which can often be the most difficult and cost inefficient leg of a journey or supply chain. This is an issue for many East Riding businesses which are located on rural business parks.

While congestion is not a critical issue for the majority of the East Riding, there is a bottleneck effect on the roads that enter and leave larger urban areas. Similarly, the A63, A1079 and A164 corridors often experience congestion in parts, particularly during peak hours. The role of the transport network in affecting wellbeing by connecting people to places of work and leisure and facilitating the movement of goods around the country has long been known. This aspect of connectivity can be seen to have a greater level of complexity than the road network alone.

Challenges for the East Riding include improving access to the UK and international markets, enhancing the reliability of the existing road network and strengthening economic links with neighbouring cities whilst also reviewing transport connections for Howden, Goole, Pollington and Holme-on-Spalding Moor in addition to more remote industrial estates. The strategy also supports the LTP in promoting a modal shift towards more sustainable forms of transport, which can deliver a positive impact in terms of reducing carbon emissions and improving health and air quality.

<sup>9</sup> Economic Growth and the Strategic Road Network, Highways England (2016)

### ◆ 3.1.2 Transport services

#### RAIL SERVICES

The East Riding is served by two major rail routes, connecting Hull and the industrial cities to the west and Scarborough to the north. These lines are presently limited by ageing infrastructure and slow line speeds, which constrain both capacity and journey times. Despite the limitations of these lines, station usage has increased by 14.7% over the period 2006 to 2016, with a significant rise in passengers at stations in Brough, Bridlington, Howden, and Driffield.



A number of short-term infrastructure improvements are already underway, including re-signalling between Gilberdyke and Hull to support increased capacity and reduced journey times and gauge enhancements to boost rail freight capacity.

In March 2015 the Northern Electrification Task Force presented a report to the Transport Secretary recommending 12 'tier one' lines where priority should be given to electrification, including the line between Selby and Hull. Government shelved plans to electrify this part of the line in November 2016 stating that the disruption would outweigh the benefits of the proposal.

Nonetheless, lobbying will continue for upgrades to the Hull to Selby line to complement the scheme for electrification between Manchester, Leeds and York, which is being progressed with an anticipated completion date of 2022. This would enhance the Northern Powerhouse's vision of improving connections between the UK's biggest port complex and the industrial heartlands of the North.

However, First Hull Trains has committed to invest £60 million on new 'bi-mode' trains that can operate on both diesel and electric power and will deliver improvements to services for passengers. Additionally, new Northern and TransPennine Express franchises were awarded to Arriva Rail North Limited and First TransPennine Express Limited respectively in December 2015. As part of the franchise award, these operators will oversee a £1.2 billion investment in rail services across the north, including 500 new modern carriages for trains serving the East Riding. These new trains will be delivered from 2018 and will increase capacity and reduce journey times, improving rail services for local residents.

#### BUS SERVICES

Bus service provision in East Yorkshire is varied in both demand and frequency. In the larger towns buses often operate relatively frequently, while in more rural settlements services may only run once or twice a day or even once or twice a week to link with market days in local towns. Bus service levels also vary considerably between weekdays, evenings and weekends.

There are high concentrations of services running in the major Haltemprice settlements, reflecting their close relationship with Hull which has a traditional radial bus system and supports the Hull to Haltemprice links as part of their core network. Beverley, Bridlington, Pocklington and Goole are also well served by buses, although these services tend to support a more widespread network of origins and destinations.

The majority of commercial bus services in the East Riding are operated by East Yorkshire Motor Services (EYMS), which was recently acquired by bus operator Go North East but will continue to operate as a stand-alone company. However, EYMS, like much of the bus sector is facing rising costs which could impact on their ability to continue to provide commercially some of the services which provide wider economic and social benefit. The marginal commerciality of these services means they are unlikely to attract other bus companies to provide them without some degree of financial support. This could potentially leave large parts of East Yorkshire and its population with no bus service.

Stagecoach (Hull) operates buses which serve the areas which border Hull, including some longer distance services to Leeds, Scunthorpe and Cleethorpes via Humberside Airport. There are a small number of operators providing tendered services in specific localities.

Beverley and Bridlington have dedicated bus stations and many of the East Riding's larger towns have central bus stops which act as interchange points between different bus services and operators. There is also a bus based Park and Ride facility at South Cliff car park in Bridlington which operates from Easter through to October each year.

East Riding has a well-developed community transport sector, with three main operators covering the north and south eastern, central/north western and western areas of the county. Whilst most community transport (accessible minibus) provision is off-peak, and focuses on the needs of those without private transport who cannot easily access public transport, it could potentially offer transport to employment solutions from areas of geographic isolation, if sufficient demand exists.

## WATERWAYS

Commercial waterways have the potential to deliver significant economic and environmental benefits. The national charity, the Canal and River Trust (formerly British Waterways), has committed to developing freight as a sustainable mode of transport on its waterways, in particular in the North East including on the Aire and Calder, which links the Port of Goole to the rest of the waterways network and major centres of manufacturing. The Trust has identified three Priority Freight Routes in the region, all of which could deliver a range of benefits to port-based and canal-side operators and businesses if the right investment in infrastructure and management can be implemented. Drawing together Goole's existing rail, sea, road and inland waterway links into one site, the intermodal terminal is part of this vision, providing an integrated transport facility for business.

### ◆ 3.1.3 Continue to support rollout of superfast broadband and 4G mobile and communications

Broadband access is a key element of infrastructure for business growth. Economic analysis, undertaken within the LEA, highlights the diverse nature of the business base in the rural areas of the East Riding, which is not dissimilar to that of urban areas. Improved broadband connectivity opens up the potential for greater homeworking, business start-ups, rural service provision and access to learning.

Broadband Delivery UK (BDUK) allocated a total of £8.5m to the Humber region with £5.57m being specifically available to the East Riding. The Council awarded a fixed contract to BT to make available superfast broadband to over 42,000 properties by December 2015. Phase 1 is now complete and has met both its contractual speed and coverage targets, reaching over 50,000 East Yorkshire premises of which over 42,000 have superfast speeds of over 24Mbps.

The Government extended its BDUK Programme to make superfast speeds available to 95% of UK premises by December 2017. The Council signed a second contract with BT to make broadband available to over 4,500 properties by December 2017 (Phase 2).

In addition to the Broadband East Riding Programme, BT and Kingston Communications (KCOM) continue to upgrade their own networks to provide superfast connectivity for their customers as part of their commercial works. While BT is only working on New Build developments in our region, KCOM has announced their plans to expand roll-out of their superfast network to the majority of its East Riding customers.

A further challenge is the geographic coverage of mobile phone networks across the East Riding, which is often due to difficulties installing network equipment in remote rural areas. Rural 4G coverage is, therefore, variable and at present there are no economic incentives to improve this situation. A 'Connected Nations' Ofcom report published in early 2017 notes that almost 75% of premises receive 4G coverage outdoors, but many issues remain using mobile phones indoors. Improved broadband connectivity does increase the scope for consumers in many locations to make calls and send messages via Wi-Fi, but this is not universally accessible at present.

## STRATEGIC AIM 3.2: DEVELOP RESILIENT PLACES THAT CREATE THE CONDITIONS FOR GROWTH

The concept of economic resilience is the ability to recover from or adjust to the negative impacts of external economic changes within an economy. When applied to locations this produces places that are robust in the face of economic challenges with stable levels of employment, attracting significant opportunities for investment.

The Local Plan provides the long-term framework within which these locations will be developed to meet the housing, infrastructure, employment and services needs to create sustainable and growing communities.

### ◆ 3.2.1 Housing delivery that supports economic growth

Housing development is essential to creating resilient places and economic growth. Meeting the housing needs of the population has a positive impact on the economy, education, health and communities and supports growth and employment.

Construction stimulates investment and makes a significant social and economic contribution to communities, generating a flow of skilled jobs and supply chain benefits. A report published by the Cambridge Centre for Housing & Planning Research estimated that 'every £1 invested in the construction of new homes generates £2.84 in local spending'<sup>10</sup>

The Housing Strategy, guided by the Local Plan, outlines the Council's key objectives to increase housing supply, improve the quality of current housing stock and provide housing that is affordable, and suitable for the population. These objectives will be met by continued work with other local authorities in accordance with the Housing Market Areas identified in the Housing Strategy. The rate of house building remains variable across the East Riding, although there has been recent activity by owners and developers to bring forward larger

<sup>10</sup> Let's Get Building, National Federation of ALMOs (2012)

allocations. In January 2017, 64 sites were being built out to accommodate more than 3,400 homes and the Local Plan makes allowance for 23,800 net additional dwellings up to 2029.

A proactive approach to working with developers and landowners has been implemented to sustain this increase. It will also undertake a range of measures to secure an appropriate proportion of affordable homes, especially in the least affordable parts of the East Riding, where there is clear evidence that younger workers are priced out of the market.

There is some evidence of a growing equilibrium within the Hull housing market area, with a levelling of the flow of households relocating between the city and East Riding. The bigger challenge is the poor condition and location of significant proportions of the existing housing stock. A number of villages have a proportion of older terraced housing and bungalows which are of limited appeal to forming households. The Council recognises that a range of housing delivery models are required to meet housing and is supporting less traditional approaches, such as community led housing, self and custom house building.

### ◆ 3.2.2 Deliver clear place-based growth strategies

Well-designed infrastructure will be essential to develop the growth potential of our towns and support thriving town centres. Over the period of this strategy, work will continue to develop towns that are safe, distinctive and diverse locations that better serve the evolving needs of business, residents and visitors alike. Further details are included in the Local Plan, setting out the growth projections for a range of aspects to support this aim. Future needs will be met through the allocation of sites in the Allocations Document, Bridlington Town Centre Area Action Plan, or a Neighbourhood Development Plan.

Towns are complex places that serve a wide range of people and the services they offer can have a significant impact on quality of life. However, the role of town centres is changing as globalisation and shifting consumer trends are having a prominent impact on local conditions. As traditional retail declines as a function, artisan retail, personal services and cultural experiences are able to impact a greater share of the market in our town centres.

Town centre strategies have been established for each major settlement, setting out the potential for improvements to support economic conditions that could lead to sustainable local growth. Larger-scale public realm improvements, e.g. Chapel Street in Bridlington, Saturday Market/Toll Gavel in Beverley and Queen Street in Withernsea have all helped to attract and sustain national and independent retailers, food and drink and service outlets with no evidence of displacement. These examples recognise that improving the town centre offer may need to focus on purely public sector elements initially to increase 'dwell time'

and stimulate interest from landowners and developers. Meanwhile, measures to improve derelict/unused sites and buildings, improving parking provision and visitor signage often need public intervention to address barriers to development where market failure occurs.

Having a coherent strategy for each town has enabled Local Growth Partnerships (formerly Renaissance Partnerships) to support successful applications for Townscape Heritage, Coastal Communities funding and other relevant grants. These Partnerships, with representation from Town Councils, Civic Societies and Chambers of Commerce, have also provided the basis for Town Teams and Coastal Community Teams, securing one-off grants of £10,000 per town in response to Ministry of Housing, Communities and Local Government (MHCLG) programmes. The Council has also run various initiatives to support markets and 'pop-up shops' as a route to helping business start-ups test their ideas and access to markets. The reinvigoration of markets also remains a key objective.

Recognising the challenges faced by traditional High Street environments and the local capacity for action, the Council has operated a £300k High Street Fund, providing small grants to local groups and Town Councils. The Fund has greatly benefited 'animation' activity e.g. festivals, websites, loyalty schemes and enabled 'anchor' cultural and community buildings to increase the role they play in attracting people to towns.

However, in some towns there needs to be more comprehensive investment to improve the public realm and bring disused/underused property back into use. Public sector asset rationalisation offers the opportunity in some locations to assemble land and create commercially viable sites.

### ◆ 3.2.3 Support sustainable growth in rural communities

The 2011 Rural-Urban Classification published by the Office for National Statistics (ONS) categorises 93% of the East Riding as 'rural' and accounts for almost half of the total population.

Rural communities across the East Riding face a series of unique and complex economic challenges. Rural settlements in close proximity to major towns and cities have experienced significant growth, but other more isolated settlements are experiencing a shrinking working age population. However, as outlined in the Economic Strategy, the East Riding has a £6bn



economy and makes a significant contribution to the Humber and YNYER LEP economies, supporting over 140,000 jobs and with many major employment sites located in rural locations.

The identification of the East Riding's FEAs improves understanding of drivers of economic activity and helps inform policies that promote economic growth and generate new opportunities in rural areas. Employment growth has been reported across all FEAs over the last strategy period since 2012 with wholesale, manufacturing, accommodation & food, and professional, scientific & technical services performing particularly well in rural areas of the East Riding.

The DEFRA 10-point Rural Productivity Plan sets out a commitment to harness the economic potential of rural areas and boost productivity both locally and for the UK overall. Key priorities include extensive and reliable broadband and mobile services, modern transport connections, rural enterprise zones, more affordable housing, availability of affordable childcare, and greater local control. The importance of rural areas will continue to grow as increased connectivity enables more flexible working. A smart strategy will support rural communities to achieve their growth potential whilst maintaining their distinctive character. The East Riding Rural Strategy 2016-2020 seeks to address rural challenges and inequalities, setting out the priorities for sustainable rural development in the East Riding.

Examples of dedicated activity in rural areas include the 2014-2020 'LEADER' programme, which is funded through the European Agricultural Fund for Rural Development (EAFRD) and places much more emphasis on the creation of jobs and the growth of rural businesses than the previous programme. In order to be successful, applications must contribute to one or more of the following six priorities:

- ◆ Increase farm productivity
- ◆ Support micro and small businesses and farm diversification
- ◆ Boost rural tourism
- ◆ Provide rural services
- ◆ Provide cultural and heritage activities
- ◆ Increase forestry productivity.

Furthermore, the Holderness FLAG is a public/private sector partnership that aims to assist the East Riding's coastal communities and the local fishing industry to improve economic prosperity and quality of life in the area. Priorities for this £800k programme, which is being funded by the European Maritime and Fisheries Fund (EMFF), include strengthening the fishing industry to become more sustainable, facilitating growth and diversification, and improving marine and coastal environments.

#### ◆ 3.2.4 Increase capture of spend in the local economy

The Government's Industrial Strategy considers the role of the public sector in driving demand and innovation in local economies around towns and cities. The Government has taken action on this, committing to ensure a third of its total procurement spend is with small businesses by 2020<sup>11</sup>. Local supply chains can give towns greater economic prosperity and cultural identity. They reduce the flight of resources away from an area, increasing their local retention. Localising and regionalising supply chains are, therefore, an important aspect of building up economies'.<sup>12</sup>

The GPGP has enabled local businesses to win contracts as suppliers to Siemens and other investors in renewable energy.

The other element of this theme is measures to retain spend in the local economy. A key objective of the Bridlington Regeneration Strategy is to reduce significant 'leakage', especially in the retail sector. This priority works in partnership with Strategic Aim 3.3 (see overleaf), which focuses on attracting longer visits from individuals, as this will increase visitor spend in the local economy. The local food and drink network promotes local produce and farms have been supported to successfully diversify into tourism and food products.

#### ◆ 3.2.5 Support voluntary and community sector (VCS) organisations

A vibrant Voluntary and Community Sector (VCS) is essential for a strong social economy and to contribute to the development of community-led solutions to economic challenges. The sector has an increasingly important role to play in the delivery of a diverse range of activities that contribute to Council priorities including providing services outside of conventional provision.

<sup>11</sup> UK Industrial Strategy Green Paper

<sup>12</sup> New Economics Foundation - Cities and Towns: The 2017 General Election and the Social Divisions of Place

The Council will continue to provide advice, guidance and funding support for VCS organisations and communities through established platforms that identify needs and opportunities in an age of shifting funding arrangements.

Community-Led Local Development (CLLD) is an EU funded programme targeting multiple deprivation in urban areas and helping people with complex needs into sustained employment. The Yorkshire Coast CLLD Programme provides approximately £12m funding between 2017 and 2022 for the 20% most disadvantaged communities in Bridlington and Scarborough. The Council are the Accountable Body for the programme with direct financial management responsibility. The programme will coordinate various activities to address local challenges such as unemployment, deprivation and skills, all of which must be community-led with a 'bottom-up' approach to encourage innovation and partnership working. This will encourage business growth and enterprise in the area, increasing employment and quality of life as a result.

### ◆ 3.2.6 Sustain availability of local services

Local services, including childcare, education, health and social care and culture and information are key factors in developing a productive and sustainable local economy with quality locations that have the conditions for growth.

Under the Childcare Act 2006 a Local Authority must secure sufficient childcare for parents who are working, studying or training; this includes the provision of information, advice and guidance to assist parents looking for suitable childcare, and the facilitation of training for childcare providers. The availability of affordable childcare was identified as a key action in the 2015 DEFRA 10-point Rural Productivity Plan to make rural areas more attractive places to live and work. In light of such issues the Government has prioritised childcare and has extended free early education and childcare for three and four-year-olds from 15 to 30 hours per week. Future childcare sufficiency assessments conducted by the Council will evaluate demand, supply and quality of childcare provision over a 3-5 year period by considering population projections, labour market conditions and prospective house building in line with the Local Plan.

The Joint Strategic Needs Assessment (JSNA) describes the future health and wellbeing needs of the population and the service delivery measures required to meet those needs. Demand for health and social care is predicted to grow, especially with an ageing population. The Humber, Coast and Vale Sustainability and Transformation Plan identifies the shortages and challenges this creates from a place-based community perspective. The plan focuses

on enabling and preventative measures to increase the efficiency of care. This approach aims to tackle an issue at the source, minimising strain on the health and care system, by reducing the causes of illness or injury and taking preventative action. A key priority is to encourage active, healthy lifestyles through work place-based campaigns, employment in social care, telehealth and innovations.

These statutory frameworks will clearly influence future service delivery and access to services for residents and work will continue with local communities to ensure efficient and effective local service delivery.

The role of culture, heritage and information is linked to Priority 2 (Lifelong Learning) of this strategy, as community events and hubs such as libraries have key roles to play in developing a strong and vibrant local economy. Communities are increasingly showing a tendency to place higher value on quality of life and a set of shared values with the result being an ever-increasing importance of place and the history or events of a specific location.

This can be seen with the growing connection between location and information, spurred by the use of mobile internet and Quick Response (QR) codes. The Northern Powerhouse Strategy recognises that boosting the technological, creative and cultural industries of the north will assist in the development of arts, heritage and the digital sectors. This priority will continue to build on the legacy of Hull UK City of Culture 2017 and support development of cultural icons in the area, such as the Humber Bridge and historic houses.

### STRATEGIC AIM 3:3: PROMOTE THE EAST RIDING

The East Riding is well placed to continue developing its image as a high quality destination to live, work, visit and invest in. However, further promotion needs to be undertaken in order to highlight the strengths and assets of the area to businesses, visitors and local or potential residents with the aim of enriching the region through the area's employment, investment and tourism opportunities and through its quality of life offer as is explored throughout Priority 1 (Business Growth).

The East Riding covers an area of 930 square miles with a tourism offer including heritage coastline, market towns, seaside resorts and the rolling chalk hills of the Yorkshire Wolds. Visit Hull and East Yorkshire (VHEY) is the private-public sector tourism partnership that leads and coordinates the development of the visitor economy locally.

### ◆ 3.3.1 Sustainable approach to destination management

The East Riding has a rich and diverse visitor offer, which is enhanced by the quality of its natural and cultural assets. The East Riding coastline, including the seaside resorts of Bridlington, Hornsea and Withernsea, offers a range of quality visitor experiences from wildlife watching to local food festivals and is a key element of the Yorkshire Nature Triangle. The East Riding's countryside is often described as a 'best kept secret', enriched by the range of landscapes and wildlife it supports. The quality and uniqueness of the natural environment adds value to the visitor economy and, therefore, it should be enhanced, promoted and managed responsibly and sustainably.

Traditionally, day visits have been the mainstay of the visitor economy, and growing the number of overnight stays was hampered by a limited accommodation offer in some areas. Growth and diversification into new areas have addressed some of the key gaps identified in 2009, e.g. a new hotel for Beverley, 'glamping' provision associated with the Wolds and general improvements to quality. The deficit of larger hotels in Bridlington is now being redressed but provision in Holderness has not yet fully responded to opportunities arising from Green Port and the potential of the Holderness Coast for combined accommodation and activity developments, such as wildlife watching, water sports and 'learn to' experiences. The Coastal Opportunity Gateway project has also provided further support for these markets.

However, issues remain with seasonality, with business owners citing the closure of attractions over the winter period as hindering their attempts to extend the tourist season from an accommodation perspective. The most recent Tourism Accommodation Study reinforced the need for investment in key visitor infrastructure/public realm and attractions, particularly in Hornsea and Withernsea.

Encouragingly, the sector believes that the visitor economy is getting stronger. Furthermore, changes in the confidence of UK consumers, the impact of Brexit and general economic conditions, could sustain the rise in domestic holidays and short breaks. Opportunities exist to strengthen the attractions, assets and activities sector to promote unique experiences and more out-of-season visits, e.g. walking trails, cycling trails, wildlife watching, heritage attractions, and to build upon the growing reputation of the festivals and events programme and capture the legacy of Hull UK City of Culture 2017.

In Bridlington, a resort management approach operates through Bridlington Business Forum. This enables issues affecting the town to be considered within the context of Bridlington as a

seaside resort, to ensure that services are fully integrated, and that planned developments are coordinated to maximise the potential sustainable growth of tourism in the local area, whilst seeking to minimise the impact on local residents. The Council will continue its active coast programme and supports the development of walking and cycling routes throughout the area. The Waterways Partnership has a programme of activities to increase the vitality of the area's waterways for leisure and commercial use.

### ◆ 3.3.2 Market the East Riding

Future initiatives in marketing the East Riding will develop a more holistic approach to promoting the strengths and assets of the area. Maximising the growth potential of outdoor activities, nature tourism and the renewed popularity of caravan 'staycations' is essential to maintaining the vitality of the rural economy and coastal resorts. Additionally, promotion of the business potential of the East Riding, with land and transport connections, as well as a skilled workforce assists in the promotion of inward investment, business development and supports the creation of high quality employment.

VHEY provides a clear and unified presentation of what the area has to offer, promoting links between tourism, retail and accommodation to create an exceptional visitor experience. VHEY will continue to work collaboratively with partners to market the strengths and assets of the East Riding.





## PRIORITY 3: QUALITY LOCATIONS

KEY	Short-term (up to March 2019)
	Medium-term (up to December 2022)
	Long-term (2023 onwards)

### 3.1 IMPROVE CONNECTIVITY

DELIVERY STRAND	ACTION	MAIN ACTIVITY LEAD (plus other partners)	TIMESCALE
3.1.1 Enhance key local linkages	Increased frequency of services between Bridlington and Scarborough linking to the TransPennine rail services from Scarborough to York and onwards.	Transport Services; Northern Rail; Respective Franchise	Short-term
	Complete development of Brough Relief Road.	ERYC (Asset Strategy)	Short-term
	Improvements along the A1079 (Hull-York) Corridor: <ul style="list-style-type: none"> <li>Killingwoldgraves Roundabout (completed early 2018)</li> <li>Shiptonthorpe Roundabout</li> <li>Potential dualling.</li> </ul>	ERYC (Asset Strategy)	Long-term
	Improvements along the A164 (Beverley - Humber Bridge) Corridor <ul style="list-style-type: none"> <li>A164 and Jock's Lodge Improvements</li> <li>A164/Great Gutter Lane/Riplingham Road Roundabout</li> <li>A164 Swanland Roundabout.</li> </ul>	ERYC (Asset Strategy)	Long-term
	Work with the A64 Growth Partnership to improve regional connectivity.	ERYC (Asset Strategy)	Long-term
	Castle Street upgrade to deliver enhanced Enterprise Zone site connectivity via M62/A63/A1033.	ERYC (Asset Strategy; Economic Development)	Long-term
	Promote and assist appropriate infrastructure projects (including Goole Intermodal Terminal and Melton Interchange) e.g. applying for LEP funding.	ERYC (Asset Strategy; Economic Development)	Long-term
	Build upon the findings of the East-West connectivity study.	ERYC (Asset Strategy)	Long-term
	Improve the condition and road safety of our highway network.	ERYC (Asset Strategy)	Long-term
	Enhance the sustainable transport infrastructure.	ERYC (Asset Strategy)	Long-term

3.1.2 Transport services	Support the provision of local bus services linking housing and employment.	ERYC (Housing, Transportation & Public Protection); Local bus operators	
	Complete signalling improvements between Gilberdyke and Hull.	Network Rail	
	Continued lobbying for the electrification of Hull to Selby line, as part of Northern Powerhouse.	Network Rail; Local MPs; Transport for the North; Humber LEP	
	Complete gauge clearance and enhancements from East Coast main line to Hull (Hull docks branch).	Network Rail	
	Continue working with transport for the North.	ERYC (Asset Strategy)	
	Work in partnership to maximise the economic potential of our waterways through the development of strategic and catchment-level projects.	Local Catchment Partnerships or a combination of their constituent members	
3.1.3 Continue to support rollout of superfast broadband and 4G mobile and communications	Continue to seek funding to expand broadband coverage.	ERYC; DEFRA; BDUK; BT	
	Deliver Better Broadband Subsidy Scheme for homes and businesses not receiving 2 Mbps.	ERYC; BDUK; BT; broadband providers	
	Continue to work with broadband providers to plug gaps in provision, especially in rural areas.	ERYC; broadband providers	
	Secure collaborative approach to bidding to ERDF and EAFRD to enhance access to superfast broadband and business growth opportunities.	ERYC	

### 3.2 DEVELOP RESILIENT PLACES THAT CREATE THE CONDITIONS FOR GROWTH

DELIVERY STRAND	ACTION	MAIN ACTIVITY LEAD (plus other partners)	TIMESCALE
3.2.1 Housing delivery that supports economic growth	Target the delivery of new affordable housing to areas with need, including community-led housing developments.	ERYC (Forward Planning & Housing Strategy); VCS	
	Maintain a 5-year supply of land for housing.	ERYC (Forward Planning & Housing Strategy)	
	Encourage housing developers to come forward on stalled sites.	ERYC (Forward Planning & Housing Strategy) ; housing developers	
	Bring empty homes back into use.	ERYC (Forward Planning & Housing Strategy)	

3.2.2 Deliver clear place-based growth strategies	Work in partnership to promote community safety and contribute to a reduction in crime so that all people in the East Riding of Yorkshire 'feel safe and are safe'.	East Riding of Yorkshire Community Safety Partnership	
	Support Coastal Community Teams and deliver against Coastal Economic Plans for: <ul style="list-style-type: none"> <li>• Bridlington</li> <li>• Goole</li> <li>• Hornsea</li> <li>• Withernsea.</li> </ul>	ERYC (Economic Development); Local Growth Partnerships	
	Deliver recommended actions from the East Riding town centre retail study.	ERYC (Forward Planning and Housing Strategy)	
	Progress the delivery of the Bridlington Area Action Plan (AAP): <ul style="list-style-type: none"> <li>• Integrated Transport Plan (ITP) 2</li> <li>• Harbour redevelopment</li> <li>• Burlington Parade Delivery Strategy</li> <li>• Hotel development</li> <li>• Town centre and seafront improvements</li> <li>• Limekiln Lane Coach Park relocation</li> <li>• Gypsy Race Park.</li> </ul>	ERYC (Economic Development); Harbour Commissioners; Network Rail	
	Deliver Townscape Heritage scheme for improvements to heritage buildings in Bridlington town centre.	ERYC (Economic Development)	
	Deliver next phase of Bridlington Regeneration Strategy through partnership approaches including : <ul style="list-style-type: none"> <li>• Town centre revitalisation</li> <li>• Tourism product development</li> <li>• Business collaboration</li> <li>• Community initiatives.</li> </ul>	ERYC (Economic Development)	

<p>3.2.2 Deliver clear place-based growth strategies (cont.)</p>	<p>Deliver the next phase of the Beverley Renaissance (Beverley Local Growth Partnership) Plan:</p> <ul style="list-style-type: none"> <li>• Review previous plan/s and develop Local Growth Plan/Actions through partnership approach.</li> <li>• Develop partnership’s communication strategy, publicity and marketing.</li> <li>• Support the Chamber of Trade to develop a Business Improvement District proposal.</li> <li>• Upgrade infrastructure and implement development opportunities at Grovehill and Swinemoor Industrial Estates.</li> <li>• Two Churches Project - support next phase to deliver physical enhancements, community outreach objectives and engage town centre businesses.</li> <li>• Collaborate with stakeholders on improvements to visitor way finding.</li> <li>• Complete River Hull flood alleviation scheme.</li> <li>• Promote through Destination Beverley.</li> <li>• Further develop tourism e.g. through heritage open days.</li> <li>• Support major events e.g. Tour de Yorkshire and Festival of Christmas.</li> <li>• Coordinate and secure funding for refresh of Elwell Trail.</li> </ul>	<p>ERYC (Economic Development); Town and Parish Councils; Local Growth Partnership</p>	
	<p>Deliver the next phase of the Driffield Renaissance Plan:</p> <ul style="list-style-type: none"> <li>• Review previous plan/s and develop Local Growth Plan/Actions through partnership approach.</li> <li>• Establish sustainable future for Mortimer’s Warehouse, Riverhead.</li> <li>• Review of Local Plan Allocated Sites and Town Centre Retail Study.</li> <li>• Address market failures identified in Vacant and Derelict Sites Report, and secure development prioritising the Cattle Market, Viking Centre, Sugar Mills site.</li> <li>• Walk Driffield self-guided walking routes in collaboration with VHEY.</li> <li>• Promote Welcome to Driffield website and improve long-term sustainability.</li> <li>• Facilitate Community Led Housing Initiative to increase Affordable Housing provision.</li> </ul>	<p>ERYC (Economic Development; Housing); Driffield Town Council; Humber &amp; Wolds Community Council; Local Growth Partnership</p>	
	<p>Deliver the next phase of the Goole Renaissance Plan:</p> <ul style="list-style-type: none"> <li>• Review previous plan/s and develop Local Growth Plan/Actions through partnership approach.</li> <li>• Support development of Goole 36 and Intermodal Terminal.</li> <li>• Conclude flood risk assessment work to provide clear options for businesses.</li> <li>• Deliver Coastal Communities Action Plan to develop port heritage.</li> <li>• Agree town centre development plan for key sites and buildings to support economic activity and town centre vitality.</li> <li>• Promote and grow recreation and leisure opportunities.</li> <li>• Continue collaborative approach to rationalising public sector assets and creation of development opportunities.</li> <li>• Develop comprehensive marketing plan for Goole and surrounding area.</li> </ul>	<p>ERYC (Economic Development); Town and Parish Councils; Local Growth Partnership</p>	

3.2.2 Deliver clear place-based growth strategies (cont.)	<p>Deliver the next phase of the Hornsea Renaissance Plan:</p> <ul style="list-style-type: none"> <li>• Review previous plan/s and develop Local Growth Plan/Actions through partnership approach.</li> <li>• Deliver South Promenade Boat Compound development.</li> <li>• Deliver Hornsea Leisure Centre Development.</li> <li>• Deliver 'Heritage on the High Street Hornsea Pottery Trail' (Phases 1 &amp; 2).</li> <li>• Develop cycling and pottery heritage as key branding themes.</li> <li>• Improve destination management, e.g. enhanced coordination of seafront maintenance programmes.</li> <li>• Promote www.visithornsea.co.uk website and improve long-term sustainability.</li> <li>• Development and delivery of seafront wayfinding and active coast programmes.</li> <li>• Promote town centre development opportunities arising from planned relocation of library and customer service centre.</li> </ul>	<p>ERYC (Economic Development); Town and Parish Councils; Local Growth Partnership</p>	
	<p>Deliver the next phase of the Withernsea and South East Holderness Regeneration Strategy:</p> <ul style="list-style-type: none"> <li>• Review previous plan/s and develop Local Growth Plan/Actions through partnership approach.</li> <li>• Complete Withernsea pavement fountains.</li> <li>• Secure funding for Withernsea South sea defences.</li> <li>• Seek solutions to stalled development sites, e.g. former Teddy's Nightclub.</li> <li>• Improve destination management e.g. enhanced coordination of seafront maintenance programmes.</li> <li>• Link Sport England Active Lifestyles programme to raising aspirations and employability.</li> <li>• Deliver Withernsea Seafront Improvement Plan.</li> <li>• Review A1033 speed restrictions to improve journey times and safety.</li> </ul>	<p>ERYC (Economic Development); Town and Parish Councils; Local Growth Partnership; Withernsea Big Local</p>	
	<p>Pocklington and Wolds:</p> <ul style="list-style-type: none"> <li>• Continue to work with owners and businesses to improve industrial estate infrastructure.</li> <li>• Secure completion of flood alleviation measures to support housing growth and protect town centre businesses.</li> <li>• Develop local solutions to car parking and traffic circulation.</li> <li>• Develop tourism assets, building on Heritage Lottery Funding awards for restoration of Burnby Hall and Gardens and Pocklington Canal.</li> <li>• Support heritage museum proposals, potentially through community asset transfer.</li> <li>• Identify streetscene enhancement programme.</li> </ul>	<p>ERYC (Economic Development); Town and Parish Councils; VCS</p>	
	<p>Haltemprice (Cottingham, Anlaby, Hessle etc):</p> <ul style="list-style-type: none"> <li>• Review previous plan/s and develop Local Growth Plan/Action through partnership approach.</li> </ul>	<p>ERYC (Economic Development); Town and Parish Councils</p>	
	<p>Howdenshire (Howden, Snaith, Cowick etc)</p> <ul style="list-style-type: none"> <li>• Review previous plan/s and develop Local Growth Plan/Action through partnership approach.</li> </ul>	<p>ERYC (Economic Development); Town and Parish Councils</p>	

3.2.2 Deliver clear place-based growth strategies (cont.)	Deliver and evaluate the impact of the High Street Fund and develop town centre vitality programme based on Future High Streets Forum best practice.	ERYC (Economic Development); Town and Parish Councils	
	Actively encourage development on town centre brownfield sites, such as the Drifffield Cattle Market, to drive regeneration.	ERYC (Forward Planning & Housing Strategy; Economic Development); Town and Parish Councils	
3.2.3 Support sustainable growth in rural communities	Deliver the 2014-2020 LEADER Programme to support the creation of jobs and businesses in rural areas.	ERYC (Economic Development)	
	Deliver the Holderness FLAG Fisheries Programme to facilitate a more sustainable fishing industry on the Holderness Coast.	ERYC (Economic Development)	
	Identify priorities for enhancing rural business parks and improving connectivity to sustain local employment.	ERYC (Economic Development)	
	Maintain the rural business advice network.	East Riding Rural Partnership	
	Support the VCS sector through community funds linked to energy related developments.	East Riding Rural Partnership	
3.2.4 Increase capture of spend in the local economy	Continue to review existing YORbuild framework to maximise opportunities to increase skills and local supply chains.	ERYC (Infrastructure & Facilities; Economic Development)	
	Support the development of the local food sector and the opportunities presented by locally based customers for tourism and leisure products.	East Riding Rural Partnership	
3.2.5 Support voluntary and community sector (VCS) organisations	Develop governance, membership and performance management framework for Local Growth Partnerships.	ERYC (Economic Development)	
	Promote the East Riding 4 Community funding advice platform.	ERYC (Economic Development)	
	Deliver Yorkshire Coast CLLD Programme to improve capacity of VCS to engage, innovate and inspire communities and individuals through social inclusion and economic potential.	ERYC (Economic Development); Scarborough Borough Council; VCS	
	Optimise opportunities available through offshore renewable energy, e.g. East Coast Community Fund.	ERYC (Economic Development; Planning & Development Management)	
	Raise the capacity of Town and Parish Councils to secure funding.	ERYC (Economic Development); Town and Parish Councils	
	Support development of VCS infrastructure and local organisations through VCS contract.	ERYC (Economic Development); VCS	
	Provide support for funded programmes targeted on disadvantaged communities e.g. Withernsea Big Local.	ERYC (Economic Development); VCS	
	Equip communities to bid for funding and work with ERYC to enable communities to successfully bid to take over/manage local assets.	ERYC (Asset Strategy; Economic Development); VCS	

3.2.6 Sustain availability of local services	Address potential identified deficits of childcare places.	ERYC (Children & Young People)	
	Deliver Sport England Active Lifestyles programme in Withernsea seeking new methods of delivery for sport and activity to build healthier and more active communities.	ERYC (Culture & Customer Services; Public Health)	
	Monitor provision in areas with significant housing growth and inward investment to aid prospective childcare providers.	ERYC (Children & Young People)	
	Conduct annual assessment of local childcare market including demand for specific types of providers over a 3-5 year period in localities across the East Riding.	ERYC (Children & Young People)	

### 3.3 PROMOTE THE EAST RIDING

DELIVERY STRAND	ACTION	MAIN ACTIVITY LEAD (plus other partners)	TIMESCALE
3.3.1 Sustainable approach to destination management	Promote and support applications to the EAFRD Tourism Infrastructure programme.	ERYC (Economic Development)	
	Deliver the CWWW Leader Programme priorities of 'boosting rural tourism' and 'providing cultural and heritage activities'.	ERYC (Economic Development)	
	Continue to deliver a programme of successful events and festivals.	ERYC (Economic Development)	
	Support the visitor economy through targeted business support and product development.	ERYC (Economic Development)	
	Increase and diversify the conference and corporate events trade on an annual basis.	ERYC (Economic Development)	
	Develop a programme of tourism infrastructure improvements.	VHEY; ERYC (Economic Development)	
	Promote the East Riding as a tourism and investment destination.	VHEY; ERYC (Economic Development); Bondholders	
3.3.2 Market the East Riding	Actively market employment sites on the A0179 corridor.	ERYC (Economic Development); developers	
	Encourage investment in high-quality tourist accommodation, especially in Beverley, Bridlington and across the Wolds.	ERYC (Economic Development); private sector	
	Deliver actions from the emerging VHEY Tourism Strategy 2019-2024.	VHEY; ERYC (Economic Development)	



## PRIORITY 4: SUSTAINABLE ECONOMY

This priority sets out a number of aims that can deliver economic opportunities and greater cohesion and integration of our natural and economic asset base to contribute towards being a more sustainable, low carbon economy and to realise the value and contribution of the natural environment.

In a smarter and more sustainable local economy, resources stay in use for as long as possible to extract their maximum value and promote economic security and environmental sustainability. This approach is at the heart of tackling a number of major global challenges relating to the provision of energy, food, water, healthcare and other natural resources.

The natural environment can offer a wide range of economic, social and environmental services and benefits in the East Riding, including flood risk mitigation and clean water, supporting the visitor economy and wider recreational opportunities. There is work to be done to better understand the value of these services and how their potential can be realised through partnership working so they have a visible and positive impact on our local communities.

### STRATEGIC AIMS

#### 4.1 IMPROVE ENERGY EFFICIENCY AND SUSTAINABLE MOBILITY

**Outcome:** The right conditions have been created to support investment in energy efficiency, low carbon technologies and sustainable forms of transport.

#### 4.2 SUPPORT BUSINESS RESILIENCE AND WORKFORCE WELLBEING

**Outcome:** Businesses have been supported to become more responsive and resilient to economic, social and environmental change.

#### 4.3 REALISE THE VALUE OF THE NATURAL ENVIRONMENT

**Outcome:** Significant economic, social and environmental benefits are delivered through the East Riding's natural environment.

### LEAD PARTNERS

East Riding Of Yorkshire Council

Humber LEP

YNYER LEP

Department for Business, Energy and Industrial Strategy (BEIS)

Department for Environment, Food and Rural Affairs (DEFRA)

Department for International Trade (DIT)

Ministry of Housing, Communities and Local Government (MHCLG)

Environment Agency

Yorkshire Water

Hull and East Yorkshire Local Nature Partnership

Landowners, Developers and Businesses

East and North Yorkshire Waterways Partnership

Sullied Sediments Project Partnership

Hull and East Riding Catchment Partnership

### STRATEGIC LINKS

- ◆ **Humber Strategic Economic Plan:**  
Priority 2: 'Thriving and successful businesses'  
Priority 3: 'An infrastructure that supports growth'
- ◆ **YNYER Strategic Economic Plan:**  
Priority 4: 'Successful and distinctive places'

### MEASURING OUR PROGRESS...

- P4a** CO<sub>2</sub> emissions per head
- P4b** Generation of electricity from renewable sources
- P4c** Number of properties at reduced risk of flooding
- P4d** Number of households in fuel poverty
- P4e** Number of vulnerable businesses engaged with adaptive solutions to climate change

# BUILDING A SUSTAINABLE ECONOMY

In a smarter, more sustainable local economy, resources stay in use for as long as possible extracting their maximum value, and economic security is promoted through an emphasis on investment in local production and skills. This approach is at the heart of tackling a number of major global challenges relating to the provision of energy, food, water, healthcare and other natural resources.

A low carbon ambition is evident within both the Humber and YNYER SEPs and European Structural and Investment Fund Strategies. The Humber SEP recognises that energy-intensive industries are, and will remain, very important to the economic prosperity of the Humber, but this needs to be balanced against the need to meet targets for reducing greenhouse gas emissions. Supporting the development of low carbon technologies and energy sources is, therefore, a key priority for local economic growth in the Humber. Specifically, this includes supporting the development of biofuels and exploiting opportunities to become a leading national and international centre of excellence in renewable energy.

The YNYER Strategic Economic Plan sets a priority for the region to become “a global leader in agri-food and biorenewables”. The bioeconomy is a catch-all term for industries that use renewable biological resources from land and sea and converting these resources into new products such as food, animal feed, materials, chemicals and energy.



## WHY IS IT AN OPPORTUNITY FOR THE EAST RIDING?

A sustainable economy is built on the success of existing or developing sectors in the East Riding, including important regional and national specialisms such as agriculture, fishing, food, chemicals, energy and biofuels.

The East Riding has an abundance of natural assets and resources that must be managed in a considered and sustainable manner to build resilience for residents, businesses and the environment. This economic approach is in its relative infancy but provides the Council with an excellent opportunity to take a positive lead on moving towards a more sustainable economy.

## STRATEGIC AIM 4.1: IMPROVE ENERGY EFFICIENCY AND SUSTAINABLE MOBILITY

There are plenty of options available to businesses and residents to reduce energy costs through improving their energy efficiency, managing consumption and switching to alternative energy supplies. However, energy efficiency remains an area of relative underinvestment, especially for small to medium-sized enterprises (SMEs). A significant opportunity exists for businesses and residents to reduce both their energy bills and carbon footprints.

### ◆ 4.1.1 Business tariff switching and energy efficiency

In order to be competitive, businesses must control their costs and energy is now a considerable cost in that equation. The Council’s Business Investment Services team already offer ongoing support to existing SMEs and new start-ups, which involves being an honest broker on a range of products and services to help businesses achieve growth. This scope could potentially be extended to more actively promote energy advice services both online and through the Council’s team of business advisors targeting businesses operating in energy-intensive sectors. There is also an opportunity to work with third-party energy brokers to agree cheaper energy deals for individual premises or collective supplies to business parks.

YORSwitch is a scheme run by the Council that supports households to switch their energy supplier for better energy deals. Businesses are also able to take advantage of a similar service provided by a trusted energy-switching partner, Make It Cheaper. This service makes it easy for SMEs to get a better value deal for their energy and subsequently reduce their costs.

### ◆ 4.1.2 Support for innovation, commercialisation and sustainable mobility

The Humber’s reputation as the UK’s Energy Estuary is predicated on the volume of gas, coal and biomass that the region brings ashore on its way to powering homes and businesses the length and breadth of the country; this is in addition to oil refining and biofuel production and the extraordinary capacity for electricity generation from offshore wind farms.

The capacity of the UK centralised national electricity system is driven by peak demand. This occurs between 4–8pm on a winter weekday and is around 55 Gigawatts (GW). By 2050 this is estimated to be 90-120 GW with demand outweighing capacity. In responding to this challenge there needs to be greater scope for electricity generated at a regional level to be supplied to the area’s homes and businesses. Energy can be stored in the form of heat (e.g. local district heating, hot water tanks) or electricity (e.g. batteries) and supplied within a local network in response to peak demand. Any excess can then be fed back into the national grid which acts as a smaller, backup system. (DECC, April 2016).

Heat networks (or district heating schemes) represent a commercial opportunity to provide decarbonised heat mainly in urban areas, and areas with high concentrations of existing industries. There is a mix of options for generating and sharing low carbon heat including biomass, combined heat and power (CHP), heat from waste facilities and geothermal sources. The aim of this objective is to develop the right conditions and business case for investing in energy efficiency measures and low-carbon technologies and increase the economic benefit to local businesses.

Additionally, this strategy notes the evolving role of sustainable modes of transport and the changing trends in the use of cars and their means of propulsion. The East Riding Local Transport Plan sets out the importance of ‘taking action at a local level to reduce carbon emissions by encouraging people to make sustainable travel choices, particularly for short distance local trips.’<sup>13</sup> It presents strategies on cycling, buses and rail transport, aimed at improving the use of services within the area and enhancing sustainable mobility. These local strategies support the UK Clean Growth Strategy in its aim to ‘end the sale of new conventional petrol and diesel cars and vans by 2040’, develop an outstanding electric vehicle infrastructure and support the use of ultra-low emission vehicles (ULEV).

#### **STRATEGIC AIM 4.2: BUSINESS RESILIENCE AND WORKFORCE WELLBEING**

A sustainable local economy relies on a range of factors including the resilience of its business community when facing economic, social or environmental challenges. Another important factor is the health and wellbeing of both employees and employers, particularly when tackling the health issues associated with an ageing workforce. To succeed in the long-term requires a business to be both responsive and resilient to change and unforeseen circumstances.

##### **◆ 4.2.1 Sustainable businesses**

Business can have impacts on the environment, for example, pollution to air, water and land, inefficient use of resources, waste disposal and loss or damage to the natural environment. Taking a proactive approach to managing these environmental impacts can help businesses to meet their compliance obligations, and reduce associated costs.

Sound environmental management can help businesses to capitalise on economic opportunities as an ability to demonstrate environmental credentials becomes increasingly important in competitive markets. Pressure to do so is not only driven by legislation but also business-to-business as larger organisations extend environmental requirements through their supply chains.

##### **◆ 4.2.2 Promote business continuity services**

Business continuity planning is the process of identifying all of the critical activities and systems of prevention that are necessary to keep a business functioning during an incident. This will list the essential resources required and contingency measures in place to help a business to prioritise should the need occur.

There are several sources of advice and resources to help businesses with continuity planning, including business continuity services offered by the Humber Emergency Planning team and the online Business Resilience Health Check Tool. Further information on business continuity can be found via the Business Continuity Institute (BCI). A growing area of concern to all businesses is cybersecurity. As more business is undertaken electronically the threat of cyber-attacks grow, including data corruption and loss, hacking and fraud. A Government initiative, Cyber Streetwise, published a report ‘Open for Business’ in 2014 that surveyed SMEs and found that just over half (55%) regularly review and update what needs to be done to keep their businesses safe online. A majority of cyber-crime is reliant on the failure of consumers and small businesses to do the basics well. This represents a sizeable gap in business resilience and suggests action is required to encourage businesses to take more control online to reduce the risk to their business and consumers.

##### **◆ 4.2.3 Maximise economic opportunities in a changing climate**

The World Economic Forum highlighted the failure to adapt to climate change as one of their top ten risks. The UK Climate Change Risk Assessment 2017 highlights the growing impact that climate risks and extreme weather have on business and industry in the UK.

<sup>13</sup> [eastriding.gov.uk/council/plans-and-policies/other-plans-and-policies-information/transport/local-transport-plan/](http://eastriding.gov.uk/council/plans-and-policies/other-plans-and-policies-information/transport/local-transport-plan/)

Flooding and extreme weather events which damage assets and disrupt business operations pose the greatest risk to UK businesses now and in the future.

It is estimated that every £1 spent now in adapting will save £4 in damages later<sup>14</sup>. With risks also come opportunities, and the market for adaptation goods and services is growing both globally and in the UK. Adaptive measures most commonly being taken by UK businesses at present are cooling technologies and property-level flood defences<sup>15</sup>.

A threat which is specific to businesses in parts of the East Riding is that of coastal erosion. This particularly impacts on caravan parks, which are critical to the coastal economy. This risk is expected to increase due to the impacts of climate change; therefore, it is crucial that businesses which face this risk adapt, or, if necessary, relocate (for example, through rollback) in order to maintain their viability.

#### ◆ 4.2.4 Develop a health and wellbeing offer to local businesses

A wealth of clear evidence exists to show that a healthy workforce is more productive and that poor health at work can lead to absenteeism and lower productivity. Statistics drawn from the 2011 Census highlighted that the East Riding has an older workforce than the national average, particularly in key sectors such as agriculture, transport and storage, and education. The ONS estimate that by 2022, 40.6% of the East Riding workforce will be aged 50-64, which will be one of the highest percentages in the region and will account for over 78,000 people<sup>16</sup>

The Council is well placed either to directly support or indirectly encourage businesses to utilise services that will support the wellbeing of the local workforce. This support will aim to link in with businesses to understand their needs regarding health at work and facilitate the utilisation of an electronic resource and existing health support services. Consideration of green and blue infrastructure opportunities is an important avenue to explore, both in retrofitting options and building into new developments. This would include the creation of new green spaces and greener commuter routes to encourage walking and cycling and outdoor recreation.

### STRATEGIC AIM 4.3: REALISE THE POTENTIAL OF THE NATURAL ENVIRONMENT

The natural environment provides many economic, social and environmental benefits to local communities. The value of these benefits has previously not been fully recognised. Natural capital is an approach which seeks to quantify the economic benefits of the natural environment.

Most of the UK legislation governing the management of the natural environment derives from the EU. This will remain in place until the UK has left the European Union; however, it is likely to be reviewed as a result of Brexit. It will be important to monitor and contribute to the review of these policies, where appropriate, to ensure that our natural environment continues to have effective safeguards in place.

#### ◆ 4.3.1 Value our natural environment

Natural capital refers to the stock of natural assets (i.e. forests, rivers, land, minerals and oceans) which provide valuable benefits to people, such as clean air, clean water, timber, food and recreation. The economic benefits of natural capital are becoming better understood and promoted, and there is a growing body of evidence linking investment in the value of natural capital to economic growth opportunities.

Natural capital mapping offers an opportunity to better understand the economic benefits of investing in natural assets, and to provide the data on which assets should be prioritised for investment decisions. The Hull and East Yorkshire Local Nature Partnership (LNP) is working with the North Yorkshire and York LNP to identify and map natural capital across the region. Once complete this data will increase the understanding of the interdependencies between the natural environment, people and the economy. This, in turn, will help identify where and what form of natural capital investments will result in the greatest economic returns. These investment interventions will have many beneficiaries, as they can support flood alleviation, reduce air and water pollution, increase soil fertility and erosion and assist climate change mitigation through carbon storage, as well as provide outdoor amenity and recreation opportunities.

An example of this is the Northern Forest, a Government endorsed initiative that will be delivered by the Woodland Trust and Community Woodland Partnerships, which in the East Riding is HEYwoods. By targeting the planting of an additional 50 million trees over the next 25 years, it aims to 'set the scene' for growth along the M62 corridor from Liverpool to Hull. This will have multiple benefits including reducing flood risk, improving health, producing sustainable timber products and biomass for energy, and adapting some of the UK's major towns and cities to the challenges of poor air quality and the impacts of projected climate change, including locking up an estimated 8 million tonnes of carbon. It will also provide the scope to create a greater woodland culture, enhancing biodiversity and increasing natural capital.

New development needs to take into account natural capital and the relevant environmental legislation. In order to avoid unforeseen delays and costs it is important that all the requirements of environmental legislation are identified at an early stage and that statutory organisations

<sup>14</sup> Weathering the Storm, Climate UK, 2013 <sup>15</sup> Business Opportunities in a Changing Climate, Managing Impacts and Market Opportunities, Acclimatise for the Environment Agency, 2015 <sup>16</sup> 2016 Population Projections, ONS

work together and with developers to make this process as simple as possible. An example of this approach is the Humber Habitat Compensation and Mitigation Plan (HHCMP). This project, which has been developed for the Humber LEP, aims to develop a strategic approach to delivering habitat compensation and mitigation on the Humber, through the provision of guidance to developers; furthermore it is providing an investigation into the feasibility of developing a standardised land identification and acquisition mechanism for compensation/mitigation, based on an agreed pricing structure.

#### ◆ 4.3.2 The natural environment as a catalyst for growth

The natural environment, in particular the coast, Yorkshire Wolds and our waterways and wetlands, makes a valuable contribution to the East Riding's visitor economy through nature tourism and outdoor recreation/adventure tourism.

Nature tourism involves experiencing wildlife and natural places, typically through outdoor activities which are sustainable in terms of their impact on the environment, such as walking, bird watching, photography and cycling. In East Yorkshire, nature tourism is currently estimated to be worth £15m. A recent report commissioned by the Yorkshire Wildlife Trust called the 'Economic Potential of Nature Tourism in Eastern Yorkshire', identifies the opportunity for growth in this sector. The report indicates that with the right support, this figure could rise to £30m by 2020. The potential of nature tourism is being driven through The Yorkshire Nature Triangle<sup>17</sup>, an initiative that offers specialised business support to tourism sector partners and a bespoke information service for visitors. Realising this potential would make the natural environment a valuable economic asset for the area, helping to revitalise coastal and rural economies and extend the tourism season.

#### ◆ 4.3.3 Value and develop our waterways

The East and North Yorkshire Waterways Partnership's Waterways Strategy 2012-2020 recognises that local waterways (e.g. rivers, canals and streams) could be developed to better support economic, social and environmental revitalisation. In the East Riding, the priorities for improving the utility and impact of waterways include the development of new and existing waterway tourism opportunities, such as the River Hull and Driffield Canal; supporting waterway restoration and regeneration schemes, such as the Pocklington Canal and in Goole; and encouraging increased use of waterways for freight transportation (see Priority 3: Quality Locations). These opportunities should be pursued in partnership at a catchment level and with consideration for the implications on the wider environment.

Protection of our waterways, as well as estuaries, coastal waters and groundwater, is regulated by the European Water Framework Directive (WFD). The University of Hull is leading a major project that is focused on managing the potential impact of emerging water pollutants that are not currently regulated under the WFD. Called 'Sullied Sediments', this project has been co-funded by the European Regional Development Fund through the Interreg VB North Sea Region Programme and is being delivered by 13 partners based in the UK, Netherlands, Belgium and Germany.

Through to the end of 2019, 'Sullied Sediments' is developing and testing new tools to better assess, treat and prevent contamination from certain pollutants that can be found in the sediments in our waterways. The aim is to help regulators and water managers make better decisions regarding the management, removal and disposal of sediments, thereby reducing costs to private and public sector organisations, and the impact of these pollutants on the environment. The project is also striving to reduce the levels of chemicals entering the water system by raising awareness about what we, as consumers, are releasing into the environment through the use of common drugs and household products.

Research and pilot activity for the project is being carried out in three major river catchments, including the River Humber basin district. In addition to the University of Hull, the project involves a number of locally-based partners, including the Council and Waterways Partnership, who are playing a key role in its delivery in the East Riding and across the North Sea region.



<sup>17</sup> [www.yorkshirenaturetriangle.org.uk/](http://www.yorkshirenaturetriangle.org.uk/)



## PRIORITY 4: SUSTAINABLE ECONOMY

KEY	Short-term (up to March 2019)
	Medium-term (up to December 2022)
	Long-term (2023 onwards)

### 4.1 IMPROVE ENERGY EFFICIENCY AND SUSTAINABLE MOBILITY

DELIVERY STRAND	ACTION	MAIN ACTIVITY LEAD (plus other partners)	TIMESCALE
4.1.1 Business tariff switching and energy efficiency	Develop ERYC business advisors knowledge of energy efficiency opportunities.	ERYC (Economic Development)	Medium-term
	Promote energy advice services both online and through the ERYC team of business advisors.	ERYC (Economic Development)	Long-term
4.1.2 Support for innovation, commercialisation and sustainable mobility	Knowledge and technology exchange from projects such as the ERGO centre that will provide specialist managed workspace targeting business and professional services to support the development of the renewables and low carbon industries.	ERYC (Economic Development); University of Hull	Medium-term
	Investigate opportunities for district heat networks that are commercially viable and lower heating costs.	ERYC (Economic Development; Asset Strategy)	Long-term
	Promote sustainable modes of travel such as walking and cycling and surface access to key destinations.	ERYC (Asset Strategy; Housing, Transportation & Public Protection; Economic Development)	Long-term

### 4.2 BUSINESS RESILIENCE AND WORKFORCE WELLBEING

DELIVERY STRAND	ACTION	MAIN ACTIVITY LEAD (plus other partners)	TIMESCALE
4.2.1 Sustainable businesses	Continue to support Fairtrade in the East Riding through work with FERN.	ERYC (Economic Development)	Medium-term
	Include sustainable business advice content within the proposed Business Investment Services website.	ERYC (Economic Development)	Medium-term
	Work in partnership and support businesses in developing sound environmental management plans and help them improve their environmental performance.	ERYC (Economic Development)	Long-term

4.2.2 Promote business continuity services	Provide business advisors with Humber Emergency Planning Services (HEPS) business continuity training.	ERYC (Economic Development); HEPS	
	Include business resilience/continuity content within the proposed Business Investment Services website.	ERYC (Economic Development); HEPS	
	Increase the number of local businesses benefitting from business continuity services.	ERYC (Economic Development); HEPS	
	Increase awareness of and the uptake of actions to strengthen cyber resilience.	ERYC (Economic Development); HEPS	
	Engage with coastal businesses to support them to adapt to the impacts of coastal change.	ERYC (Economic Development)	
4.2.3 Maximise economic opportunities in a changing climate	Complete current programme of Flood Alleviation Schemes: <ul style="list-style-type: none"> <li>• Anlaby and East Ella</li> <li>• Cottingham and Orchard Park</li> <li>• Pocklington.</li> </ul>	ERYC (Asset Strategy; Infrastructure & Facilities)	
	Minimise and reduce the risks of climate change through appropriate mitigation and adaptation measures.	ERYC (Economic Development)	
	Encourage businesses to increase their adaptive capacity through climate-related products and services.	ERYC (Economic Development)	
	Pursue funding opportunities for sustainable growth in coastal communities, including through the Coastal Communities Fund and offshore development community funding schemes.	ERYC (Economic Development)	
	Work with LEPs to develop a long-term Energy Strategy for the region supported by robust baseline data, including a circular economy approach at a local level.	YNYER LEP; Humber LEP; ERYC (Economic Development); University of Hull	
4.2.4 Develop a health and wellbeing offer to local businesses	Provide an integrated range of initiatives to promote healthy lifestyles and address health and wellbeing issues.	ERYC (Public Health)	
	Offer workplace health checks to businesses.	ERYC (Public Health)	

<b>4.3 REALISE THE POTENTIAL OF THE NATURAL ENVIRONMENT</b>			
<b>DELIVERY STRAND</b>	<b>ACTION</b>	<b>MAIN ACTIVITY LEAD</b> (plus other partners)	<b>TIMESCALE</b>
4.3.1 Value our natural environment	Develop a regional natural capital investment framework to identify how the natural environment can support economic growth.	Hull and East Yorkshire Local Nature Partnership	
	Continue to work in partnership to encourage responsible use and awareness of the East Riding's unique natural environment.	ERYC (Economic Development); Humber Nature Partnership; Flamborough Head European Marine Site Management Scheme	
	Work in partnership to maximise the potential economic opportunities of the Northern Forest in the East Riding.	HEYwoods	
4.3.2 The natural environment as a catalyst for growth	Use the natural environment to develop, manage and maximise sustainable tourism, heritage and recreational opportunities that support the local economy.	ERYC (Economic Development); Humber Nature Partnership; Flamborough Head European Marine Site Management Scheme; RSPB; Yorkshire Wildlife Trust	
	Work in partnership to identify and pursue appropriate landscape-scale projects that deliver economic, social and environmental benefits.	Local Catchment Partnerships Hull and East Yorkshire Local Nature Partnership	
4.3.3 Value and develop our waterways	Support and contribute to initiatives that protect and improve the management of our regional waterways, such as 'Sullied Sediments'.	ERYC (Economic Development); East and North Yorkshire Waterways Partnership; Local Catchment Partnerships; University of Hull; Environment Agency; Yorkshire Water	

# GLOSSARY

AAP	Area Action Plan
ABP	Associated British Ports
A-Level	Advanced Level Qualification
APS	Annual Population Survey
ASHE	Annual Survey of Hours and Earnings
BDUK	Broadband Delivery United Kingdom
BEIS	Department for Business, Energy & Industrial Strategy
BRES	Business Register & Employment Survey
BT	British Telecomms
CBI	Confederation of British Industry
CED	Community Economic Development
CEIAG	Careers, Education, Information, Advice & Guidance
CFAS	Children, Family and Adult Services
CLLD	Community-Led Local Development
CO <sub>2</sub>	Carbon Dioxide
CoC	City of Culture
DEFRA	Department for Environment, Food and Rural Affairs
DfE	Department for Education
DfT	Department for Transport
DIT	Department for International Trade
DWP	Department for Work and Pensions
EAFRD	European Agricultural Fund for Rural Development
EES	Employment, Education and Skills
EHC	Education, Health and Care

EMFF	European Maritime Fisheries Fund
ERDF	European Development Fund
ERGO	East Riding Growth & Opportunity
ERYBAP	East Riding of Yorkshire Biodiversity Action Plan
ERYC	East Riding of Yorkshire Council
ESFA	Education and Skills Funding Agency
ESOL	English for Speakers of Other Languages
ESP	Education & Skills Partnership
EU	European Union
EYMS	East Yorkshire Motor Services
EZ	Enterprise Zone
FE	Further Education
FEA	Functional Economic Area
FERA	Food and Environment Research Agency
FERN	Fairtrade East Riding Network
FLAG	Fisheries Local Action Group
GCSE	General Certificate of Secondary Education
GDP	Gross Domestic Product
GPGP	Green Port Growth Programme
GVA	Gross Value Added
GW	Gigawatts
HCA	Homes and Communities Agency
HE	Higher Education
HEPS	Humber Emergency Planning Services

<b>HHCMP</b>	Humber Habitat Compensation and Mitigation Plan
<b>IAG</b>	Information, Advice and Guidance
<b>ICT</b>	Information and Communication Technologies
<b>IDBR</b>	Inter-Departmental Business Register
<b>IMD</b>	Indices of Multiple Deprivation
<b>JSNA</b>	Joint Strategic Needs Assessment
<b>KAM</b>	Key Account Management
<b>KCOM</b>	Kingston Communications
<b>KPI</b>	Key Performance Indicator
<b>LEA</b>	Local Economic Assessment
<b>LEADER</b>	Liaison Entre Actions de Développement de l'Économie Rurale
<b>LEP</b>	Local Enterprise Partnership
<b>LGF</b>	Local Growth Fund
<b>LNP</b>	Local Nature Partnership
<b>LTP</b>	Local Transport Plan
<b>Mbps</b>	Megabits per second
<b>MHCLG</b>	Ministry of Housing, Communities and Local Government
<b>MMO</b>	Marine Management Organisation
<b>MP</b>	Member of Parliament
<b>MW</b>	Megawatts
<b>NFU</b>	National Farmers Union
<b>NOMIS</b>	National Online Manpower Information System
<b>NR</b>	Northern Rail
<b>NVQ</b>	National Vocational Qualification

<b>ONS</b>	Office for National Statistics
<b>PNA</b>	Pharmaceutical Needs Assessment
<b>REM</b>	Regional Econometric Model
<b>RGF</b>	Regional Growth Fund
<b>RSPB</b>	Royal Society for the Protection of Birds
<b>SEND</b>	Special Educational Needs and Disabilities
<b>SEP</b>	Strategic Economic Plan
<b>SME</b>	Small and Medium-sized Enterprises
<b>SMP</b>	Shoreline Management Plan
<b>SPD</b>	Supplementary Planning Document
<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>TfN</b>	Transport for the North
<b>UK</b>	United Kingdom
<b>ULEV</b>	Ultra-Low Emission Vehicles
<b>UoH</b>	University of Hull
<b>UTC</b>	University Technical College
<b>VCS</b>	Voluntary and Community Sector
<b>VHEY</b>	Visit Hull and East Riding
<b>WFD</b>	Water Framework Directive
<b>Wi-ME</b>	Women into Manufacturing and Engineering
<b>YNYER</b>	York, North Yorkshire and East Riding
<b>YWT</b>	Yorkshire Wildlife Trust





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