

EAST RIDING OF YORKSHIRE ECONOMIC DEVELOPMENT STRATEGY

Consultation Draft

July 2012

DRAFT



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Consultation Draft of the East Riding Of Yorkshire Economic Development Strategy

Foreword

This document updates and develops the East Riding Economic Development Strategy 2007-2011 and has been prepared on behalf of the East Riding Local Strategic Partnership.

In a changing economic climate and amidst new government policy, this Strategy sets out our long-term vision and commitment and provides an overview of the types of activities we will seek to undertake with our partners over the next few years to support sustainable economic development across the East Riding.

The Strategy builds on our Community Plan 2006-2016, Local Economic Assessment and the emerging East Riding Local Plan and outlines how we want to work with our partners to continue to support local economic opportunities for all our residents and businesses.

The consultation document includes a short series of questions on which we'd like to hear your views. We are keen to gain your opinions on the areas you feel will have the most impact in achieving our economic potential. Your views will be important for the final version of the Strategy, due for publication in November 2012, and will also help to develop a 2012-2015 Action Plan, which will detail the more immediate activities that will support the delivery of our three long-term strategic themes.

I hope that you find the draft East Riding Economic Development Strategy of interest and support our proposed approach. Please let us know what you think.



Cllr Stephen Parnaby OBE, Chair, East Riding Local Strategic Partnership

The Consultation Process

We value your comments, ideas and views on this consultation document. A six-week consultation period will take place between **Monday 16 July and Tuesday 28 August 2012**.

In order to make the consultation process as accessible as possible a short series of questions have been prepared to guide respondents with their comments. These questions can be answered primarily via an online question and answer sheet available on the East Riding of Yorkshire Council's website.

Any further comments on the document would also be welcomed and can be submitted either by email or post as follows:

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This document can also be viewed at East Riding of Yorkshire Customer Service Centres and Libraries or online at:

<http://www.eastriding.gov.uk/consult/>

Please note that all responses must be received by no later than Tuesday 28 August 2012.

A report summarising the consultation responses will be collated and published with the final version of the Strategy in November 2012.

Key Questions

1. Does the draft strategy provide clear information about the East Riding's economic performance now and in the future? Does the strategy reflect your experience of the current economic conditions? (Section 1-2 & 5)
2. Does the draft strategy provide clear information on the current economic development policy context? (Sections 1-4)
3. Does the Strategic Framework communicate the strategic aims and objectives of the strategy in a clear manner? (Sections 6-9)
4. Is the rationale for a growth and resilience approach to economic development in the coming years clear? Are the 3 key strategic objectives appropriate? (Section 6-9)
5. Is there any activity which contributes directly to the achievement of the strategic objectives which your organisation is already delivering or planning to deliver? If so please provide further details? (Section 6-10)
6. Based on the economic information contained within the strategy, do you feel the proposed growth and resilience sectors outlined in figure 9 (page 48) are realistic? (Section 8)
7. What are your views on the performance indicators proposed to monitor the Economic Development Strategy? (Section 10)
8. Are there any further comments you would like to make on specific paragraphs of the document? If so, would you clearly note the page number and paragraph reference for the section of the document where you are submitting additional comments.

Please visit <http://www.eastriding.gov.uk/consult/> to answer these questions in the electronic form provided.

If you would like an electronic copy of the document in order to contribute suggestions for alternations via track changes, please contact Andrew Hewitt on 01482 391613 or via andrew.hewitt@eastriding.gov.uk

I. Introduction to the Economic Development Strategy

I.1 Scope of the Strategy

I.1.1 The Economic Development Strategy (and its associated action plan covering the period from 2012-2015) represents the third iteration of this document for the East Riding Local Strategic Partnership (LSP). The previous version was published in 2007, with a mini-refresh in 2009, and covered the period between 2007-2011. That document outlined seven key priorities for the partners involved in economic development activity in the East Riding:

- Encourage business competitiveness, innovation and environmental stewardship, focusing on key clusters and sectors
- Foster a diverse, vibrant and inclusive enterprise culture
- Match workforce skills to business needs and remove barriers to employment and training for vulnerable/excluded households
- Continue to develop the Humber corridor as a global gateway to the UK by developing and marketing its ports, sites, infrastructure and workforce
- Modernise rural delivery to promote economic development, agricultural diversification, sustainable land management and strong, sustainable rural communities
- Continue to deliver the Bridlington regeneration strategy
- Develop and deliver urban and rural renaissance programmes based on complementary, long-term strategies that collectively enhance opportunities for residents and the area's competitiveness as a business and visitor destination.

I.1.2 Much has altered on a global, regional and local level since 2007 which will have direct impact upon our approach to economic development activity and interventions over the next few years. Major changes include:

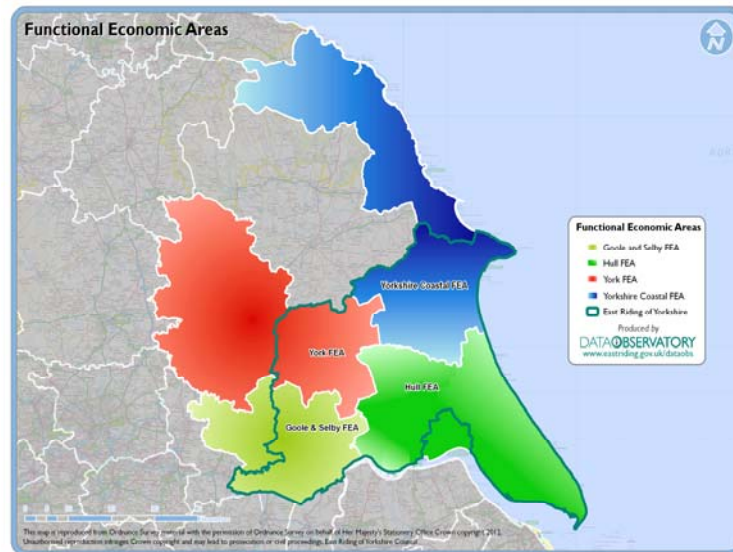
- The recession and its associated economic downturn, the euro zone debt crisis and world-wide financial pressures
- A change of government in the UK and the coalition government's move in policy focus away from regionalism and towards local responses to economic development and achievement of growth
- Austerity measures; a drive by government to reduce the size of the state debt included the loss of local economic development partners such as Yorkshire Forward, Humber Economic Partnership and Business Link
- The formation of Local Economic Partnerships (LEPs) and the East Riding's membership of both the Humber LEP and the York, North Yorkshire and East Riding LEP
- Increasing raw material costs in the world market, a greater focus on renewable resources and the impact of climate change
- Growing reliance on Broadband to deliver and administer services

- Moves by the government to value goods and services received from the environment and a push towards a green economy promoted by the development of Local Nature Partnerships (LNP) to complement LEPs.
- 1.1.3 Despite these changes, the fundamental operations of the East Riding's indigenous economy have not altered vastly nor have the economic linkages with surrounding area, particularly the cities of Hull and York, major towns like Scarborough and the rural hinterlands of North Yorkshire. To this end, many of the actions outlined in the 2007-2011 Strategy are still relevant. However, deliverability in this changing policy and economic environment will be a challenge. Taking these factors into account, this new Economic Development Strategy will need to represent a refocusing of the previous strategy to accurately reflect these conditions.
- 1.1.4 In challenging economic conditions and during a period of new and emerging government policy, this Strategy seeks to lay down the Local Strategic Partnership's commitment to supporting businesses, communities and residents in the East Riding. It will also outline (via an action plan) activities which will need to be delivered in partnership over the next three years to 2015, in order to deliver the areas ambitions for growth and developing the areas economic stability through economic resilience measures.
- 1.1.5 This document builds upon the LSP's Community Plan 2006-2016 whilst using the evidence base developed within the East Riding's Local Economic Assessment (2011) to support its strategic direction. As with the previous strategy it is very important that this Economic Development Strategy sits coherently alongside the emerging East Riding Local Plan (previously Local Development Framework) to ensure that the infrastructure, (roads, housing, employment land, etc) required to realise the economic potential of the East Riding, can be delivered. Every effort has been made to achieve this.
- 1.1.6 The strategy also links coherently with the other local strategies that underpin the Community Plan, in particular the emerging Local Plan, Local Transport Plan 3 (LTP3), Housing Strategy, emerging Rural Strategy and Cultural Strategy.
- 1.1.7 The Strategy has also been designed to inform the Local Enterprise Partnership's (LEP) strategies. Both the Humber and York, North Yorkshire and East Riding LEPs see their role as driving business growth at the sub regional level and are keen that their focus reflects local priorities and that their limited resources are used for delivery.
- 1.2 Current National Economic Context
- 1.2.1 Since the second quarter of 2007, the world economy has been responding to the global financial crisis triggered by liquidity issues and inadequate risk management structures within the financial services sector.

- 1.2.2 These liquidity issues resulted in the failure of large financial institutions, including a number in the UK, requiring the development of state supported rescue packages to ‘bail out’ affected banks and building societies and support domestic financial systems. This was important to protect individuals’ savings and mortgages.
- 1.2.3 The resultant stock market falls, difficulties with businesses being able to access capital and drops in business and consumer confidence contributed to a worldwide recession in 2008.
- 1.2.4 Since this time, ongoing sovereign debt issues in the Eurozone continue to create instability as countries such as Greece, Ireland, Portugal, Spain and Italy struggle to service their national debts, support their financial systems and implement austerity measures to reduce their levels of borrowing.
- 1.2.5 The global recovery has been slow, with low levels of economic growth, the flow of money between financial organisations remaining constrained and business and consumer confidence continuing to be very uncertain. These factors all contributed to the UK falling back into recession in the first two quarters of 2012.
- 1.3 Current Local Economic Context
- 1.3.1 Version 1.1 (March 2011) of the Local Economic Assessment (LEA) provides a comprehensive overview of the current economic context of the East Riding and can be accessed via the following link:
<http://www2.eastriding.gov.uk/council/plans-and-policies/economic-development/#Local-Economic-Assessment>
- 1.3.2 The East Riding of Yorkshire has one of the largest unitary councils by area in England and Wales, covering 930 square miles with 70% of this being classed as rural.
- 1.3.3 Although the business base of the East Riding is geographically quite disparate, the LEA highlights four distinct functional economic areas (FEAs). These were based upon labour market/travel to work characteristics as well as retail market and travel to learn areas which highlight the economic links with surrounding areas. These FEAs can be seen in *Figure 1* below. In simple terms the Hull, Goole & Selby FEAs relate to the Humber area and York and Yorkshire Coast FEAs relate to York and North Yorkshire. These relationships were instrumental in the Council deciding to become a member of two LEPs (see section 3).
- 1.3.4 The East Riding is a net exporter of labour with 45% of East Riding residents travelling outside the area for work and 20% of the East Riding workforce is made up of in-commuters. Most of this commuting activity is within the Hull

and York functional economic areas, with the Goole/Selby and Coastal FEAs significantly more self contained.

Figure 1: Functional Economic Areas



- 1.3.5 Demographic evidence (pending the results of the 2011 census) indicates an ageing population. The proportion of the working age population had reduced from 60% in 1999 to 58.6% in 2009. The change in retirement age for women in 2010 has brought more people back into the working age bracket. It is, however, projected that in 2012, the proportion of the East Riding's working age population will be 3% less than the England average.
- 1.3.6 The area's business base is largely characterised by micro (i.e. up to 8 employees) and 'lifestyle' businesses, many of which chose to remain below the VAT threshold. However, it is also home to major installations for international companies including BP, Centrica and to one of the country's largest inland ports at Goole (owned and operated by Associated British Ports). Industries well represented in the East Riding include manufacturing (14.6% of employees compared to 10.8% nationally), public administration, education & health, (33.3% of employees compared to 26.8% nationally) and agriculture which employs 7,000 people directly.
- 1.3.7 The previous version of the Economic Development Strategy outlined seven key sectors within the East Riding:
- Food & Drink (including agriculture)
 - Logistics and Ports
 - Renewables (energy/environmental)
 - Manufacturing and engineering (including chemicals)
 - Digital and creative sector
 - Finance and business services
 - Tourism.

Figure 2: Key Locations for different industries in the East Riding

Industrial Sector	Key Locations
Manufacturing	<ul style="list-style-type: none"> • Brough • Hedon/Preston • Carnaby <i>Each over 1,000 employees</i>
Construction / Construction Products	<ul style="list-style-type: none"> • Hedon/Preston – Over 750 employees • Hessle • Beverley <i>Each over 400 employees</i>
Retail	<ul style="list-style-type: none"> • Beverley • Bridlington <i>Each over 1,500 employees</i>
Transport & Storage (including postal)	<ul style="list-style-type: none"> • Goole – Over 1,100 employees • Driffield – Over 500 employees
Accommodation & Food Services	<ul style="list-style-type: none"> • Bridlington – Over 1,100 employees • Beverley – Over 700 employees
Information & Communication	<ul style="list-style-type: none"> • Willerby/Kirk Ella • Howden <i>Each over 800 employees</i>
Financial & Insurance	<ul style="list-style-type: none"> • Beverley • Hessle <i>Each over 200 employees</i>
Professional, Scientific & Technical	<ul style="list-style-type: none"> • Beverley – Over 1,000 employees
Business Administration & Support Services	<ul style="list-style-type: none"> • Goole • Beverley <i>Each over 900 employees</i>
Public Administration, Education & Health	<ul style="list-style-type: none"> • Beverley – Over 11,000 employees • Cottingham – Over 5,000 employees • Bridlington – Over 3,000 employees • Goole – Over 2,400 employees • Driffield – Over 1,700 employees
Arts, Entertainment, Recreation & Other Services	<ul style="list-style-type: none"> • Beverley • Bridlington <i>Each over 600 employees</i>

Source: NOMIS, Business Register and Employment Survey, 2010

1.3.8 These continue to be very important to the area as the drivers of long-term economic competitiveness and well-being. Some also have a predominately spatial dimension. For example, organisations operating in the logistics and ports cluster are mainly located along the main east-west multi modal transport corridor between Hull and Goole. Over 10% of the Yorkshire and Humber's transport and logistics companies are based in the East Riding, taking advantage of the large scale development sites this transport corridor is able to offer.

- 1.3.9 Additionally, there are sectors which are currently important in terms of the numbers of jobs they support and their contribution to output of the area. These tend to be the more support or consumption sectors likely to be found in all economies:
- Retail
 - Construction / Construction Products
 - Public Admin, Defence, Health and Education
 - Transport Equipment.
- 1.3.10 The exception to this is the transport equipment sector which includes local static and touring caravan manufacturing and, until at least 2014, the manufacture of components for the Hawk training jet aircraft at BAE's facility in Brough.
- 1.3.11 The area's agricultural industry supports many of these key clusters and sectors through the production of food and non-food crops and farm diversification.
- 1.3.12 In 2008, Public Administration & Health accounted for 34.5% of the employment in the East Riding and contributed 37,323¹ jobs to the area's economy. Most jobs were found in the education, health and social work sub sections. The proportion of East Riding jobs in these predominately public sectors is significantly higher than the corresponding figures of 28.6% for the region and 26.4% for England.
- 1.3.13 Between 1998 and 2008 the public administration and health sub sectors (as a % of the East Riding's overall employment) increased by 6%. Between 1998 and 2003 there was rapid growth in this sector across the East Riding, with a consolidation since so that the proportion has reduced by one percentage point. The Regional Econometric Model (REM) projects that 844 full time equivalent (FTE) jobs in the public administration and health sectors could be lost in the East Riding over the five year period from 2012 to 2017. The model suggests the sector will also shed 764 jobs in the Hull area and 399 in York over the same period.
- 1.3.14 It is important to note that not all jobs classified within this sector are public sector jobs. This Standard Industrial Classification (SIC) code also picks up jobs undertaken where public functions have been outsourced to private companies. This includes, for example, the public-private partnership between East Riding of Yorkshire Council and arvato Government Services.
- 1.3.15 The REM illustrates that of all local authority areas in the Humber and York, North Yorkshire and East Riding LEAs, the East Riding contributed the most (£4,053m) to national GVA in 2010. It contributes £267m more than Hull and £787m more than York. However, when factoring in the size of the East

¹ Source: NOMIS – Annual Business Inquiry, Employee Analysis, 2008

Riding's population to the area, its Gross Value Added (GVA) per head of £11,969 is low in comparison with the regional (£14,510) and UK averages (£17,530), as well as the other Humber authorities.

- 1.3.16 Another feature of the area is the extent to which important employment sites are located on the outskirts of the main settlements. This has been primarily as a result of the conversion of ex-Ministry of Defence sites to industrial use since the end of Second World War.
- 1.3.17 Given the scattered residential pattern in the East Riding, the rural nature of the area and range of employment destinations, a sustainable transport network is vital to linking people to jobs.
- 1.3.18 When considering the factors outlined above it is, therefore, not surprising that the majority of people living in the East Riding travel to work by car. Public transport links between smaller towns and villages and the major employment centres are limited. The dispersal of some employment sites outside urban centres makes it even more challenging to provide transport services which link people to jobs. Access to colleges and employment is also restricted for those having to use public transport.
- 1.3.19 The reliance on the motor vehicle to move people and goods within the East Riding invariably creates traffic congestion and thus priorities for investment under the Local Transport Plan 2 and Local Transport Plan 3 have been to alleviate congestion in Beverley and Bridlington, improve road safety and encourage walking and cycling. This dependence on the motor vehicle also has a detrimental effect upon the level of CO₂ emissions produced by the area which is high compared to the national average. There is an evidence base which suggests a link between greenhouse gas emissions and climate change impacts such as droughts and increased likelihood of flooding, which impact upon the East Riding's economy.
- 1.3.20 The East Riding's Principal Towns (Beverley, Goole, Bridlington, and Driffield) enjoy reasonable rail links. However, the quantity of goods travelling by rail has scope for growth.
- 1.3.21 House building in the East Riding has historically been high, fuelled by demand from in-migrants from the UK, and especially from within the Region. These in-migrants are looking to take advantage of the excellent quality of life offered in the East Riding. A large number of these, especially in coastal areas, are of, or approaching, retirement age.
- 1.3.22 Levels of house building have reduced significantly since 2008 as have, to a lesser extent, the average house prices within the area. Nevertheless, there are still considerable issues of affordability within the East Riding housing market with many first time buyers unable to access owner occupation. House prices differ across the East Riding Housing Market, with very high prices found in parts of the Haltemprice settlements, Beverley and adjacent

to York and Bridlington. Housing demand in the York area is increasing pressure to build on sites along the A1079 corridor.

- 1.3.23 The 2011 East Riding Strategic Housing Market Assessment identified the need for a net additional 1,008 affordable² homes per annum particularly in Beverley and the villages and towns bordering York and Hull. A key objective for the Council is to seek to balance the housing market, for example, undertaking renewal in areas of low demand and enabling affordable housing in areas of high demand so as to support the infrastructure for economic growth.
- 1.3.24 A considerable area of the East Riding is classified by the Environment Agency (EA) as being potentially at risk from tidal, pluvial and fluvial flooding. Around 25% of the East Riding is within the EA's Flood Zone 3 'high flood risk'. This means that some of the major employment sites in this area are served by settlements where housing growth is constrained, which is likely to increase commuting unless improved public transport services can be provided.
- 1.3.25 Coastal erosion is a long term, ongoing, issue which requires careful management. Through effective coastal change management, using Shoreline Management Plan (SMP) policies and the councils' coastal erosion monitoring data, it is possible to determine the level of risk to infrastructure property and people. Thereafter it is possible to take a risk-based approach to delivering assistance to affected individuals, including business owners as demonstrated by the success of the Coastal Change Pathfinder. Moving forwards, the Coastal Change Pathfinder will provide a basis for developing a Coastal Change Management Framework for the East Riding of Yorkshire. This will determine what development can take place in the Coastal Change area.
- 1.3.26 The Pathfinder will also enable a review of the current 'roll-back' policy for businesses, particularly caravan parks and other tourism accommodation.
- 1.3.27 The area is seeing significant demand as a location for major renewable energy developments including offshore and onshore wind, biomass, carbon capture, biofuel and tidal technologies. The Humber estuary and ports is a prime location for original equipment manufacture (OEM) due to its proximity to the off-shore wind farm sites in the North Sea (i.e. Humber Gateway, Westermost Rough & Round 3 Developments) which will account for 75% of the UK's off-shore capacity. The Creyke Beck Sub Station between Cottingham and Hull has been selected to connect to the off shore wind farms.

² The definition of affordable housing is found in National Planning Policy Framework

- 1.3.28 As well as bringing jobs and investment into the area, the growth in the renewable energy sector will also contribute to ameliorating the impacts of a carbon dominated energy market in the UK.
- 1.3.29 Broadband take up and availability are below national levels and regional levels. Availability and speeds vary significantly across the area and this is particularly problematic for rural communities where other services may be also difficult to access.
- 1.3.30 School educational attainment levels in the East Riding are generally good, but limited high-value jobs in the local economy result in many young people and graduates leaving the area. The level of attainment varies and mirrors the patterns of economic and social disadvantage. Concentrations of household deprivation exist in pockets, as does the proportion of 16-19 year olds not in education, employment or training (NEET).
- 1.3.31 Considerable investment has been made in Bridlington and Goole's schools with new buildings and management. In May 2012, the Government announced the final phase of Goole High School redevelopment and that secondary schools in Hessle, Withernsea and Wolfreton would also be rebuilt or substantially remodelled with funding assistance from the Priority Schools Building Programme.
- 1.3.32 The nearest Universities are based in Hull (which also has a campus at Scarborough) and York. There are four college campuses, at Bridlington, Beverley, Goole and Bishop Burton. Around half of all learners over 16 years old access further education outside the area, mainly at Hull and Selby Colleges.
- 1.3.33 Overall the East Riding generally has a good level of highly skilled workers, mainly in the Haltemprice settlements, Beverley, and in York's eastern rural hinterland. Many of these workers commute into York and Hull.
- 1.3.34 A low proportion of highly qualified people live in Bridlington, Withernsea and Goole compared with other parts of the East Riding such as Beverley and the Haltemprice villages. Over a third of people in Bridlington, Withernsea and Goole have no recognised qualifications. There are a number of other barriers to employment, both actual and attitudinal. The benefits trap is a real issue, particularly for people in private rented housing, and a growing deterrent to work is the increase in the number of target-based forms of employment contract which have no base salary or fixed hours.
- 1.3.35 The number of Job Seekers Allowance (JSA) claimants in the East Riding has grown sharply over the past 12 months. Between April 2011 and April 2012 it has increased from 3% to 3.5% of the working age population of the East Riding. Hull, Scarborough, North and North East Lincolnshire have all seen JSA claimant numbers increase by over 10% in the same period. There are currently 6,975 people in receipt of this benefit in the East Riding. Allied to

this, the number of young people in receipt of JSA has gone up from 1850 to 2150 over the same period.

- 1.3.36 The LEA outlines that since 2005, there has been a significant increase in the numbers of migrants living and working in the East Riding. During 2005-2008 approximately 4,360 new National Insurance (NI) numbers were issued to overseas nationals living in the East Riding, compared to just over 100 in the three previous years. Migrants are living in the more urban parts of the East Riding, particularly Goole, however, they also live and work in Bridlington, Beverley and Driffield. In Goole migrants are settling on a more permanent basis in extended family units. During 2010, births to mothers whose place of origin was outside the UK accounted for over one-third of all births registered in the town.
- 1.3.37 The proportion of employers reporting skills gaps is relatively low at 12%. However, demand for skills in the care services sector is high due to the increasing proportion of older residents, especially as the health sector has an ageing workforce. Engineering and technology are evolving and present new opportunities within the renewable energy and waste management sectors with potential links to global markets. There is expected to be high replacement demand in the leisure and tourism; health and social care; retail; and port and logistics sectors. Increased logistics activity will potentially create demand in finance, distribution and warehousing. Public sector spending reductions will, however, impact on employment in the public and private sector supply chains.
- 1.3.38 Employers demand good literacy and numeracy skills and the importance of keeping a focus on Science, Technology, Engineering and Mathematics (STEM) will increase further given the growth in higher level jobs to support new industries, new jobs and replacement demand in manufacturing. An action within the 14-19 Education Plan and Strategic Statement is for work based learning providers, colleges and other stakeholders to promote recruitment to Apprenticeships within future growth sectors of health, care, engineering, electro-technical, food and drink, logistics, management, accounting, IT, building services and environmental conservation, particularly at level 3.
- 1.3.39 As with all economies, the position of the East Riding continues to be dynamic with new and emergent opportunities and challenges. The national importance of the renewables sector to the area has been recognised by the Government with the creation of two Enterprise Zones and the award of £25.7m Regional Growth Fund for the Humber North Bank. On the counter side, there was the announcement in 2011 of large scale redundancies at the BAE plant in Brough although this has been slightly tempered by the news in May 2012 that, following a deal with the Saudi Arabian Government, some manufacturing of the Hawk Jet training aircraft will continue until at least 2014, saving 218 jobs.

2. Review of East Riding Economic Development Strategy 2007-2011

- 2.1.1 This section considers how changes in policy and institutional arrangements have impacted upon the delivery of the 2007-2011 Strategy in addition to examining the progress achieved against its Key Strategic Actions.
- 2.1.2 At the time of its preparation, the 2007-2011 Strategy anticipated measures being put in place designed to consolidate the regional level of government and governance and the adoption of an Integrated Regional Strategy that would combine the Regional Spatial Strategy with the Regional Economic Strategy. This, in turn, would enable funding streams to be focused on agreed regional and sub-regional priorities so that local partnerships could develop integrated programmes via regional economic development, housing, and transport allocations.
- 2.1.3 The East Riding LSP's Economic Development Strategy 2007-2011 was very much a reflection of Yorkshire Forward's approach to this agenda: namely geographic programmes which encompassed economic development and regeneration priorities for each local authority area. What emerged subsequently, however, was that, under pressure from the Treasury and in response to the global financial crisis, the DTI's performance framework for RDAs was tightened, requiring them to focus much more directly on job creation and business support.
- 2.1.4 Yorkshire Forward believed these measures were best delivered through regional programmes, which resulted in reduced allocations for place-specific renaissance activity and capital projects. This situation was reinforced by the adoption of an operational plan for the 2007-2013 European Regional Development Programme (ERDF) that was heavily focused on business growth and innovation.
- 2.1.5 Since May 2010, the Coalition Government has effected a major restructuring of public service delivery, the most significant aspect so far being the removal of much of the regional tier: Regional Development Agencies, Government Offices and Regional Assemblies. Welfare reform and changes to the delivery of the skills agenda have also had a major impact. These national and regional changes outlined within the comprehensive spending review 2010 have in turn affected sub-regional and local structures.
- 2.1.6 A full break down of the changes to the 2007-2011 Strategy's key delivery partners can be seen in Appendix A. However, *figure 3* seeks to illustrate the level of changes by geographical scale of the organisation.

Figure 3: Level of organisational restructuring to key delivery partners 2007-11

<u>National Organisations</u>	<u>Regional Organisations</u>	<u>Sub-Regional Organisations</u>
Learning & Skills Council / Connexions	Regional Assembly / Local Government Yorkshire & Humber	Humber Economic Partnership
UFI Learndirect	Government Office for Yorkshire & the Humber	Hull Citybuild
Jobcentre Plus & Department of Work and Pensions	Yorkshire Forward	Humber Housing Partnership
	Business Link Humber	FoLDA – Third Sector Organisations
	Yorkshire Tourist Board	
	Homes & Communities Agency	

Key:

Major Change e.g. ceased operation, changed scale at which they work

Some Change e.g. branding change but no real change in role or scope

No Change e.g. continuation of role and responsibilities- however delivery mechanisms will have evolved.

2.2 Measuring Progress against the 2007-11 Key Strategic Actions (KSAs)

2.2.1 The Key Strategic Actions identified in the Economic Development Strategy 2007-2011 have provided a rigorous framework through which to assess the success of this iteration of the strategy and highlight areas where actions are still required.

2.2.2 Appendix B provides a comprehensive review of progress achieved against each Key Strategic Action, which is briefly summarised below.

KSA 1 - Encourage business competitiveness, innovation and environmental stewardship, focusing on key cluster and sectors

Key Partners: ERYC, Business Link Humber, Yorkshire Forward, [GOYH] and private businesses

Key Achievements:

- Completion of Brough Business Centre
- Private sector development of business parks along the M62/A63 corridor
- Continued support of business through Business Advisers (especially in offering a continuity of support after restructuring of Business Link)
- Rural business advice
- Formation of a World Trade Centre in Kingston upon Hull.

KSA 2 - Foster a diverse, vibrant and inclusive enterprise culture

Key Partners: ERYC, Business Link Humber, EBP, Yorkshire Forward, GOYH and private businesses

Key Achievements:

- Education Business Partnership successfully promoted enterprise skills development in schools and colleges
- The Council's continued promotion of Enterprise Shows and publicised local business achievements
- Continuation of council-employed business advisors.

2.2.3 The major organisational changes imposed on the Business Link brand during the last few years (see *Appendix A* for a more detailed narrative) have had a significant impact upon the achievement of many of the KSA 1 and 2 objectives.

2.2.4 Business Link's change of approach to delivering business advice resulted in the withdrawal of 'hand holding', one to one support mainly for small start-up businesses. In recognition of the importance of small businesses to the local economy, East Riding of Yorkshire Council has retained its business advisor service which will be a critical element in delivering this strategy.

KSA 3 - Match workforce skills to business needs and remove barriers to employment and training for vulnerable/exclude households

Key Partners: ERYC, LSC, Jobcentre Plus and Connexions

Key Achievements:

- LSPs formed HERSWG (Hull and East Riding Strategic Workforce Group) to connect businesses on key employment sites to a suitably skilled workforce (e.g. the Tesco Distribution Centre in Goole)
- ERTS (East Riding Training Services) have supported 300 residents not in education, employment or training (NEET). This includes work with Connections and the eXplore programme delivered in partnership with Humber Learning Consortium.
- The Council's Employment and Skills team delivered various programmes aimed at assisting people back into work including: Initial Steps, Employment Skills Vocational Routeway, learndirect, Care 4a Career, Workstep, Entry to Employment (e2e).

2.2.5 The Council's business services and employment and skills teams (which include ERTS) worked in partnership with organisations, such as Jobcentre Plus and private businesses, to develop a range of innovative and effective programmes that helped residents of all ages back into employment including several cross-Humber initiatives such as the Older Workers Employment Network (OWEN) and the Wheels to Work scheme.

2.2.6 Further Education (FE) colleges in the area have also progressed this agenda with significant investment at Bishop Burton College and the £17m new build project for replacement of East Riding College's St Mary's Walk site in Bridlington which has been operational since September 2009.

2.2.7 The strategic workforce intelligence and planning role of the Learning and Skills Council (LSC) has been partially taken over by Jobcentre Plus. The Skills Funding Agency is working with all four of the region's Local Enterprise Partnerships to provide an updated analysis of skills need and provision.

KSA 4 - Continue to develop the Humber Corridor as a global gateway to the UK by developing and marketing its ports, sites, infrastructure and workforce

Key Partners: ERYC, Hull City Council, Private Sector developers and businesses, HEP and Yorkshire Forward

Key Achievements:

- Marketing and business support to facilitate significant investment in strategic sites along the M62/A63 corridor (e.g. Capitol Park, Melton etc)
- Network Rail investment in the Port of Hull and in Brough Train Station infrastructure
- Allocation of two Enterprise Zones in the M62/A63 corridor.

2.2.8 The activity contributing towards the achievement of this objective has been one of the major successes of the 2007-2011 Strategy. More development has been achieved than was envisaged at the outset of the Strategy, especially through private sector investment along the M62/A63 corridor.

KSA 5 - Modernise rural delivery to promote economic development, agricultural diversification, sustainable land management and strong, rural communities

Key Partners: Humber Rural Partnership, ERYC, Business Link Humber, Defra, Yorkshire Forward and Visit Hull and East Yorkshire (VHEY)

Key Achievements:

- LEADER Coastal Wolds, Wetlands and Waterways programme acting as a catalyst for the development of rural infrastructure and tourism in emerging market areas (e.g. the Wolds; nature tourism; cycle tourism)
- Development of local supply chains through the work of groups, such as the Local Food Network
- Successful delivery of Modernising Rural Delivery Programme and mainstreaming of rural business support.

2.2.9 The challenges of rural areas have been promoted by the Rural Partnership and fully taken into account in the emerging East Riding Local Plan, in particular the need for farms and other rural businesses to diversify and the importance of allowing some housing development to assist with affordability.

KSA 6 – Continue to deliver the Bridlington Regeneration Strategy

Key Partners: ERYC, Yorkshire Forward, Bridlington Renaissance Partnership

Key Achievements:

- Delivery of Bridlington Spa and Spa Gardens Projects
- Delivery of Bridlington Integrated Transport Plan including Park and Ride Scheme
- Opening of East Riding College's new St. Mary's Walk building;
- Progression of Bridlington Town Centre Area Action Plan to Public Examination Stage, including initial site assembly.

2.2.10 The impressive range of activities delivered against this objective has been another success and can, in part, be attributed to a robust and rigorous strategy for regeneration which has been continually updated to respond to market changes. Another key success factor has been the availability of resources, both human and financial, which have been allocated to this objective throughout the 2007-2011 Strategy period.

KSA 7 – Develop and deliver urban and rural renaissance programmes based on complementary, long-term strategies that collectively enhance opportunities for residents and the area's competitiveness as a business and visitor destination

Key Partners: ERYC, Hull City Council, Goole Renaissance Partnership, Driffield Renaissance Partnership, Withernsea Renaissance Partnership, Beverley Renaissance Partnership, VHEY, Yorkshire Forward.

Key Achievements:

- Opening of St Stephens Shopping Centre in Kingston upon Hull providing a regional retail focus for the Humber
- Development of Strategic Renaissance Plans for all live partnerships to maximise economic assets in these towns
- Improved tourism marketing and product development plans for the Hull and East Riding area via VHEY.

2.2.11 With renaissance strategies and plans place for East Riding's major towns, the main challenge will be to maintain investment in the urban realm, businesses and visitor promotion, without the assistance of the previous prime source of external funding, Yorkshire Forward.

2.2.12 Overall, during the period of the Economic Development Strategy 2007-2011 a number of flagship physical economic development projects have been completed including: The Spa, Bridlington; St Stephen's Shopping Centre in Hull; together with new employment developments in Goole, Howdendyke and Melton.

- 2.2.13 Without a funding programme, however, it has been difficult to stimulate private sector development and a number of developments remains stalled. The transfer of responsibility for the European Regional Development Fund (ERDF) from Yorkshire Forward (YF) to the Department for Communities and Local Government (DCLG) has also delayed the start of several key projects.
- 2.2.14 The delivery of revenue programmes in support of business and skills development has changed fundamentally, for example the implementation of the Work Programme. This has made it difficult to track the impact of projects and programmes planned for the 2007-2011 Strategy.
- 2.3 Economic Development Review Panel Recommendations
- 2.3.1 In the light of this, a Review Panel was set up to examine the extent to which the Economic Development Strategy 2007-2011 had delivered against its aims and objectives in preparation for the development of this new Strategy. The Panel also considered the wider areas of economic intervention and activity which the council and its partners undertake.
- 2.3.2 As part of the Review, the Panel visited Guardian Industries in Goole to witness first hand a major inward investment project, whilst also visiting a number of business centres, including Brough, Bridlington and Scarborough to gain an insight into the support that is required for SMEs to develop their business. The Panel were equally fortunate to undertake a tour of the proposed Green Port site in Hull.
- 2.3.3 During the course of the Review, the Panel heard representations from Bishop Burton College, East Riding College, The University of Hull, ABP, Wykeland, Page Consulting Ltd, officers from Hull City Council's economic development team and the Humber LEP Manager. The Panel also heard from Cabinet Members, whose Portfolios overlapped with areas the Review Panel considered.
- 2.3.4 Following their review, the Panel made a number of recommendations, which are particularly relevant to the development of this Strategy and these can be seen in *Figure 4*.
- 2.3.5 A full list of all 25 recommendations can be viewed in *Appendix C*. These have been important in informing the development of this strategy and this appendix also notes the strategic theme under which these recommendations will be taken forward.

Figure 4: Recommendations for the development of the new Strategy

Economic Development Review Panel Recommendations
<p><u>Recommendation 9:</u> The Local Strategic Partnership work closely with its partners to ensure that the Economic Development Strategy is flexible enough to encourage economic development in a number of existing and emerging sectors, particularly the renewables industry.</p>
<p><u>Recommendation 10:</u> The Local Strategic Partnership tailor the Economic Development Strategy to inform the Local Enterprise Partnerships' priorities for identifying funding in order to develop, to maximum benefit, the economic growth of the East Riding.</p>
<p><u>Recommendation 12:</u> The Director of Planning and Economic Regeneration, through the normal budgetary process, considers ways by which funds can be allocated to help finance future regeneration programmes across the whole of the East Riding.</p>
<p><u>Recommendation 13:</u> Consideration is given to the manner in which funds are managed to further regeneration across the whole of the East Riding.</p>
<p><u>Recommendation 17:</u> The Economic Development Strategy recognises that a coordinated approach be undertaken by all partners in the skills sector across the Humber sub-Region, utilising any available resources, in order to meet the demands of the existing and emerging sectors, in particular the need to develop/upskill the current industrial workforce.</p>
<p><u>Recommendation 22:</u> The Economic Development Strategy recognises the need for at least the national average Broadband speed to be provided to all residents and businesses in the East Riding.</p>
<p><u>Recommendation 24:</u> The Local Broadband Plan and Economic Development Strategy encompass all forms of technology that might deliver superfast Broadband.</p>

- 2.3.6 A copy of the Economic Development Review Panel's full report 'The Future of Economic Development in the East Riding' (published on 12 April 2012) can be accessed at the following link:

<http://www2.eastriding.gov.uk/council/committees/overview-and-scrutiny-committees/review-panels/#view-a-review-panel-report>

3. New Partnership Mechanisms - Shifting Power and Local Enterprise Partnerships

3.1 Local Growth White Paper

3.1.1 The Coalition Government has effected a major restructuring of public service delivery, with the most significant aspect so far being the removal of most of the economic development function of the regional tier as described in Section 2. Welfare reform and changes to the delivery of the skills agenda have also had a major impact. These national and regional changes have in turn affected sub-regional and local structures. As previously referenced, a full summary of the changes is given in Appendix D.

3.1.2 The Local Growth White Paper - 'Local Growth: Realising Every Place's Potential' focused on three key themes:

- Shifting power to local communities and businesses, by creating dynamic local enterprise partnerships (LEPs)
- Increasing confidence to invest
- Focused investment, by tackling barriers to growth that the market will not address itself.

3.1.3 The document sent out strong messages concerning the need to move away from public sector investment and jobs and to harness the private sector to drive local economic growth. There has been some relaxation in this stance as elements of the White Paper have been consulted upon and implemented, for example the means of transferring Regional Development Agency assets and the provision of limited start-up and capacity funding for Local Enterprise Partnerships (covered in section 10).

3.1.4 In conjunction with the Local Growth White Paper, the Department for Business Innovation & Skills (BIS) outlined 13 sectors they saw as important to the overall economy of the UK:

- | | |
|-----------------------------------|-----------------------------|
| • Aerospace | • Food |
| • Automotive | • Life Sciences |
| • Chemicals | • Marine |
| • Construction | • Materials and Engineering |
| • Digital and Creative Industries | • Retail |
| • Electronics | • Services |
| • Farming | |

3.1.5 BIS has its own specific sector teams for each of the above to support industry, remove barriers to growth, facilitate new investment, and address policy issues.

3.2 Local Enterprise Partnerships (LEPs)

3.2.1 The White Paper argued that, by shifting power to the right levels, democratic accountability and transparency would increase and public expenditure would be more responsive to the needs of local business and people through bodies that represent real economic geographies.

3.2.2 In paving the way for the establishment of Local Enterprise Partnerships to deliver this agenda, the White Paper acknowledged the role of local authorities through their core functions such as asset management and planning policy. Key roles were listed as:

- Using community leadership role and planning powers to set out a clear framework for local development
- Supporting growth and development through ensuring a responsive supply of land that supports business growth and increases housing supply
- Using land assets to leverage private funding to support growth
- Directly and indirectly influencing investment decisions via the use of statutory powers, particularly through the planning system
- Supporting local infrastructure – transport investment, in particular, is seen as a key enabler of growth
- Support for local people and businesses
- Providing high quality services and leading efforts to support and improve the health and well-being of the local population.

3.2.3 The general power of competence and duty to collaborate in the Decentralisation and Localism Act 2011 (which underpins the Local Growth agenda) has cemented these roles. Importantly, this approach requires local authorities, individually and through the Local Enterprise Partnerships, to align their own resources to deliver strategic and cross-boundary economic development priorities, rather than relying on external funding.

3.2.4 The Government's proposals do not simply transfer RDAs responsibilities to LEPs. Although some RDA roles have ceased altogether, several previously regional functions have been centralised, enabling the Department for Business Innovation and Skills (BIS) and the Treasury to exert greater control of policy and resources for inward investment, trade support, sector support and innovation.

3.2.5 LEPs are intended to bring together businesses and local authorities in order to set the strategy and vision of economic growth in an area.

3.2.6 Appendix D sets out the relationship between national teams (mainly housed in BIS) and LEPs for each of the main former RDA functions. This is based on the 'LEP Toolbox'³ on the BIS website. Although Government Offices have been wound up, several Government departments have retained a reduced local presence, although these teams tend to be covering much larger geographic areas than the previous regional offices.

3.2.7 The Toolkit states that 'the Government is introducing strong financial incentives to support growth. LEPs will also wish to consider how they can obtain the best value for money by leveraging in private sector investment'. Although LEPs have no direct powers, it is increasingly evident that the Government sees them as the conduit between national bodies and local authorities for strategy, delivery and funding. Local partners will, therefore, have to decide how much they are prepared to fund such a role for their LEP. This need was reinforced by the Budget 2011 announcement that only LEP areas would qualify for the creation of Enterprise Zones.

3.3 LEP coverage across the Humber and North Yorkshire

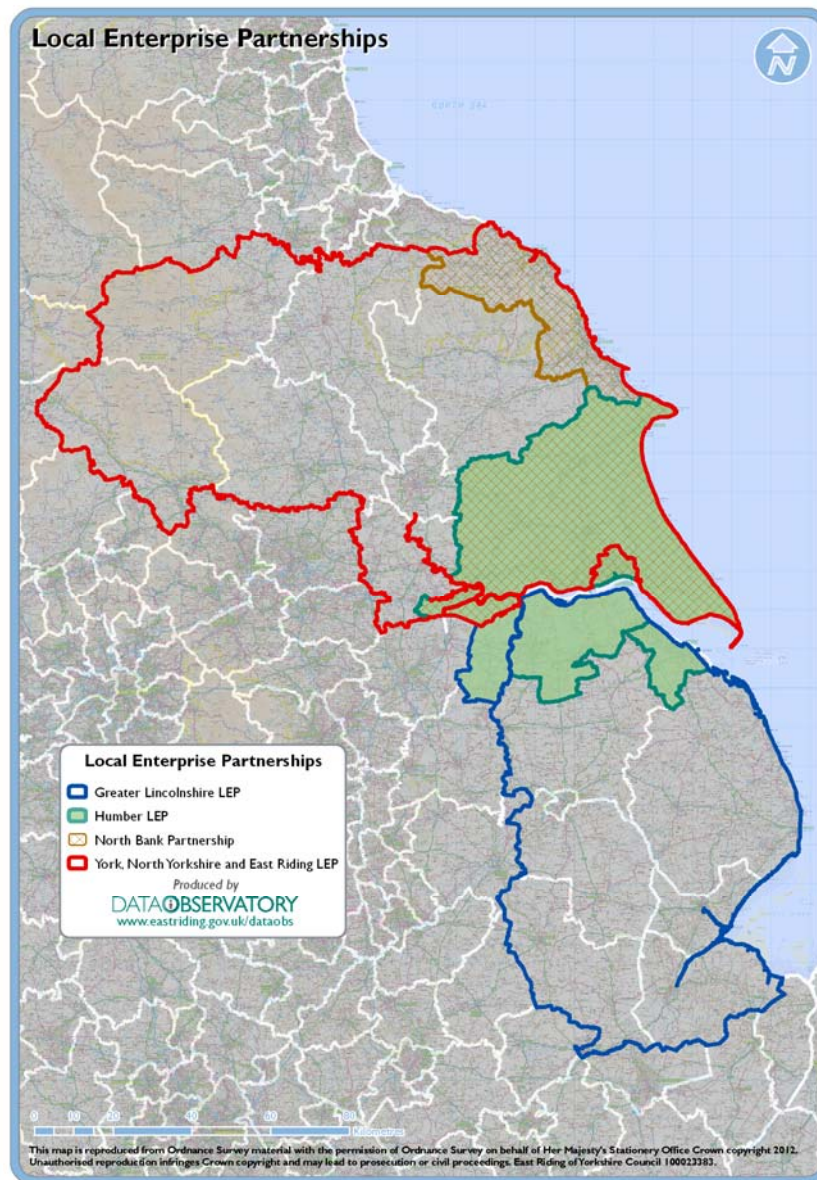
3.3.1 *Figure 5* overleaf illustrates the geographic coverage of the LEPs across the Humber and North Yorkshire area. This multi-layered approach reflects the overlapping and complex functional economic areas identified in LEAs. The sequence of forming the LEPs also reflected political circumstances.

3.3.2 The York North Yorkshire LEP was formally agreed by Ministers in early 2011 and the East Riding was subsequently accepted and acknowledged by government as a full member. A private sector chair, Barry Dodd OBE, has been appointed and the Council is represented by its Leader, Cllr Stephen Parnaby OBE. The now retitled York, North Yorkshire and East Riding LEP has the following strategic priorities:

- Agri-Food
- Tourism
- High Speed Broadband
- Business Support
- Business Networks
- Coastal Regeneration
- Skills and Training.

³ LEP Toolbox, BIS Website 2011 - <http://www.bis.gov.uk/policies/economic-development/leps/lep-toolbox>

Figure 5: Map illustrating geographical scope of LEPs



3.3.3 Following the local elections in May 2011, the Humber local authorities reached agreement that a Humber LEP would be established, but that its remit and structure would reflect the distinct relationships that existed on the North and South Banks. The Humber LEP will focus on strategic opportunities for growth around ports and logistics, chemicals, international trade, strategic transport, infrastructure and innovation. North Lincolnshire and North East Lincolnshire also sought to join the Greater Lincolnshire LEP and this was confirmed by Ministers in June 2011.

- 3.3.4 The Strategic Priorities for the Humber LEP are to:
- Co-ordinate public and private sector activity that is targeted at growing the three key growth sectors (renewable energy, ports and logistics, and chemicals)
 - Lead on the 16-19 and adult skills strategy, particularly in relation to the key sectors listed above
 - Take responsibility for the 'Humber business brand'.
- 3.3.5 Government also agreed to the formation, within the Humber LEP, of separate Partnerships for the North and South Banks. The North Bank Partnership includes Scarborough Borough Council, Hull City Council and East Riding of Yorkshire Council. The North Bank Partnership is in discussions with its York and North Yorkshire partners to consider how shared priorities such as tourism, business support and agriculture can be jointly developed.
- 3.3.6 As well as the North and South Bank Partnerships, the Humber LEP has also established a Humber LEP Skills Network (previously Humber Compass) and a Humber LEP Forum which is intended to hold the LEP to account and involve stakeholders in its work. The relationship between the LEP and local authority specific partnership structures such as the LSP are still being established. In making these linkages, there is a clear appreciation of the shared aspirations in delivering a healthy, thriving and sustainable economy for the area.
- 3.3.7 The East Riding Local Strategic Partnership (LSP) is currently reviewing and strengthening its action group structure and will split the existing Economic and Environment Action Group (EEAG) into two separate action groups to provide a stronger, strategic focus for both the economy and the environment.
- 3.3.8 The new 'economic' action group's remit and terms of reference will be further developed over the summer, with membership being drawn from key agencies representing the business, education and third sectors (and will incorporate the LSP's former Employment, Learning and Skills Advisory Group).
- 3.3.9 Lord Haskins has been appointed as of Chair of the Humber LEP and Richard Brough OBE appointed as Chair of the North Bank Partnership. Hull City Council provides the Secretariat for the Humber LEP Board and is its Accountable Body. East Riding of Yorkshire Council provides the Secretariat for the North Bank Partnership and is its Accountable Body.
- 3.3.10 The York, North Yorkshire & East Riding and Humber LEP Boards wish to establish themselves as independent entities. The timescale for this has not yet been determined.

4. A Period of Political and Policy Change

4.1 Local Growth in a rural context

- 4.1.1 Following from the Local Growth White Paper, the department for Business, Innovation and Skills (BIS) produced a Plan for Growth in March 2011. This document set out a range of new policy initiatives including measures to stimulate new investment in a more balanced economy and the introduction of new Enterprise Zones. The Plan for Growth (see *paragraph 3.1.4*) outlined a number of priority sectors which have a clear fit with the East Riding's economic structure, including advanced manufacturing, construction, retail and tourism.
- 4.1.2 The Government's ongoing Growth Review also points towards other economic drivers in which the East Riding has a clear stake including infrastructure, skills, logistics and the rural economy. This Strategy has, therefore, sought to reflect the Plan for Growth, whilst taking into account local circumstances, particularly the need to stimulate demand.
- 4.1.3 Defra is currently working with BIS to ensure that new growth measures have a proportionate impact upon rural areas. The Rural Economy Growth Review (announced in November 2011) is investigating two important themes: Theme A - 'Encouraging rural business to innovate and thrive'; and Theme B - 'Realising the value of natural capital.' This growth review is likely to generate new measures which will complement elements within this strategy, and the emergent East Riding Rural Strategy.
- 4.1.2 This is likely to include an emphasis on improving broadband coverage and speed in rural areas (alongside DCMS' Broadband Delivery UK [BDUK] delivery vehicle), strengthening community cohesion and supporting local economic development measures.
- 4.1.3 The task of 'Realising the value of natural capital' is one which is to be taken up by Local Nature Partnerships (LNP). There are two Local Nature Partnerships proposed for the East Riding; the Hull and East Riding LNP and the Humber Estuary LNP with a further LNP seeking approval for the North Yorkshire Area. The ambition for LNPs is that they will help their local area to manage the natural environment as a system and to embed its value in local decisions for the benefit of nature, people and the economy. To do this effectively they will need to be self-sustaining strategic partnerships of a broad range of local organisations, businesses and people with the credibility to work with and influence other local strategic decision makers.

4.1.4 The overall purpose of an LNP is to:

- Drive positive change in the local natural environment, taking a strategic view of the challenges and opportunities involved and identifying ways to manage it as a system for the benefit of nature, people and the economy.
- Contribute to achieving the Government's national environmental objectives locally, including the identification of local ecological networks, alongside addressing local priorities.
- Become local champions influencing decision-making relating to the natural environment and its value to social and economic outcomes, in particular, through working closely with local authorities, Local Enterprise Partnerships (LEPs) and Health and Wellbeing Boards.

4.1.5 The activity undertaken and scope of the LNPs are open to local definition, a process which is underway for the Hull & East Riding and Humber LNPs currently.

4.1.6 Given the importance of employment in the agricultural sector to the overall economic sustainability of the East Riding, there is a policy driver through DEFRA to promote greater linkage between the rural economy and mainstream initiatives and interventions, building on the opportunities available through the Rural Development Programme for England (RDPE).

4.1.7 The current European funded RDPE runs until 2013 and there is likely to be a follow up programme, albeit with a greater spatial and targeted intervention focus.

4.1.8 The LEADER approach is closely aligned to the UK Government's emerging Localism Act in relation to neighbourhood planning and it is anticipated that LEADER will continue to be a 'core' funding element of RDPE.

4.2 DCMS Tourism Strategy

4.2.1 In March 2011 DCMS published its Tourism Policy for the UK, which recognised the importance and potential for the sector to contribute to the UK's economic and cultural future.

4.2.2 The three aims of the policy are:

- To more effectively market the UK to foreign visitors;
- Increase the proportion of UK residents who holiday in this country; and
- Improve the sectors productivity.

4.2.3 Through Visit Hull and East Yorkshire (VHEY), the area's destination management organisation, the area is well placed to contribute to these aims during the period of this strategy, through promotion and development of its natural, cultural and heritage assets. Partnership such as the Rural Partnership, LEADER, the LNPs, and the East Riding's Coastal and Waterways partnerships can also assist in this work.

4.3 The Rise of the Green Agenda

4.3.1 On coming to power in 2010, the Coalition Government set out its ambition to "build a new economy from the rubble of the old [one] that supported sustainable growth and enterprise, balanced across all regions and all industries and promoted the green industries essential for the future⁴."

4.3.2 However, creating a definition of green industries or green economy has been problematic. The United Nations Environment Panel has developed a working definition of a green economy, as one that results in 'improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities.' In its simplest expression, a green economy can be thought of as one which is low carbon, resource efficient and socially inclusive.

4.3.3 Practically speaking, a green economy is one whose growth in come and employment is driven by public and private investments that reduce carbon emissions and pollution, enhance energy and resource efficiency, and prevent the loss of biodiversity and ecosystem services.

4.3.4 The opportunity for the Humber to become a focus for energy-related business activity was clearly identified in the previous Economic Development Strategy. Since then the policy focus on low carbon economic development and the opportunities arising from major investment plans in sectors such as off-shore wind power has become much more prominent. The low carbon economy is evolving rapidly and is rich with opportunities for innovation and enterprise.

4.3.5 The Government has set out its policies on supporting moves towards a green economy⁵ and is promoting a range of measures to support low carbon economic development. These include the establishment of a Green Investment Bank and support for key business opportunities including off-shore wind turbine manufacturing and low carbon vehicle development.

4.3.6 The East Riding is now well placed to play a major role in the development of low carbon energy strategy in the Humber area. The Humber has been identified as a national 'Centre for Offshore Renewable Engineering' (CORE) and this

⁴ HM Government, The Coalition: our programme for government, May 2010

⁵ Enabling the Transition to a Green Economy - Government and Business working together 2011

- government recognition of the potential of the sector to the area has been extended to the allocation of two enterprise zones within Hull and the East Riding, to assist businesses in this sector.
- 4.3.7 Another important development in the field of 'green economy' is the DEFRA White Paper 'The Natural Choice – securing the value of nature' issued in June 2011. Key themes running through the paper include:
- Protecting and improving our natural environment;
 - Growing a green economy;
 - Reconnecting people and nature.
- 4.3.8 The Local Nature Partnerships and Nature Improvement Areas are a key mechanism in delivering these themes. The East Riding is part of the Nature Improvement Area allocated for the Humberhead Levels. The partnership tasked with managing the Nature Improvement Area aims to improve the quality of the natural environment across the Humberhead Levels, halt the decline in habitats and species, and strengthen the connection between people and nature.
- 4.3.9 In addition, the forthcoming national Green Deal and Energy Company Obligation (ECO) programmes provide opportunities for employment and growth in the local construction, heating and renewable energy sectors. The Council is planning to take an active role to support this work and is in the process of developing a Green Deal / ECO Strategy.
- 4.3.9 The East Riding LSP seeks to further promote the development of a green economy in the area via its emerging East Riding Climate Change Strategy.
- 4.4 Britain's Superfast Broadband Future
- 4.4.1 Stimulating investment in the UK's broadband infrastructure is a high priority for the coalition government. A broadband delivery plan was produced in December 2010 which set out government policy and resources to promote network infrastructure and improve the accessibility of services in areas where there is a weak commercial investment case. This document advocated that Broadband Delivery UK (BDUK), created within the Department of Culture Media and Sport, be the main delivery vehicle to achieve the aims of the plan.
- 4.4.2 BDUK published its delivery model in September 2011 - its national objectives are:
- To support economic growth in the UK, including in rural areas
 - To ensure this country has the best superfast broadband in Europe by 2015

- To ensure delivery of standard broadband to virtually all communities in the UK by 2015
 - To ensure the efficient use of funding to deliver superfast broadband and standard broadband
 - To assist other Government initiatives which are dependent upon customer's ability to access broadband-based services.
- 4.4.3 In response to this, the East Riding Council produced a Local Broadband Plan in consultation with British Telecom and Kingston Communications and has subsequently used this as the basis of a project bid submitted to ERDF in May 2012. This bid aims to deliver improved access to a reliable superfast broadband infrastructure for eligible SMEs across the East Riding complemented by a comprehensive business support programme.
- 4.4.4 Ofcom is currently in the process of preparing an auction to sell off rights to the 4 generation of mobile wireless network (4G). This should result in quicker download speeds for smart phones and mobile tablet devices. Ofcom has stated that it would make any successful bids from companies wishing to buy 4G signal rights, conditional upon a licensee agreeing to extend their coverage to 95% of the UK population. This is due to current mobile coverage, particularly 3G coverage, being less comprehensive in rural areas than in urban areas. The regulator said it wanted to ensure more "uniformity of coverage" for 4G services.
- 4.5 The Localism Act and Planning Policy Change
- 4.5.1 As noted in *section 3*, the Localism Act underpins the Local Growth agenda and, as well as giving a theoretical basis for the LEPs, also introduces a series of reforms to housing and planning policy. In particular, it makes new provisions for neighbourhood planning which look to increase local community involvement in the planning process, and sets out the Government's intention to abolish the regional tier of the planning system⁶. The Localism Act continues to focus upon Local Plans as the primary local planning documents and also introduces a statutory duty on local planning authorities to cooperate with other local planning authorities and identified bodies in the preparation of their plans.
- 4.5.2 The Government also published a 'National Planning Policy Framework' (NPPF) in March 2012 which streamlines the majority of national planning policy into a single document. It highlights that the planning system should proactively drive

⁶ A Commencement Order will be required to abolish Regional Spatial Strategies and so until this order is made the Yorkshire and Humber Regional Spatial Strategy remains part of the Development Plan for the East Riding

- and support sustainable development to deliver the homes, business and industrial units, infrastructure and thriving local places that the country needs, and emphasises that significant weight should be placed on the need to support sustainable economic growth.
- 4.5.3 In terms of reforms to social housing policy, the Localism Act introduced fundamental changes to the way that social housing is allocated and tenancies managed. The Council now has greater freedom to determine who should go on to the housing register (as opposed to accepting everyone that applies) and to offer fixed term tenancies for a minimum of five years (two in exceptional circumstances). In addition, the Council can now discharge its homelessness duty into the private sector, without the household's agreement. It also introduced the duty to produce a Tenancy Strategy, setting out the Council's objectives and to guide lettings policies of all social landlords who will be consulted on its preparation.
- 4.5.4 These reforms, alongside other measures including the Affordable Homes Programme 2011-2015 and the New Homes Bonus, seek to boost housing supply across all sectors, making best use of existing housing by ensuring social housing is more flexible and incentivising the market and the planning system to build more new homes.
- 4.5.5 There has also been a growing appreciation of need for marine planning linked to developments and issues such as offshore wind, mineral extraction, fish stock management, and biodiversity and marine habitat management. The Marine Management Organisation (MMO) has been established and given powers under the Marine and Coastal Act 2009 to assume the role of management of the seas around the UK on behalf of the government. The Marine plans for the East of England Area, covering the North Sea from Flamborough Head to Felixstowe – are expected to be in draft form by the end of 2012.
- 4.6 Changes in Welfare Policy – the impact upon Economic Development
- 4.6.1 The Coalition Government has embarked upon a series of welfare reforms, designed to remove what it sees as a lack of incentives for the out of work to gain employment and tackling a system which it feels is too complex and expensive, whilst continuing to fight poverty and support the most vulnerable.

4.6.2 The Government has outlined eight themes which seek to contribute to these aims:

- Reforming the benefit system to make work pay
- Modernising the ways in which Jobcentre Plus delivers its service by giving more responsibility to the Jobcentre Plus advisers to assess claimants' individual needs
- Implementation of the Work Programme to streamline the support for long-term jobseekers
- Prioritise partnership working between Jobcentre Plus, private training providers, local authorities, employers and jobseekers to find new solutions to unemployment
- A move towards payment by results to support the hardest to help
- Ensure mainstream provision is complemented by specialist disability employment programmes including Work Choice, which will continue to provide support for disabled people facing the most complex barriers to getting and keeping a job
- Development of measures to support older people in choosing to work longer
- A commitment that wider government will create an environment that encourages enterprise and sustained economic growth to help create sustained jobs and businesses.

4.6.3 It is clear, as the last bullet point outlines, that, in order for the benefit reforms to be effective, there must be a good supply of readily accessible jobs throughout the East Riding and a growing economy to sustain these into the future.

4.6.4 The welfare reforms relating to housing benefit could lead to a migration of households from high cost housing areas to cheaper areas. This could result in a breakdown of support networks and will have the impact of concentrating low income households into the most socially and economically deprived areas and in the poorest and most overcrowded accommodation.

4.6.5 The DWP impact assessment suggests almost half the affected households will be families and predicts a risk of households falling into arrears, an increase in overcrowding and in homelessness, disruption in education, increased numbers of young people not in education, employment or training (NEET), healthcare concerns and child protection issues. Extended families may need to set up separate households, this could increase elderly care burdens on adult services or affect the ability of non-dependant children to stay at home and attend further education.

4.4.6 The Council recognises the need to work closely with neighbouring authorities to monitor the impact of the reforms on low income households, to continue to invest in services that prevent homelessness and increase the range of housing options available through closer working with the private rented sector.

4.7 Summary

4.7.1 The narrative and identified strategic priorities of the Economic Development Strategy 2007-2011 responded to the conditions at the time and the pre-eminence of the Regional Economic Strategy (RES) and its associated Sub-Regional Investment Programme for the Humber. These documents provided a framework for sub-regional economic planning. The focus of the RES on developing 'business clusters' based on sectors with greatest regional potential for growth, alongside place-based urban and rural renaissance programmes and skills development plans, flowed through into the previous Strategy.

4.7.2 The identified Key Strategic Actions, thematic in terms of business competitiveness, entrepreneurship and skills, and also geographic, focusing on priority locations for key sectors, notably the Humber Corridor as a 'global gateway' for port and logistics, Bridlington as a regeneration priority and modernising rural delivery more broadly, responded directly to the RES. The challenge now for the updated strategy is to ensure that any revised strategic priorities reflect the reality of the East Riding's local economic opportunities, rather than 'top-down' regionally set objectives.

4.7.3 The shifts in policy and associated institutional arrangements for the management and delivery of economic development have been substantial since the last review of the Economic Development Strategy. The drive for localism not regionalism, the case for collaboration across functional economic geographies, changing spatial priorities and the urgency attached to green growth all point to the need for *recalibration* of the Strategy to secure alignment to current and emerging policy themes.

4.7.4 As well as contemplating the 'big' opportunities and 'big' risks for the East Riding under the changed policy landscape, the Strategy needs to continue to promote local advances in key economic development services relating to enterprise support; business finance; innovation and skills development; and inward investment

4.7.5 In the new economic era, where growth will be more challenging to deliver in the short term, the revised strategy must offer a stronger focus on local economic resilience, managing the effects of recession on businesses and communities, while sustaining the ongoing drive to secure growth as far as

possible. Given a relatively high dependency on diminishing public sector employment, the East Riding needs to move rapidly to facilitate a rebalancing towards greater private sector employment while strengthening place and community resilience to changing local economic dynamics. A greening of the economy of the East Riding offers growth and resilience solutions, both through renewable energy opportunities but also through an appreciation of green economy opportunities in their widest sense.

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5. Key Opportunities & Risks

5.1.1 The main economic trends outlined within the LEA and policy contexts can be summarised in a Strengths, Weaknesses Opportunities and Threats (SWOT) analysis seen opposite in *Figure 6*. From this we can pinpoint the vision for the strategy, its objectives and outcomes and the key strategic themes required to deliver them.

5.1.2 In the context of uncertainties caused by an ongoing efforts to reduce national debt and the impact of ongoing turbulence in European and international markets, this Strategy advocates a focused approach to tackling the 'key risks' with the greatest potential to weaken the East Riding's resilience to economic shocks and to fully exploit the 'key opportunities' for economic growth.

5.1.3 Taking into the account the current policy context outlined in chapters 3 and 4, in addition to the SWOT analysis, three key opportunities and key risks have been identified:

5.2 Key Opportunity 1 - The Green Economy

5.2.1 A major focus for the new strategy will be on developing the 'green' economy. Although the offshore wind turbine sector demonstrates a considerable short, medium and long term opportunity to grow both productivity and develop local job opportunities, as noted in section 4, the opportunities within the green economy are much wider. These include managing and developing our green infrastructure to ensure long term sustainable economic growth in areas such as nature tourism, sustainable agri-food and other sustainable energy production including carbon capture, biofuel, and tidal technologies.

5.2.2 Of all these opportunities, the offshore wind sector has the potential for the most immediate long term impact on the local economy and offers a real chance to deliver a step change for the Humber economy.

5.2.3 The Humber sub-region is in a prime location due to its proximity to the off-shore wind farms in the North Sea (i.e. Humber Gateway, Westermost Rough & Round 3 Developments) which account for 75% of the UK's off-shore capacity. At 400m in height it is impossible to transport assembled off-shore turbines by road or rail, and significant cost savings can be made if the assembly and dispatch out to sea can take place from a single location.

5.2.4 The Humber Ports complex is ideally placed to provide such an opportunity due to its location, estuary, infrastructure and abundance of available employment land. Given the high daily costs of specialised shipping, the relative ease of access from the Humber to most of the UK's existing and proposed offshore wind farm sites (and a potential for access to other offshore wind farms on the continental shelf), the Humber Ports complex has a significant competitive advantage above other locations.

Figure 6: SWOT Analysis of East Riding Economy

<p>Strengths:</p> <ul style="list-style-type: none"> • High quality natural environment and biodiversity • Good supply of employment land including high quality sites with multi modal links along the key east-west transport corridor between Goole and Hull • Strong 'icons': areas of high built/ natural heritage value - Humber Bridge, Spurn Point, Flamborough Head • Diverse economy which traditionally fosters new business at a level above Yorkshire & Humber average • High proportion of workforce with higher level skills – exporter of skilled labour to surrounding cities • Very good quality of life including residential offer • High grade agricultural land • Proximity to Ports of Hull and Goole 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Overreliance on the public sector for employment • High proportion of part time working and lower skilled/lower paid jobs in local jobs market – especially in deprived areas • GVA per head weak compared to Yorkshire & Humber/UK • Underdeveloped tourism offer • Poor coverage of high speed broadband to business and residents • High proportion of micro lifestyle business impedes the scope for employment growth • Limited public transport coverage – further threatened by austerity measures • Low graduate retention • Parts of East Riding unaffordable for first time buyers and private renters • Areas of poor quality housing offer
<p>Opportunities:</p> <ul style="list-style-type: none"> • Member of two Local Enterprise Partnerships, opportunity to work collaboratively with surrounding areas • The Green Economy including, renewable energy sector • Untapped natural / built heritage and cultural tourism assets (e.g. Bridlington Bay [sailing]; Waterways; Heritage Coast; Humber Bridge Country Park; Sewerby Hall and Gardens) • Government support for renewable energy sector growth • Opportunities to grow domestic stay-cations and foreign visits due to high quality natural assets of the area and links to the work of David Hockney • Homes and Communities Agency funding to develop general need housing and supported housing for vulnerable groups • Funding for Beverley by-pass and A164 improvement scheme • Local Food – interest in 'provenance' 	<p>Threats:</p> <ul style="list-style-type: none"> • Ageing population • Climate change including threats to housing and industry from flooding and coastal change • High dependency on fossil fuels and rising energy costs • Sectoral weaknesses in some key industries – exacerbated by global economic downturn • Ability to maintain and enhance the quality of the East Riding offer for visitors and investors • Threats for tourism- decreasing visitor spend due to recession, greater competition for visitors from both home and abroad from areas with more mature market offer. • Less resource and greater competition for Economic Development funding • International competition in the renewables sector • Reduction in affordable homes due to the reinvigorated 'right to buy' scheme

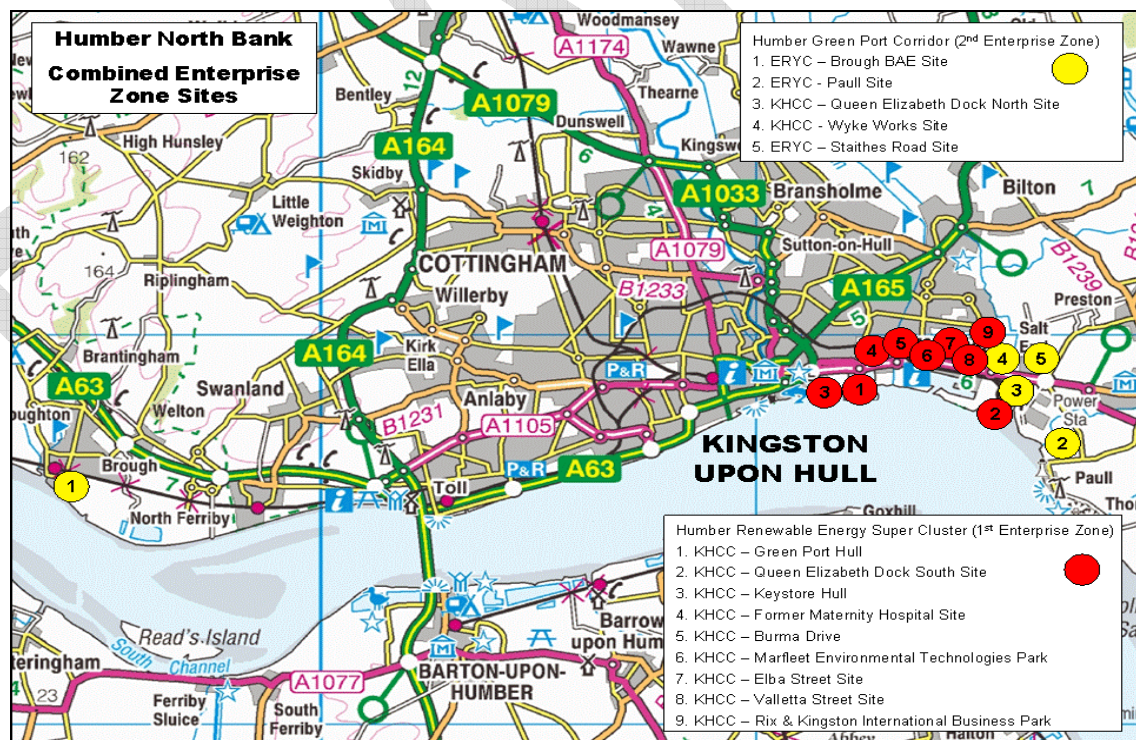
- 5.2.5 The growth associated with the initial manufacture and installation of turbines and foundations will be followed by opportunities in the operational maintenance of the offshore wind farms, the ongoing replacement of equipment with new and more advanced equipment and the development of new technology over the next two decades.
- 5.2.6 It is highly likely that the physical location of businesses in the supply chain will need to be local to the core manufacturing and offshore distribution centre at Green Port in Hull – the components are large and haulage costs will need to be kept to a minimum. To secure long term benefit, however, investment needs to be made in skills development, supply chain support and the physical land and accommodation.
- 5.2.7 The East Riding has assets suited to the ‘smaller scale’ industries within the green economy such as biomass and solar photovoltaic. Given the number of communities across the East Riding which have ‘off gas’ mains coupled with the rising cost of fossil fuels, there is the potential for this sector to grow significantly over the next few years.
- 5.2.8 There is potential for the East Riding to exploit its green infrastructure assets to grow its green tourism in both its coastal and rural areas. The East Riding has benefited from various funding programmes such as LEADER, the Market Towns Initiative, Renaissance Market Towns and the Rural Development Programme for England (RDPE), which have contributed in various ways to enhancing quality of place and addressing some economic infrastructure gaps.
- 5.2.9 Concerted effort and continued resource needs to be targeted towards tourism locations and assets with the greatest potential to deliver a sustainable high quality offer. The East Riding’s museums, waterways, heritage coastline, historic homes, churches and archaeology all contribute to the visitor offer and present opportunities to develop linked attractions which will provide increasing growth opportunities in walking, cycling and horse riding and trekking tourist activity (see section 9.5 for further details).
- 5.2.10 There are also opportunities to develop and grow the East Riding’s agriculture and food and drink sectors in rural areas connected to the East Riding’s green infrastructure. There is strong interest in local food at this point but it is often seen as a luxury. Work is also required to develop local supply chains with tourism establishments and other restaurants and cafes to add value to both industries. This activity is common in high end establishments but support is required for others to follow the lead.

5.3 Key Opportunity 2 - Assets for Growth

5.3.1 The principle of focusing on the sectors with growth characteristics will need to be underpinned by a corresponding investment in the key assets to support that growth, and coordinated intervention to maximise their potential. The East Riding's indigenous economy is very important; however transport/logistics and communications will always be a challenge for the more rural parts of the East Riding. The most significant potential for growth will be linked to development sites and transport infrastructure in and around the east-west multi modal transport corridor.

5.3.2 Opportunities close to the Humber Bridge and to the east of Hull, linked to the offshore wind activities, need to be promoted and prioritised in policy and resource commitments in the short term. The two enterprise zones covering fourteen sites within Hull and the East Riding (see figure 7) will help to facilitate this activity. Ensuring effective linkages to the Port of Hull, particularly for the offshore wind activity, will be important for the East Riding's economy, both for supply chain activity but also the movement of labour.

Figure 7: Humber North Bank Enterprise Zone sites



5.3.3 Creating and sustaining quality places to live, work, visit and do business in the East Riding should remain a key economic objective. However, a prioritised

approach to public sector investment focused on those places that offer the strongest potential to reinforce identified 'growth sectors' or support 'resilience sectors' will be required. Clear choices will need to be made especially in times of scarce resources.

5.4 Key Opportunity 3 – Connectivity

- 5.4.1 The LEA and its functional economic areas confirmed the importance of cross-border labour market and supply chain linkages between the East Riding and its neighbouring economic centres. The East Riding must continue to work with surrounding areas to promote priority improvements and remove impediments to efficient transport links between the East Riding and its major external employment centres, including Hull, York and Scarborough. A responsive and cost effective public transport system is an essential component of this.
- 5.4.2 Broadband connectivity is likely to be a key future driver of local economic competitiveness. It is important that, despite the rural nature of the East Riding, there is an optimum level of broadband coverage, as in more remote rural communities this may be key to sustaining the economy of these areas as well as delivering community development and key public and health services.
- 5.4.3 The East Riding has long embraced the mutual importance of cross-boundary working in supporting economic development both within the East Riding and its partner economies across the Humber and York, North Yorkshire & East Riding LEP areas. The strategy will continue to promote an outward-looking approach, highlighting the value of the East Riding's indigenous economic assets in supporting LEP-level economic outcomes.
- 5.4.4 Developing an enhanced relationship with the cities of Hull and York will be promoted through this Strategy, as they represent the 'international gateway' for the East Riding, which is important for green tourism and science/innovation objectives, particularly in the case of York.
- 5.4.5 The natural landscape connections which can form an important asset to economic development of the East Riding must also be considered as functional economic areas have been. Areas such as the Humber, the Yorkshire Coast and the Yorkshire Wolds which straddle local authority boundaries must be managed and enhanced on a landscape scale in order to derive benefit for all. Therefore the LNPs will help to promote cross boundary working to maximise ecosystem services to derive economic benefit for the East Riding. Ecosystem Services are the natural resources and processes which produce resources and assets which can be used by humans, such as fertile farming land and clean drinking water.

5.5 Key Risk 1 – Sector vulnerability

- 5.5.1 The existing employment structure of the East Riding, as outlined in the LEA, is vulnerable to ongoing shifts in national and international economic patterns. With public sector employment levels in the East Riding well above the national average, there is a need to promote a rebalancing of the economy towards the private sector. The areas where private sector growth can best be achieved are Renewable Energy; Manufacturing & Engineering (including Chemicals); Agriculture/Food and Drink; Tourism; and Ports & Logistics. Providing measures to proactively support these industries should assist in the effort to stimulate a more balanced economy in the East Riding.
- 5.5.2 The contraction of public sector employment is, by and large, beyond the control of the Economic Development Strategy. However, positive action can be promoted to support other key sectors in the East Riding. These sectors requiring support include Transport Equipment; Digital and Creative Industries; Finance and Business Services; Construction; Public Administration, Defence Health and Education; and Retail.

5.6 Key Risk 2- Maintaining momentum and quality

- 5.6.1 At all levels, economic competitiveness is increasingly being driven by the quality of an area's economic assets. The East Riding has a strong range of economic assets: key infrastructure including ports; a diverse supply of development land; attractive market and coastal towns with a diverse cultural and heritage offer and an attractive environment and natural assets such as the Yorkshire Wolds, Flamborough Head and the Holderness Coast.
- 5.6.2 The risk for the East Riding is to maintain and enhance the quality of its offer to investors and visitors against the qualitative competition of other areas whilst being sensitive not to adversely affect the long term quality of the natural assets. In order to do this, the East Riding needs to continue to promote activity in each of the functional economic areas that operate within the authority's boundaries.
- 5.6.3 Visitors in particular are increasingly discerning about the quality of attractions and accommodation – for the East Riding to achieve a growth in its visitor economy, a focused effort to drive improvements in local infrastructure will be critical. While much has been achieved under the previous strategy the constraints on public sector intervention risk a loss of momentum, particularly in the ongoing renaissance plans for major destinations such as Bridlington, Hornsea and Beverley.

5.6.4 In order to mitigate this risk, as well as focusing on the quality of the physical assets it is important to sustain high quality service delivery supporting economic development. This will include enterprise and innovation support, inward investment and key business account management and should run alongside the drive for a quality shift in the local asset base.

5.7 Key Risk 3 – Public Sector Resources for Economic Development

5.7.1 The Local Growth White Paper (section 3.1) signals a move away from grant support for economic development and regeneration by seeking ways of enabling local authorities to keep more of their local taxation and resources for such purposes.

5.7.2 The table at *figure 11* in section 10 identifies a long list of potential funding sources, based mainly on the ‘LEP Toolbox’ on the BIS website and local knowledge. It is not necessarily exhaustive at this stage, but does pick up several initiatives that were announced alongside the Chancellor’s 2011 Autumn Budget Statement.

5.7.3 Some of these funding sources would require specific decisions to be taken between local authorities, LEPs, private sector etc to enable pooling of financial resources or allocations based on an agreed set of priorities. There are also details on grants and income generation/other financial mechanisms that may be available through local authorities as part of the Government’s agenda to localise decision-making and resource allocation. This includes incentives to promote both business and housing development by enabling local authorities, individually or in collaboration, to retain increased revenues e.g. through business rates.

5.7.4 Some of these funding schemes will, however, be dependent on reforms to local government finance, through the Local Government Finance Bill, currently undergoing its second reading in Parliament.

5.7.5 Innovative approaches to developing and pooling resources, especially in areas with weaker economies where the private sector is unable or unwilling to be a partner, will now need to be considered and further explored. Specific local interventions will be required.

5.7.6 The risk is that without a clear and agreed framework for intervention, the opportunities from these new sources of local and government finance will not be used to maximum effect, thus impeding the delivery of this Strategy’s objectives.

6 A Strategic Framework for Economic Development in the East Riding

6.1 Strategic Vision

6.1.1 Based upon the SWOT analysis and key risks and opportunities, the vision for this Economic Development Strategy is:

To take a focused approach to developing a strong, resilient economy for the whole East Riding which has the competitive businesses, strategic linkages, appropriately skilled work force, economic assets and housing offer to build on its current economic base and to drive sustainable growth, particularly in the green economy.

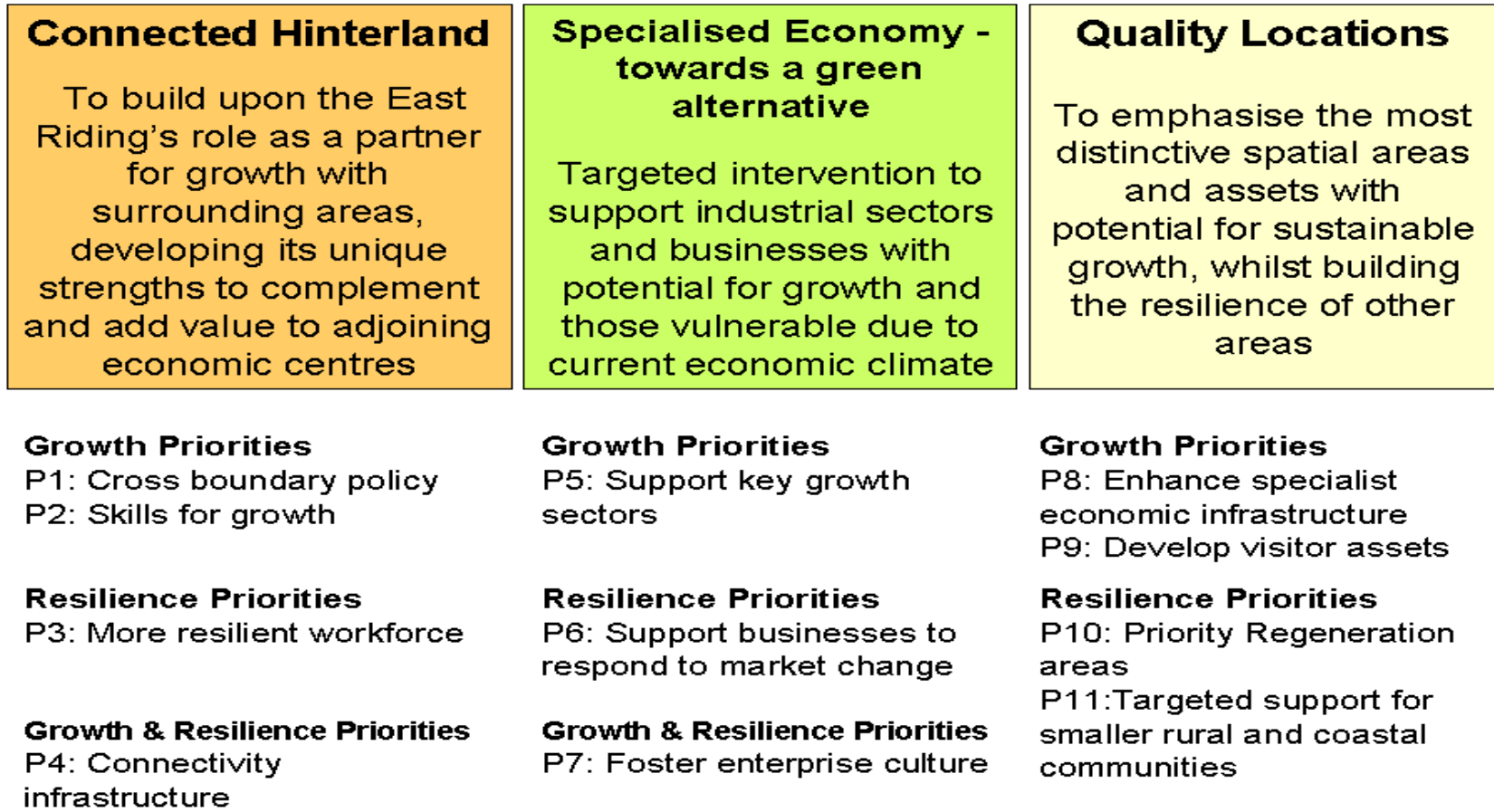
6.1.2 This vision, compared with the long term aim of the previous two strategies, seeks to acknowledge the need not only for approaches to deliver growth in the East Riding but also, in far greater focus, the need to develop its economic resilience in order to see its way through uncertain recovery from a 'double-dip' recession.

6.1.3 *Figure 8* outlines how this vision will be realised within a strategic framework. Each of the three themes: Connected Hinterland, Specialised Economy and Quality Locations are interconnected and are focused upon creating the appropriate conditions to attract, retain and grow business in order to promote employment opportunities. Activity within each of these themes will help to put in place the necessary physical infrastructure, business support systems, skills and educational achievement, and support and assistance for accessing employment opportunities to achieve growth and to develop resilience in the East Riding.

6.1.4 At this stage the projects that will flow from the three strategic themes have still to be identified and these will be collated during the public consultation phase of the Strategy to form the 2012-2015 action plan.

Figure 8: Strategic Framework for the Economic Development Strategy

Economic Development Strategic Framework



6.2 Growth and Resilience

- 6.2.1 The Economic Development Strategy will continue to promote growth in markets where the East Riding and the sectors which operate within it hold a national or international competitive advantage. These are outlined in *section 8 'Specialised Economy'*.
- 6.2.2 It is, however, clear that unlike the previous Economic Development Strategies, overarching national growth will not form a backdrop to interventions advocated in this strategy. As such, this strategy outlines the areas and sectors which the LSP will seek to support through resilience measures as well as those where growth will be promoted.
- 6.2.3 Resilience is a concept used to describe the ability of a local economy to absorb or cushion the impacts of change in the external economic environment. For example, the ability of the Hull FEA to respond to the loss of approximately 530 jobs from the BAe plant in Brough.
- 6.2.4 Local economic resilience is made up of a number of facets which then contribute to the overall robustness of that area. In this Strategy, the LSP will aim to promote resilience measures for locations and business along with workforce and skills.
- 6.2.5 It is important to note that growth and resilience are not exclusive. This is especially true within the sphere of the green economy. For example, business within resilience sectors that diversify to meet green economy opportunities may ultimately achieve growth, and by developing greener methods this will automatically make the industries and sectors in the area more resilient in the long term.
- 6.2.6 The following sections will outline the rationale for each strategic theme, how they will contribute to growth and resilience and highlight activities which will help to realise these aims.

7. Strategic Theme I: Connected Hinterland

7.1 *What does a Connected Hinterland role mean?*

- 7.1.1 The geographical position of the East Riding between the major cities of York and Hull, its good supply of employment land and the fact that it exports significant numbers of skilled management level employees means that the East Riding plays an important role in the economies of these two cities and one that can be expected to increase over time, especially considering the physical constraints upon growth in both Hull and York.
- 7.1.2 The LEA also identifies that the north eastern area of the East Riding contributes substantially to Scarborough's retail market spend due to weaknesses in the shopping offer in this area.
- 7.1.3 The Connected Hinterland theme advocates the development of the East Riding's role as a supplier of economic assets (labour, employment land, leisure/retail spend) to surrounding areas for mutual benefit and prioritises effort to ensure the East Riding jointly promotes policy, skills development and infrastructure projects which allow this role to increase and grow.

7.2 *What difference is the strategy seeking to make?*

- 7.2.1 The LSP aim to build on the East Riding's strength as a source of high quality economic assets for surrounding areas and further promote its strategic role as a partner for growth to ensure opportunities are realised across all of the East Riding's Functional Economic Areas.
- 7.2.2 In order to do this, the East Riding's residents need to possess the appropriate skill levels and skill sets demanded by those economies. This will help to counter the problems faced by young people in meeting their aspirations locally and help to retain graduates.
- 7.2.3 There is also a need to ensure that the appropriate transport, broadband and 4G infrastructure are in place to ensure quick and effective movement of people and goods whilst respecting the areas green infrastructure.

7.3 What does the strategy plan to focus on?

7.3.1 The following priorities have been outlined under this strategic theme:

Growth Priorities	Resilience Priorities
Priority 1 - Develop cross boundary policy initiatives to further economic growth	Priority 3 – Develop a range of approaches to increase the resilience of the East Riding workforce
Priority 2 – Develop a cross boundary skills for growth strategy	
Growth & Resilience Priorities	
Priority 4 - Identify and promote projects that deliver connectivity infrastructure for growth	

7.3.2 Priority 1 – Develop cross boundary policy initiatives to further economic growth

7.3.3 In order to demonstrate the East Riding’s outward-facing approach, this strategy supports continued joint working with adjoining areas on key policy agendas through the two LEPs: Humber; and York, North Yorkshire & East Riding and other partnerships such as the LNPs. As outlined in section 3, each LEP has its own distinct priorities and the East Riding will work collaboratively to deliver these aims.

7.3.4 However, there are additional opportunities for joint working where the East Riding can take a lead. A good example is the East Riding’s role as lead delivery partner for the Humber Technical Assistance ERDF project which supported and developed ERDF bidding opportunities in the Humber Sub-region. Currently the Council is also the lead on an East Riding, Hull, York and North Yorkshire joint ERDF bid to support the visitor economy.

7.3.5 By playing a full and collaborative role at a strategic level the East Riding can champion local economic issues and access additional resources to assist the business and wider community, whilst working collaboratively to promote complimentary activity, policy and a development within our Functional Economic Areas.

7.3.6 Priority 2 – Develop a cross boundary Skills for Growth Strategy and Programme

7.3.7 In line with previous Economic Strategies, the need to enhance educational attainment and to address skills gaps in order to drive growth remains vitally important. This priority relates to the development of skills specific to the East Riding’s growth sectors: Food & Drink (including Agriculture); Logistics and Ports; Renewables; Manufacturing & Engineering; and Tourism. This will be particularly important for the renewable energy sector which has the potential to provide substantial employment opportunities and thus have a significant economic impact on the area, however the expected skill levels required to access jobs with the Original Equipment Manufacturers (OEMs) is NVQ3 and above.

- 7.3.8 Under this priority, there is a need to develop a skills strategy which will capture existing activity and strategy work (such as the East Riding 14-19 Education and Training Plan and Strategic Statement), whilst highlighting any additional requirements which will be needed to raise skills attainment and aspirations amongst the workforce of the East Riding. The LSP Board is to focus on two multi agency strategic priorities to improve local outcomes and provide the principle driver over the next three years. One of these is to improve skills for business in the East Riding.
- 7.3.9 This strategy will also seek to ensure that businesses are aware of the benefits of developing their employees' skills and will look to work with providers to deliver flexible, responsive training that meets the skills needs identified by businesses. It is important that skills planning for both young people and adults takes account of the needs of key business sectors and that clear learning pathways are developed to meet these business requirements.
- 7.3.10 The East Riding must ensure that any 'skills gaps' do not restrict its ability to attract private sector investment in line with the outlined sector growth priorities. Collectively, we must be able to understand and clearly articulate the skills needs that businesses seek, and ensure through the collation of labour market information, that these are communicated to all learning providers. The Humber Education Business Partnership is perfectly positioned to play a key role in ensuring information is clearly communicated between business and learning providers to further develop the East Riding's workforce.
- 7.3.11 This strategy advocates developing approaches to increase the proportion of the workforce who hold recognised qualifications and support those without recognised skills or with redundant skills back into either vocational or academic learning. This could be accessed through route ways which are most appropriate to the learner such as distance learning.
- 7.3.12 Priority 3 – Identify a range of approaches which increase the resilience of the East Riding Workforce
- 7.3.13 The main aspiration behind this priority is to ensure that all East Riding residents have the opportunity to gain the necessary skills to access good quality well paid employment.
- 7.3.14 As noted in the LEA, the East Riding has certain characteristics which demonstrate a high level of workforce resilience. These include a well skilled resident workforce, a high proportion of that workforce employed in the 'managers and senior officials' occupation group, high median resident earning and improving 14-16 and 6th form educational outcomes at a local authority level.
- 7.3.15 However, this does mask some important challenges which threaten the economy. As paragraph 1.3.34 outlines, In line with surrounding areas, the East Riding has seen a doubling of in residents experiencing worklessness and benefit dependency in the

since 2008. These issues tend to be concentrated along the coastal strip and in pockets of the major urban settlements - areas which also contain high levels of educational deprivation and an over reliance upon part time working, resulting in a low skills and low wage economy. This in turn adversely effects the aspirations of local young people. The housing offer is also a problem in these areas, discouraging the migration of new workers with the skills to boost the local economy. These issues are likely to be further affected by changes to welfare payments which will be implemented in the near future.

- 7.3.16 Another factor affecting the long-term resilience of the East Riding economy is the sectoral mix of the area. The over-reliance upon public sector employment requires bespoke approaches to ensure that those who lose their jobs within the public sector possess the transferable skills, knowledge and confidence required to gain employment in other sectors.
- 7.3.17 A specific area of focus will be to support those out of work by raising aspirations and demonstrating the value of work. In order to achieve this, intensive partnership work will be required in our main areas of employment deprivation; particularly the regeneration category 1 and 2 areas (see section 9.6 for further details). This work will need to influence existing and new mechanisms of welfare delivery such as the Work Programme and Workless Families Programme to ensure that the priority disadvantaged groups receive the support they require.
- 7.3.18 Fundamental to this will be ensuring that there is an adequate supply of appropriate, affordable and in some cases, supported housing for young people to live in. It is getting harder for young single people under the age of 35 and in receipt of benefits to find affordable accommodation as a result of changes to the housing benefit system.
- 7.3.19 In order to promote all areas of workforce resilience, quality Information Advice and Guidance (IAG) is required for everyone seeking to get into work or improve their skills. This strategy advocates a partnership approach to delivering IAG in line with recent move towards inclusive life-long career advice provision. There is however, currently a lack of coordination with regards to adult skills agenda in the East Riding. The LSP has recognised this and has set, 'improving skills for business in the East Riding' as one of its two strategic priorities over the next three years.
- 7.3.20 Priority 4 – Identify and promote projects which deliver connectivity infrastructure for growth
- 7.3.21 Delays and unreliability in the area's transport infrastructure weaken the East Riding's strategic position with its surrounding cities and also has a direct economic cost in terms of reducing productivity through increased journey times. The national Edlington transport study concluded that a 5% reduction in travel time for all UK businesses and freight travel would generate £2.5 billion or 0.2% of GDP.

- 7.3.22 The LEA outlines that transport by road predominates, with around 10 million tonnes of freight passing through the port of Hull each year and 3 million tonnes through the port of Goole. A high proportion of this freight makes its way onto the East Riding's highway network. Similarly the 2001 census showed that the majority of trips to work by East Riding residents are as a driver or passenger in a car or van.
- 7.3.23 Although road congestion is not a major issue across the whole of the East Riding, larger urban areas such as Beverley, Goole and Bridlington (although this has been markedly improved by the completion of the Bridlington Integrated Transport Plan) and the A63, A164 and A1079 corridors all experience significant levels of congestion, particularly during peak hours. Further problems occur in Hull in the Castle Street and Garrison Road area which has a knock on impact for the economic development to the East of the City and the Hedon Haven and Saltend sites in the East Riding.
- 7.3.24 The Economic Development Strategy supports the Local Transport Plan 3 (LTP3) in resolving these bottlenecks and a positive step was made with the recent funding announcements to realise the major transport schemes of the A164 Beverley to Humber Bridge Corridor, Beverley Integrated Transport Plan and also improvements to Castle Street in Hull.
- 7.3.25 The strategy also supports the LTP 3 in promoting a modal shift towards more sustainable forms of transport. These can deliver a positive impact in terms of climate change and promote the move towards a green economy.
- 7.3.26 The Network Rail scheme to improve rail freight capacity to Hull Docks during the lifetime of the last strategy was a useful step but more can be done to develop specific infrastructure to promote inter-modal freight links in the East Riding and faster passenger services on the Transpennine; Hull – Leeds - Manchester route.
- 7.3.27 Where sustainable and appropriate to do so, the East Riding's waterways can also provide relief to the road transport network, particularly by encouraging further use of the Aire & Calder Navigation.
- 7.3.28 The East Riding's emerging Rural Strategy outlines that rural areas of the East Riding are suffering from a double impact of decreasing access to key services by public transport and increasing fuel costs for private transport. The Economic Development Strategy supports its priority of working with the East Riding Transport Partnership to maintain and improve public and community transport networks, highway networks and cycle routes in rural areas, in order for rural populations to access work markets.
- 7.3.29 It is important to ensure that infrastructure needs reflect the requirement to provide affordable housing. This is especially important given the identified need for just over 1,000 affordable dwellings per annum over the period 2011-2016, the majority of which are expected to be provided through the planning system.

This strategy advocates an approach which seeks to promote affordable housing where possible to provide the housing offer required by current and future residents.

- 7.3.30 Broadband access is a key element of infrastructure for business growth. Broadband take up in both businesses and households in the East Riding is currently 61% compared with 68% nationally. Of those with a broadband connection, 13.6% are receiving less than 2 Mbps and superfast broadband is currently only accessible in limited urban areas. For businesses, improved broadband access can increase productivity by saving money through the adoption of innovative technologies, gaining access to new markets and suppliers and broadening the customer base through online transactions and trade.
- 7.3.31 Broadband access and speed opens up the potential for greater home-working, new business start-ups, and rural service provision as well as contributing to reduced commuting pressure on rural roads.
- 7.3.32 Allied to the issues surrounding broadband provision, another challenge facing the East Riding is the geographic coverage of mobile phone networks. Ofcom's first communications infrastructure report notes that 92% of premises in the East Riding can access 2G signal whilst the coverage for 3G is notably less extensive. This is an issue with the increased use of smart-phones by the UK population for activities such as accessing tourism information on the ground in real time. The provision of 4G networks in the UK should assist with the alleviation of this issue, as has been noted, Ofcom are keen to ensure a more uniform coverage across the UK and rural areas in the awarding of licenses for 4G contracts.

8. **Strategic Theme 2: A Specialised Economy – towards the green alternative**

8.1 ***Why promote a Specialised Economy?***

- 8.1.1 This theme reflects the fact the East Riding economy has clear existing sectoral specialisms which have the potential to grow and also opportunities to develop new specialisms based upon the area’s geographical position and asset base. In order to realise this growth, focused support will be needed to ensure the required building blocks are in place in terms of development sites, relevant skills, infrastructure, supply-chains, housing, innovation and environmental stewardship to achieve sustainable outcomes.
- 8.1.2 This theme also seeks to promote sector resilience. This can be achieved through a focused approach to supporting established sectors which are vulnerable in the current period of economic change and national headline slow economic growth.
- 8.1.3 Using economic projections from the Yorkshire & Humber Regional Econometric Model and local economic intelligence, it is possible to identify the areas key sectors as in either predominantly growth or predominantly resilience mode. This is based on a combination of future Full Time Equivalent jobs projected be employed in the sectors and the sectors future contribution to GVA.

Figure 9: Growth and Resilience sectors

Growth Sectors	Resilience Sectors
Renewable Energy	Transport Equipment
Manufacturing & engineering (inc Chemicals)	Digital & Creative Industries
Agriculture/ Food and Drink	Finance & Business Services
Tourism	Construction
Ports & Logistics	Public Admin, Defence, Health, Education
	Retail

8.2 ***What difference is the strategy seeking to make?***

- 8.2.1 This theme aims to support growth businesses and attract inward investment in order to achieve increases in productivity and employment opportunities. It also aims to support businesses in sectors left vulnerable by the current economic climate by enabling them to sustain market share, diversify, up skill their workers or access new markets.

8.3 ***What does the strategy plan to focus on?***

- 8.3.1 Supporting growth and resilience sectors will require separate, distinct approaches which the following priorities will aim to deliver:

Growth Priorities	Resilience Priorities
Priority 5 – Support key growth sectors to create jobs and increase productivity in the area	Priority 6 - Support business to respond to market change
Growth & Resilience Priorities	
Priority 7- Foster a strong enterprise culture in the East Riding	

8.4 Priority 5 - Support key growth sectors to create jobs and increase productivity in the area

8.4.1 As outlined in section 9, the East Riding’s natural locational assets provide good opportunities for businesses in key growth sectors to achieve competitive advantages.

8.4.2 It is of paramount importance that measures to support our indigenous businesses including business engagement, assistance with business innovation, general business advice, inward investment and place marketing are coordinated and delivered in a way which will allow them to grow in terms of job creation and greater productivity for the area whilst contributing to the aims of creating a greener economy for the area as outlined in the definition in 4.3.2.

8.4.3 This strategy advocates the continued development with both public and private sector partners of bespoke support packages to assist each growth sector. The opportunities within each growth sector can be summarised as:

8.4.4 Renewable Energy Industry

8.4.5 The Humber renewable energy super cluster has the potential to create up to 12,500 direct jobs⁷ and the scale of the developments could see the area becoming an internationally important hub for the offshore wind energy sector.

8.4.6 On 8 May 2012, a joint planning application from major original equipment manufacturer (OEM) Siemens Off-shore Wind and Associated British Ports was approved by Hull City Council, recognising ABP’s Green Port Hull facility as the preferred site for the manufacture and load-out of a new generation of wind-turbines. This was an important step in the Humber’s aspiration to maximise the economic potential of this renewable energy source. The planning committee’s decision will now move forward for consideration by government ministers and a statutory judicial review period, which is due for completion by the autumn.

8.4.7 These developments will be supported by the designation of two Enterprise Zones in the Humber area, offering tax breaks and capital investment incentives to companies in the renewables sector. A successful Regional Growth Fund Bid (Round 2) will also provide £25.7m government grant to lever in over £300m private sector

⁷ Humber Renewable Energy Super Cluster (HRESC) Enterprise Zone Bid – Humber LEP June 2011

contribution to help capitalise on this OEM investment in Green Port Hull. This funding will assist in securing a local supply chain, developing the required sites in East Riding and Hull and establishing Hull and Humber as a world class centre for renewable energy.

- 8.4.8 It will also help to deliver the skills required to grow the industry. The East Riding has a number of sectors with compatible skill sets which, in the short term, could be useful to the renewables sector. These include engineering skills held by the transport equipment sector (especially the advanced engineering skill from BAE in Brough), and skills from the non-renewable energy and construction sectors.
- 8.4.9 The opportunities provided are not just directly in the renewables sector, but also in other key sectors in the supply chain: manufacturing, engineering and ports & logistics.
- 8.4.10 As well as the significant opportunity provided by the off shore wind sector other renewable energy sources also have potential for economic growth. These include tidal technologies, biofuels and biomass, carbon capture and storage and onshore wind.
- 8.4.11 In terms of tidal technologies, using expertise from the University of Hull, the Humber is home to two tidal energy test sites and is set to become the location of the first marine renewable device to feed power into the national grid on the UK mainland.
- 8.4.12 The Humber area is attracting significant investment into biofuel production facilities and new supply chains including early investments from companies such as Rix Petroleum, Vivergo Fuels Ltd and Brocklesby Biofuels.
- 8.4.13 The growth of the biofuels hub in the area has been driven by the synergies created by market access, co-location of petrochemical companies, the availability of prime sites around the ports and access to the UK and global non-food crop agricultural supply chain. The Humber area also has the largest concentration of liquid bulk storage in the UK and is at the centre of its pipeline network.
- 8.4.14 BP and Du Pont are developing proposals to invest in a high technology biobutanol demonstration plant at Saltend to advance development work on the second generation of biofuels.
- 8.4.15 The East Riding area offers significant potential for the biomass sector with an already emerging supply chain providing feedstock, equipment, skills and technologies.
- 8.4.16 The agricultural sector in the area has the potential to produce more biomass without impacting on the food supply chain. Crop supplies such as sugar beet, cereals and rapeseed are well established whereas miscanthus and willow are maturing feed stocks.

- 8.4.17 Carbon capture and storage (CCS) will be an essential part of a lower carbon future and the East Riding is well placed to take advantage of the EU and Samsung's decision to invest heavily in this technology at Hatfield Power Station, Doncaster. The power station will be able to capture millions of tonnes of carbon dioxide which would then be stored in North Sea oil fields.
- 8.4.18 A network of pipelines connecting power plants and major industrial installations in the area will allow millions of tonnes of CO₂ to be diverted into depleted gas fields or empty aquifers in the North Sea. This network is likely to be in close proximity to a number of large employment allocations in the East Riding such as Capitol Park, which is only 4 miles from Drax Power Station (the largest carbon producer in the UK). Infrastructure such as this can only add to the attraction of the employment sites down the east-west multi modal transport corridor (see *figure 10*) and significant interest has already been shown by energy project developers.
- 8.4.19 Parts of the East Riding are classified as having the right climatic conditions to maximise wind harvesting. There is clearly an opportunity to promote additional wind schemes within the East Riding, in particular on industrial and derelict land, which would have little adverse visual impact. However, the supply of such sites is very limited.
- 8.4.20 There is potential for associated social and environmental benefits as a result of growth in this sector. For example the use of commuted sums, Section 106 agreements and Community Infrastructure Levy can help provide wider social and environmental benefits, but these need to be carefully coordinated so that benefits are directed towards agreed priorities using LSP, LNP and LEP priorities.
- 8.4.21 This sector offers a range of economic opportunities for the East Riding, however it is also important to consider the risks which will require mitigation as the sector develops. In terms of the offshore wind sector the focus of development will be on and around the Humber Estuary, which is an internationally and nationally designated nature conservation site. Development must ensure compliance with relevant legislation. In addition, other renewable energy sources also have potential environmental impacts that need to be carefully managed. For example, increased bio-fuel cropping may impact upon natural environment assets associated with more traditional agricultural land-uses. The LNP can help to consider these impacts at a strategic level by working pro-actively with the private sector.
- 8.4.22 Manufacturing & Engineering including Chemicals
- 8.4.23 The manufacturing sector within the East Riding is very diverse. However, there are some significant sub sectors in terms of employment and contribution to GVA. The manufacture of chemicals and chemical products; manufacture of fabricated metal products; manufacture of transport equipment (caravan and aircraft production specifically in this area, which will be examined in more detail in section 8.5); and the manufacture of food and beverages are well represented within the East Riding. (The

manufacture of food and beverages is closely linked to the East Riding's agricultural sector and thus will be discussed later).

- 8.4.24 The main opportunities for growth in the manufacturing and engineering sector are in advanced engineering (including companies such as Rofin Sinar) or closely linked to the renewables sector. The econometric modelling undertaken by Regeneris to inform the Green Port Growth Programme, predicts that over half of the jobs created by the renewables sector will be in manufacturing and engineering activity. The Green Port Growth RGF Programme aims to ensure that the indigenous businesses in this sector are equipped with the expertise and capacity to access the supply chain opportunities.
- 8.4.25 The Humber has traditionally offered a range of assets, land connectivity and raw materials which provide an attractive location for the chemicals manufacturing industry. The manufacture of chemicals has, therefore, been recognised by the Humber LEP as a key priority sector.
- 8.4.26 The main opportunities within this sector are presented by the more efficient use of raw materials and using products created by one process as inputs to another situated within close proximity. This opportunity is already being realised at Saltend with companies such as BP and Nippon Goshei integrating their chemical assets.
- 8.4.27 There are also long term opportunities for the chemical and power generation industries to play a key role in the development of carbon capture activities and opportunities to attract inward investment projects as a result of National Grid's carbon capture storage project.
- 8.4.28 Agriculture, Food & Drink
- 8.4.29 Agriculture and food & drink manufacturing and processing are important sectors for the area given their strong representation in terms of the number of businesses and employees compared to national averages.
- 8.4.30 Agricultural activity is currently primarily arable - this increasing predominance is driven by quality soils and a large available land area. These factors assist the East Riding in contributing a quarter of Yorkshire & Humber's agricultural GVA. The agricultural sector is also linked to a diverse mix of local, regional, national and global food supply chains for example Cranswicks who use local pig farming industry to produce products then supplied to major supermarkets under household brand names such as Jamie Oliver, Levi Roots and Weight Watchers.
- 8.4.31 Additionally, the agricultural sector is important to industrial supply chains such as the Vivergo biomass plant and Croda who utilise the East Riding's oil seed rape crop.
- 8.4.32 The sector has real opportunity for growth in terms of increasing productivity of existing farm enterprises (possibly allied with a closer working relationship with research centres e.g. Science City York), realising the potential to enter new

markets (energy crops, tourism, waste management) and responding to consumer interest in provenance, welfare and biodiversity. There is a key challenge to mediate between the drive for greater productivity in the arable industry and the need to maintain the quality of the ecosystem service which provides the competitive advantage for the sector in this area.

8.4.33 The food & drink manufacturing sector includes a wide range of companies from Blue Keld based near Driffield who specialise in bottling spring water to Cranswicks, a leading UK food supplier in the pork, ham and cooked meats market.

8.4.34 The York, North Yorkshire and East Riding LEP has recognised the development of the agri-food sector as one of its key priorities.

8.4.35 Tourism

8.4.36 The East Riding has a very well established coastal tourism tradition and the resorts of Bridlington, Hornsea, Withernsea continue to draw visitors to the extensive caravan parks with the high quality beaches. Seaside tourism in the East Riding is estimated to support 3,500 jobs and contributes an estimated £56m to local GVA and, therefore, is still a vital component of the coastal area's economy.

8.4.37 The Welcome to Yorkshire Visitor Survey in 2010 outlined that those who visit the Yorkshire Coast travel freely between Scarborough and the East Riding's attractions during their stay. However, joint working in the past along the length of the Yorkshire Coastal Strip has been impeded by regional structures. The removal of the regional tier has presented new opportunities to jointly develop the tourist offer and promote coastal tourism across North Yorkshire and the East Riding.

8.4.38 The York, North Yorkshire and East Riding LEP have recognised tourism as a key priority sector across the whole of their area. The East Riding's destination management organisation, Visit Hull and East Yorkshire (VHEY), is already working with partners in North Yorkshire to promote the whole of the coastal area.

8.4.39 Allied to this has been the development of an ERDF bid entitled 'Partners for Growth' which is a business support project aimed at eligible visitor economy businesses across Hull, East Yorkshire, Scarborough, York and parts of Ryedale. The project will be delivered jointly through a partnership comprising East Riding Council, Hull City Council, Scarborough Borough Council, Ryedale District Council, Visit York, Leeds Metropolitan University, Yorkshire Wildlife Trust, and Three Ways East and is currently in appraisal with DCLG.

8.4.40 Over the period of the last Economic Development Strategy, there has been a real surge of interest in the high quality natural environment and landscapes of the rural East Riding as a potential driver for economic growth especially with regard to developing a national destination for sustainable tourism.

8.4.41 The work of world renowned artist David Hockney in capturing the landscape of the East Riding on canvas, (culminating in a large scale exhibition of his work at London's

Royal Academy in early 2012) has helped to raise the profile of the area on a national and international scale. However, a great deal of activity has also been undertaken locally to improve the tourism offer through VHEY and the Coast Wolds Wetland and Waterways LEADER programme.

8.4.42 However, the economic potential of this element of the tourism sector is still under developed. Projects such as those to promote cycle tourism through the development of cross country cycle route (The Way Of The Roses), and improvements to the visitor experience at the RSPB's Bempton Reserve are already making a positive impact on their local economies.

8.4.43 The Yorkshire Wildlife Trust's 2010 report, 'Economic Potential of Nature Tourism in Eastern Yorkshire' outlines that by taking a joined up approach to marketing, infrastructure development and given the natural assets which the East Riding has, the current £9-10m per annum value of nature tourism to local economy could be trebled to £30m within 10 years, supporting 510 (FTE) jobs. Clearly it is important that we that to sustain growth in the nature based tourism sector needs to preserve and enhance the natural assets this is based on. We also need to be sensitive to the fact that some natural assets are fragile and susceptible to disturbance and damage if tourism use is not appropriate to the nature of the site.

8.4.44 In order to maximise the economic benefit for established and emerging tourism markets and locations it is also very important that the range and quality of accommodation is attractive to prospective visitors. In this regard, an East Riding Tourism Accommodation Study was published March 2011 in order to establish a baseline position and inform development of any new provision.

8.4.45 The Study concluded that there were significant gaps in the East Riding's tourism accommodation offer and identified the types of accommodation that were required. The Economic Development Strategy supports the recommendations of the study and will seek to promote and encourage the development of new accommodation in line with the emergent Tourism Strategy (see section 9) and planning policy.

8.4.46 As well as having a quality offer and places to stay visitors are attracted by activities and events. The East Riding Cultural Strategy 2011-15 outlines the importance of the having a good balance of quality cultural venues, event and festivals which can in turn attract high calibre arts and cultural talent to the area and stimulate tourism opportunities in the East Riding.

8.4.47 Ports & Logistics

8.4.48 Ports & Logistics are a key component of the Humber economy as the Hull & Humber Ports is the largest ports complex in the UK. It includes the ports of Hull, Grimsby, Immingham, Goole and several smaller wharves in the rivers Trent and Ouse.

- 8.4.49 Described as a 'Global Gateway', the Humber Estuary accounts for 16% (by tonnage) of the UK's trade per year⁸ and activities at the Hull and Humber ports include passenger services, chemical plants, transit facilities, container handling, timber handling, cement storage and aggregate imports.
- 8.4.50 The Humber LEP has identified this sector as key to the economic growth of the Humber due to its integral role in facilitating development of the renewable energy and chemicals sectors and also for its capacity to generate growth in its own right.
- 8.4.51 This is, however, dependent on site development and transport infrastructure within and adjacent to the ports outlined in sections 7 and 9 of this strategy.
- 8.4.52 As noted in section 8.4.24 any development taking place in the Humber Estuary must be undertaken in a sensitive manner to avoid long term degradation of the ecosystem services of the estuary.
- 8.4.53 There is continuing opportunities for the Logistics sector to grow within the East Riding. The strong multimodal links and site availability which attracted the Tesco Distribution Centre to Capital Park in Goole continue to be an attractor to logistics companies. The reduced Humber Bridge tolls also present an opportunity to grow this sector in the East Riding.
- 8.5 Priority 6 - Support business to respond to market change
- 8.5.1 As noted earlier, the weakness of the UK economy has affected different sectors in varying ways. The resilience sectors listed in figure 9 are finding trading conditions difficult due to overall financial pressures on businesses and households. Additionally some, like retail, are also seeing structural changes within their markets and customer purchasing habits which challenge their traditional business models.
- 8.5.2 In order to build the resilience of these sectors this strategy advocates the development of bespoke support packages which can offer general business assistance on issues such as marketing and supporting more specific sector lead initiatives such as exploiting new markets or diversification of their product range.
- 8.5.3 The green economy can provide opportunities to deliver greater resilience to companies in the East Riding by promoting resource efficiency measures and waste management practices to reduce their cost base and opening up new markets for products and services. This strategy advocates the promotion of this strand of business support both in general support but also in bespoke support for coastal business.
- 8.5.4 The key areas of support required in these resilience sectors can be summarised as:

⁸ Northern Way – City Relationships: Economic Linkages in Northern City Regions Hull and Humber Ports, 2010

8.5.5 Transport Equipment

8.5.6 The transport equipment industry including the manufacture of motor and static caravans is a very important sub-sector of the manufacturing industry. The LEA indicates that it employs 5.1% of the East Riding's workforce, predominantly in the cluster of caravan manufacturing business which have historically been located in the Haltemprice settlements, Bridlington & Hull.

8.5.7 Caravan manufacturing has suffered from instability since the 2008 recession with a period of business failures and consolidation followed by steady growth. The sector now faces a new challenge in the form of minor changes in the taxation system which saw plans unveiled in 2012 to introduce 5% VAT on static caravans. This will require some restructuring of business models within the industry to absorb these additional cost pressures.

8.5.8 East Riding's other important manufacturer within the transport equipment sector is BAE Systems in Brough. An announcement was made by BAE in 2011 that 845 jobs would be lost when production of the Hawk training jet aircraft was due to cease in 2013.

8.5.9 In response to this, proposals were submitted by the Humber LEP to the Government for a second Enterprise Zone, the Humber Green Port Corridor, which totalled 161 hectares and included Brough along with four other sites.

8.5.10 This second Humber Enterprise Zone was approved as part of the Chancellor's Autumn Statement in November 2011 and will strengthen Brough's appeal in attracting renewable energy companies.

8.5.11 In May 2012, a subsequent announcement from BAE that it had been awarded a contract from the Saudi Arabian Government for the Hawk training jet aircraft secured 218 jobs until 2014.

8.5.12 However, there are still a considerable number of employees at risk of redundancy and it will be important to ensure that those losing their jobs from this site have the transferable skills to access other employment opportunities in the area, particularly in the renewables sector and advanced engineering.

8.5.13 Digital & Creative Industries

8.5.14 The digital & creative industries sector encompasses a wide range of activity within the East Riding. The current economic climate presents major challenges to all of it due to reduced consumer and business spending, however some elements are closely aligned with opportunities in cultural and nature tourism and have scope to achieve future growth.

8.5.15 Currently, the sector is dominated in terms of employee numbers by software development and supply companies which, to some degree, are extensions of the finance and business services sector. As a result, in the recent economic climate

these businesses have reduced levels of employment and output as most companies view new or bespoke software a low priority unless critical to their business.

8.5.16 The East Riding has a strong creative community of cultural industries focused around the rural and coastal areas. This activity continues to demonstrate an opportunity for growth by linking and adding value to the tourism sector. This aim will be further facilitated through the East Riding's Cultural Strategy. The challenge is to ensure that artists from the East Riding can maximise their economic contribution to the area and also that we are able to retain indigenous creative talent, through measures such as improved broadband and bespoke skills development as well as suitable business premises and networks.

8.5.17 Construction and Construction Products

8.5.18 The construction industry felt the impact of the economic downturn slightly later than other sectors due to a combination of the long time span of major building projects and also the ability to access publicly commissioned works such as the Local Authority New Build (LANB) council house building scheme. A reduction in public sector capital schemes after the Comprehensive Spending Review in 2010 and a significant reduction of speculative housing development in the area since the 'credit crunch' have resulted in less work for the construction industry. These market conditions have resulted in a noticeable fall in output and employment between 2007 and 2011. The long term REM projection is for very slow growth until 2017 in line with the overall economy.

8.5.19 Due to the port and quarrying, the area has a strong representation in construction products, e.g. kitchens and bathroom manufacture. These companies have also experienced the effects of the recession and resultant falling consumer spending.

8.5.20 Despite the austerity measures, there are still opportunities for the construction industry to access work delivering public sector infrastructure projects, including new build and repair of 156 properties through the Affordable Housing Programme between 2011 and 2015. This Strategy urges the procurement strategy and policies within the public sector to be innovative with their tendering to seek maximum local advantage for the budgets at their disposal.

8.5.21 The Construction industry can play a role in protecting and enhancing green infrastructure of the area which will in turn create an attractive and beneficial environment for attracting further investment to the area. For example, Wykeland are taking this approach at the Bridge Head development site of incorporating Green Infrastructure (GI) into the site to enhance the unique selling point of the site for business and links into the local environment for wider benefits.

8.5.22 The developing renewables sector will also require construction expertise in order to expand in the East Riding. As previously noted, a key strand of the successful Green Port Growth Programme is focused on supporting business to take advantage of supply chain opportunities within this sector.

8.5.23 Finance & Business Services

8.5.24 The fortunes of the finance and business services sector in the East Riding are closely aligned to the wider economy as this sector offers services such as accountancy, legal and insurance support and advice to all businesses.

8.5.25 This sector has seen a drop in both output and FTE equivalent employment over the period 2007-2011, which is in line with national trends.

8.5.26 The challenge is to ensure that finance and business services firms are aware of the specialist services required by growth sectors, in order to inform their long term business strategies.

8.5.27 Retail

8.5.28 Retail is a large employer of East Riding residents. Over 12,000 full and part time jobs are supported within the sector in the East Riding (BRES 2010). However, the retail is a sector is suffering from some big challenges at this point in time, mainly due to reduced levels of household disposable income.

8.5.29 Changes in shopping patterns and a trend towards shopping on-line offer additional challenges to those indigenous retail businesses that do not have a strong online presence. In December 2011, Experian Hitwise named Hull as the online shopping capital of Britain, with proportionally more people doing their Christmas shopping online than any other city in the UK.

8.5.30 The retail sector is also very important as a provider of rural services and this strategy advocates a joined up approach to protecting these services in line with the emerging Rural Strategy.

8.5.31 Public Administration, Defence, Health, Education

8.5.32 The Comprehensive Spending Review 2010, which in part aimed to rebalance economies over reliance upon public sector employment, will have the cumulative impact of reducing the numbers employed in this sector (although it is worth noting that not all jobs are public sector jobs e.g. avarto Government Services). Whilst not being able to directly influence the number of jobs lost from the public sector, it will be important to ensure that those leaving the sector are able to utilise their existing skills to access other employment opportunities in the area.

8.5.33 The Coalitions Government policy agenda also advocates a much larger role for the private and voluntary and not for profit sectors in delivering government services. This strategy advocates a role for partners in the East Riding to clearly articulate the needs of the businesses and communities of the area in order to ensure the services are delivered in ways which contribute to this strategy. There is also a role in supporting local businesses or voluntary and community sector to be aware and able to take advantages of opportunities which this agenda may present.

8.5.34 Despite the shrinking of this sector there is still an ongoing challenge to attract highly skilled public sector workers such as doctors, dentists and teachers to the East Riding. There is also a key challenge in ensuring the care sector has sufficient staff to cater for the ageing population and that skill levels within the care sector are increased.

8.6 Priority 7- Foster a strong enterprise culture in the East Riding

8.6.1 In the current phase of the economic cycle, it is important from both growth and resilience standpoint to have a strong enterprise culture in the area in order to generate indigenous expansion of productivity and jobs.

8.6.2 The promotion of business awareness and entrepreneurial activity amongst young people in the East Riding continues to be a very important facet in the development of a strong enterprise culture. This agenda continues to be driven forward by the cross boundary Humber Education Business Partnership, through a range of approaches which include working closely with schools and colleges and indigenous businesses in the area.

8.6.3 The LEA outlined that the East Riding economy, and in particular the retail and construction sectors, are heavily reliant upon a large number of micro businesses: 87.7% of all business are classified as micro businesses, being sole traders or employing less than 10 employees. Allied to this, the East Riding continues to demonstrate a high rate of business births and historically a high level of business deaths.

8.6.4 In resilience terms, this can be viewed as a good thing, as a wide range of small business should temper the impact of individual business failure on the whole economy. However, the fact, noted in the previous iteration of this strategy, that a large number of these micro businesses would not consider themselves as entrepreneurs despite their potential to grow, creates issues around how to use this large micro business population as an engine for growth.

8.6.5 The Council's business services team has provided advice and support to promote business start up and growth since its inception. This commitment has become even more important due to the loss of the regional Business Link services. Business Link now offers a more centralised web based support presence which is not always best suited to the SMEs in the East Riding, especially in rural areas where there is limited broadband provision. This strategy, therefore, advocates a continuation of a localised business support service for small businesses and management of the East Riding's business centres and commercial portfolio which act not only as an effective incubator for micro business but also a focus for business support advice and activity. The strategy also acknowledges the requirement to join up business support provision to ensure that duplication is avoided.

8.6.6 In 2011, Page Consulting produced a report for East Riding of Yorkshire and Hull City Councils on the future of business support in the area. Although focused upon the renewables sector, its recommendations are also applicable across more general business support functions for existing businesses.

8.6.7 The report advocates a four stage approach to assisting existing business:

- I. **BUSINESS GROWTH ENABLER**: Health check businesses for signs of stagnation and assist/mentor individual business owners/management teams to create bespoke interventions to remove hidden barriers to growth and stimulate business prosperity.
- II. **MAKE OPPORTUNITIES VISIBLE**: Fully engaging and stimulating the regional business community by providing them with clear and detailed visibility of the direct and indirect future opportunities and prospects open to the region. This information will be provided in good time for them to prepare to be able to take full advantage of them.
- III. **MAKE OPPORTUNITIES ACCESSIBLE**: Provide a programme for selected businesses in relevant sectors to undergo mentoring, training and intervention support to enable them to develop accredited systems, facilities and management capabilities to gain 'approved supplier' status with businesses they wish to supply.
- IV. **MAKE OPPORTUNITIES WINNABLE**: Provide a range of business development support and training to enable selected regional businesses to develop strategic plans including the formation of consortium/collaborative teams with other approved regional suppliers to successfully win and deliver contracts in global markets.

8.6.8 One element of small business support which the Federation of Small Businesses⁹ has raised with government as a barrier to enterprise is access to loans required by entrepreneurs to grow their businesses. This is reported to be an ongoing problem as banks are under pressure to build greater capital reserves rather than lending to customers.

8.6.9 To this end, the East Riding's business services team have been able to work with the Acorn Fund in Hull to extend this service to businesses across the East Riding. Additional innovative ways to alleviate such barriers will also continue to be explored including working with the Sirius Community Fund in South Holderness, Goole Development Trust and organisations such as Finance Yorkshire and Yorkshire Business Angels.

⁹ FSB 'Alt+ Finance: small firms and access to finance', Feb 2012

9. Strategic Theme 3: Quality Locations

9.1 ***Why promote Quality Locations?***

- 9.1.1 As noted within in *section 5*, economic competitiveness at all levels is increasingly being driven by the quality of an area's economic assets. The East Riding has a strong range of economic assets: good infrastructure including ports and motorway links, a range of land allocations for development, skills and innovation assets such as Bishop Burton and East Riding Colleges, green infrastructure supporting quality living environments and attractive market and coastal towns.
- 9.1.2 In order to maximise the opportunities presented by the growth sectors outlined under strategic theme 2 and to develop the resilience of the East Riding to its maximum, clarity is required on the distinctive locations and physical assets which offer real opportunities for sustainable growth. It is also important to identify the geographic areas which will require resilience support to maintain their current levels of economic activity.
- 9.1.3 This strategic theme must also be viewed in parallel with the 'Connected Hinterland' theme with regard to developing 'Quality Locations' assets, as actions to improve infrastructure and transport will enable these locations to become more accessible for businesses, residents and visitors.
- 9.1.4 Overarching the creation of quality places is the Local Plan. This document identifies a need for investment in flood defences, surface water drainage, electricity distribution, sewage treatment, primary care services (doctors/dentists/pharmacists), primary and secondary school capacity and highways in order to support the amount and distribution of housing and economic growth which is being planned for. The delivery of this infrastructure will be important to support the long term growth and resilience aspirations of the East Riding.

9.2 ***What difference is the strategy seeking to make?***

- 9.2.1 Under this priority the strategy is seeking to promote sustainable economic growth and place resilience through the provision of a range of land and premises, high quality environments, housing offer and effectively deployed infrastructure.

9.3 ***What does the strategy plan to focus on?***

- 9.3.1 The following priorities have been developed in order to emphasise the most distinctive spatial areas and assets with the potential for economic growth, whilst building the resilience of other areas:

Growth Priorities	Resilience Priorities
Priority 8 - Develop projects to enhance the specialist economic infrastructure including business sites and infrastructure corridors – especially those linked to key sectors.	Priority 10 - Support for priority regeneration areas
Priority 9 - Develop and support locations which enhance the major visitor assets.	Priority 11 – Targeted support for smaller rural and coastal communities

9.4 Priority 8 - Develop projects to enhance the specialist economic infrastructure including business sites and infrastructure corridors – especially those linked to key sectors.

9.4.1 The East Riding and its functional economic areas have a range of unique economic locations which can deliver a competitive advantage to businesses and deliver sustainable growth. The Northern Way City Relationships Study¹⁰ acknowledges that the Humber estuary and its ports are one of England’s world-class assets, and as such, by continuing to build on its role as a global gateway will benefit not only the East Riding but also the region and the country as a whole.

9.4.2 The Humber continues to play an important role in providing opportunities for the East Riding’s historic key growth sectors (ports and logistics; chemicals; food and drink) but development of port facilities and sites adjoining the estuary will also prove pivotal to the realisation of the opportunities provided by the Renewables sector, but as previously noted the Humber must be managed sensitively as not to adversely impact upon its beneficial ecosystem services in the long term.

9.4.3 Work is already advanced in defining the key port infrastructure requirements within Green Port Growth Programme.

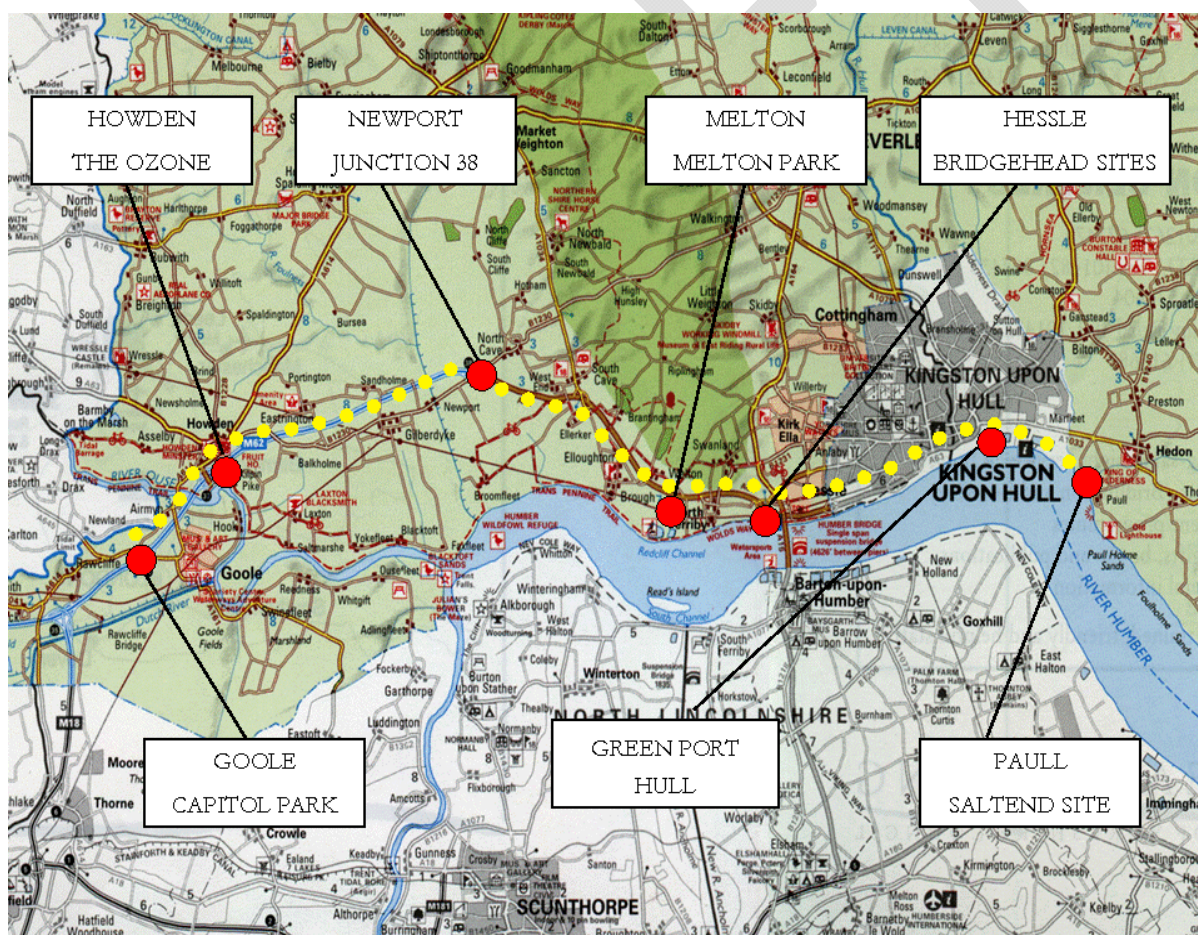
9.4.4 The operator of the Port of Hull, Associated British Ports, has identified that there is insufficient land available within the existing operation port estate to accommodate the demand for future investment and development. Consequently they intend to expand their operations at Hedon Haven. Eighty one hectares in this location are currently allocated in the Holderness District Wide Local Plan and now comprise part of the Humber Green Port Corridor Enterprise Zone, which is associated with the Green Port Growth Programme.

9.4.5 Associated British Ports has also identified that the continued allocation of the Enterprise Zone site, together with the allocation of additional land, will be vital to service the demand for investment and development, and meet the future operational requirements of the Port. This is being considered through the emerging East Riding Local Plan.

¹⁰ Northern Way – City Relationships: Economic Linkages in Northern City Regions Hull and Humber Ports, 2010

- 9.4.6 The port of Goole, the furthest inland in the UK, and its neighbouring wharf at Howdendyke contribute extensively to the logistics sector due to their strong road and rail connections to the rest of the UK.
- 9.4.7 Allied to the development of the port itself is the availability of employment sites to house industries benefiting from the port and other transport infrastructure.
- 9.4.8 Due to this, the multi modal corridor (M62/A63) between Hedon Haven and the Port of Goole is a prime focus for economic development activity and inward investment. There are a number of employment sites along this corridor (see figure 10 below) which benefit from its high quality access; local, national and international markets; and location close to main population and workforces centres and other businesses and suppliers – a fact which was recognised in the Council's Employment Land Review, which is an integral part of the emerging local plan. In terms of jobs, there is a particular concentration from Priory Park in Hull to Melton.

Figure 10: Strategic Sites within the East–West Multi Modal Corridor



- 9.4.9 Development sites in the above diagram have proved over the long term to be the most attractive to inward investors and indigenous growth companies. There has been a clear consolidation of manufacturing, storage, and /or distribution activity on

these sites in the last ten years mainly due to the excellent transport links which these sites enjoy. The site at Capitol Park (Goole) offers large plot sizes for development and excellent multi modal links to road, rail, sea and inland waterways which are unique. The site also has outline planning permission for two large (60,000sqft and 30,000sqft) warehouses offering excellent opportunities to inward investors in the warehousing or logistics sector.

- 9.4.10 Without the offer provided by the large plot sites major inward investments such as that of Tesco at Goole Capital Park would not have been made in the East Riding. Melton Park is an important site again due to the excellent links to transport infrastructure. A £22.5m grade separated junction was completed in 2006 and there remains an opportunity to link the site to the rail infrastructure adjoining the site. The site's proximity to Hull, Haltemprice settlements & the Humber Bridge allows easy access to labour markets and supply chains but without the traffic congestion associated with being based in the city itself. These sites will, therefore, continue to be particularly important to the economic growth of the East Riding.
- 9.4.11 A reduction in bridge tolls implemented by the Humber Bridge Board on 1 April 2012 will not only give a boost to commuters and business in the transport and logistics sector, but also provide a greater competitive advantage and impetus to development of the area surrounding it. The LEA outlines that the Hull FEA, including the City of Hull, the Haltemprice settlements, Beverley and the Humber Bridge itself, has an under developed office offer. The proposed prestigious Bridge Head sites would provide an ideal setting for office development to fill some of these gaps and to complement office development in Hull city centre.
- 9.4.12 A suite of renaissance strategies have been developed for several of the East Riding's towns: Beverley, Driffield, Goole, Hornsea, Howden and Withernsea. They provide long term visions for their respective locations and have been developed by local stakeholders with specialist urban development and design support. The strategies were approved by the Council's Cabinet in November 2011.
- 9.4.13 Specific mixed use schemes identified in these strategies could offer opportunities to enhance town centre infrastructure including those proposed, for example, through the Bridlington Town Centre Area Action Plan (AAP) and the Flemingate Scheme in Beverley. They will provide an enhanced retail offer, hotel provision, offices and wider town centre housing opportunities and improved urban realm and schemes such as these, in addition to supermarket expansions, will help to drive future retail growth.

9.5 Priority 9 - Develop and support locations which enhance the major visitor assets.

- 9.5.1 Under this priority the strategy will seek to promote growth and diversification of the East Riding's tourism offer through the development of key visitor locations by:
- Encouraging the development of attractions based upon the area's cultural, heritage and natural assets
 - Careful management of natural assets to ensure a long term tourism benefit to the area
 - Ensuring there is a sufficient amount and quality of tourism accommodation stock to take full economic advantage of the area's attractions and assets.
- 9.5.2 The tourism offer in the East Riding has traditionally been comprised of coastal seaside holidays and day trips. As such there are many well-established tourism visitor assets which continue to offer opportunities to support and develop this sector.
- 9.5.3 The Bridlington Town Centre Area Action Plan, although not primarily a tourism document, does present some key proposals to develop and diversify the visitor offer within the town: primarily the development of a marina to capitalise on the natural sailing asset of Bridlington Bay and linkages to wider leisure sailing routes along the British coast.
- 9.5.4 Other projects in the Yorkshire Coast FEA which support this priority include: Bridlington Leisure World which provides an important function as a wet weather attraction for visitors to the Yorkshire Coast as well as local residents; and planned refurbishments to Sewerby Hall and Gardens which seek to grow its tourism appeal.
- 9.5.5 There is also an increasing opportunity to expand and diversify the wildlife and nature tourism offer of East Riding to include its rural landscapes and waterways. Waterways form a key part of the East Riding's green infrastructure, contributing significantly to the growth of the green economy. Traditionally under utilised and, perhaps, under appreciated, they have important potential to be developed sustainably as part of the wider nature tourism model for the region.
- 9.5.6 Waterways can also be used as an asset to support the growth of recreational tourism, particularly in light of national tourism (more people staying in the UK) and health (importance of exercise and family engagement with natural environment) patterns. The popularity of cycling, largely thanks to the creation of national cycle trails, the growing membership of the British Canoe Union (10% year-on-year) and support that boating can provide to a diversified local private economy (moorings, boat/kayak hire) is testament to this.
- 9.5.7 Building on the success of the current Coast, Wolds, Wetlands and Waterways LEADER Programme, further work is now required to continue to market and develop the East Riding's heritage offer. The East Riding's museums, waterways, heritage coastline, historic homes, churches and archaeology all contribute to the

visitor offer and present opportunities to develop linked attractions which will provide increasing growth opportunities in walking, cycling and horse riding and trekking tourist activity.

9.5.8 In order to further develop long-term economic benefits from tourism, a clear approach to the long-term management of the natural environment will be needed. This has been recognised in the single schemes of management required for the Humber Estuary, for Spurn and for Flamborough Head. The development of the Wolds will be taken forward through the ongoing development of a Wolds Landscape Partnership. Other key natural landscapes will be taken forward through similar landscape partnerships that will link into the proposed Hull and East Riding Local Nature Partnership.

9.6 Priority 10 - Support for priority regeneration areas

9.6.1 The previous Economic Development Strategy advocated that East Riding's towns and their hinterlands were categorised as part of a strategic approach to regeneration, taking account of needs (as identified through the Index of Multiple Deprivation) and opportunities.

9.6.2 'Category 1' areas (Bridlington, Goole and Withernsea/South East Holderness) are situated in the peripheries of the East Riding and display the highest need in terms of levels of deprivation. However, they also offer opportunities to deliver step change within their economy.

9.6.3 Beverley, Hornsea and the 'Haltemprice' settlements of Hessle, Anlaby, Kirkella and Cottingham to the west of Hull comprise the 'Category 2' areas which form a collar of towns within the immediate Hull travel to work area. These exhibit a mixture of affluent and deprived areas, often in close proximity. For these communities in particular, a thriving and successful city is vital to further developing these areas, whilst respecting and building upon their strong independence and heritage.

9.6.4 The remaining market towns form two 'Category 3' groups – the Wolds towns of Driffield, Market Weighton and Pocklington and the Humber towns of Hedon, Brough, Howden and Snaith. Whilst these are relatively affluent and attractive places to live and work, major changes in traditional industries such as agriculture and port-related manufacturing have impacted on them in various ways. To remain vibrant, competitive locations, each needs to have an agreed long-term vision.

9.6.5 This three-category area classification described above remains a robust framework to view economic need and thus allocate regeneration resources and this Strategy proposes to retain this framework. It is, therefore, important that these areas are supported through this period of economic uncertainty to ensure that if growth cannot be achieved then resilience is developed to ensure they provide a stable base for future economic growth when the economic situation improves.

- 9.6.6 Over the period of the last two economic development strategies, a huge amount of work has been undertaken to develop a suite of local renaissance strategies which communicate the needs within these town and the opportunities which can be realised to maximise economic benefit. These town plans and strategic development frameworks lay out very clearly the long term opportunities for specific locations within the East Riding.
- 9.6.7 A key role of the action plan which runs alongside this Strategy will be to communicate which elements from the town plans and development frameworks can be taken forward in the current fiscal climate and which are essential to underpin other actions in the Strategy.
- 9.6.8 For those areas which will not attract the required private or public funding, a range of resilience measures will be implemented including: neighbourhood management and crime reduction initiatives; measures to support local town centre quality; support to broaden the role of the voluntary and community sector; and improving and maintaining housing quality.
- 9.7 Priority 11- Targeted Support for Smaller Rural and Coastal Communities
- 9.7.1 This priority concentrates on the support required by the East Riding's particularly vulnerable communities i.e. the more isolated villages or towns which are reliant on employment remote from the settlement or dependent on one of the identified resilience sectors (*figure 9 in section 8.1*).
- 9.7.2 Rural business diversification is still a clear priority for the East Riding. This will require a range of actions as highlighted in the emerging East Riding Rural Strategy, including work through relevant business networks to identify opportunities and support business development; and undertaking policy and market research to evaluate potential development opportunities.
- 9.7.3 The emerging Rural Strategy has set clear objectives for developing actions to support the following sectors: digital and creative industries; sustainable rural tourism; local food production; agriculture; and renewable heat and energy generation.
- 9.7.4 It also notes the important role that rural market towns and larger rural villages undertake as employment and service hubs. These settlements suffer from challenges of rural accessibility and issues such as retail and service centre sustainability caused by changes in customer behaviour and the loss of day to day services such as post offices and banks. This strategy endorses the emerging Rural Strategy's ambition of addressing this by developing rural economies which are vibrant with good utilities, infrastructure and affordable housing, especially for young people and young families.
- 9.7.5 Additionally, the emerging Rural Strategy outlines the role that large rural estates play in the economy and community of rural areas. These large estates, of which

there are a considerable number in the East Riding, are usually active as employers, workspace providers, visitor attraction operators and suppliers of housing and environmental management. Additional joint working, including with the LSP's Cultural Partnership, will be required to ensure these estates can maximise their assets and economic potential and this is a task with which East Riding's Rural Enterprise Advisor is well placed to assist.

- 9.7.6 The unique coastline of the East Riding provides many exciting opportunities for both residents and visitors. However, the communities who live there also have very specific needs and these are captured in the renaissance strategies for Bridlington, Hornsea and Withernsea/South East Holderness and other policies that take a whole coast view including the Shoreline Management Plan and emerging Coastal Management Policy for the area.
- 9.7.7 The demographics of coastal towns are unique, particularly as they only serve a 180-degree hinterland. There is a higher population of older residents with an immigration of retirees and an outward migration of young people. Aspirations are often low and influenced by low wage, low-skill, part-time employment. Seasonal employment and cheap rented accommodation also attracts itinerant households, often with chaotic lifestyles, which add further pressures to local services. DCLG's benchmarking study into England's Seaside Towns reflected this picture, when it ranked and compared England's principal seaside towns with the average for England as a whole¹¹.
- 9.7.8 Some of this is as a consequence of a decline in traditional employment sectors including tourism and fishing, by in-built geographical disadvantages and by a reluctance on the part of the private sector to invest.
- 9.7.9 While the fishing industry along the East Riding's coast is still relatively buoyant, and has been able to successfully adapt from white fish to shellfish, there are a number of major threats and opportunities which will require further adaptations if it is to remain sustainable in the medium to long-term future. This strategy will, therefore, advocate the need to focus resilience activity on these areas.
- 9.7.10 Part of this response is the Holderness Coast Fisheries Local Action Group (FLAG) programme, whose role is to help this process of adaptation and, in doing so, develop a stronger synergy between the industry and the fishing towns, to the benefit of both.
- 9.7.11 As a consequence, the FLAG strategic objective is: "To increase the contribution that the local fishing industry can make to the sustainable, social and economic regeneration of the East Riding's coastal communities." This means maximising the

² England's Seaside Towns – a 'benchmarking' study. Christina Beatty, Steve Fothergill and Ian Wilson, Centre for Regional and Social Economic Research, Sheffield Hallam University – November 2008

economic benefit (in terms of income and jobs) to the industry, while ensuring that it also assists the improvement of the economies of the coastal communities.

9.7.12 The new 'Coastal Communities Fund' will also offer additional opportunities to support coastal communities. The Council submitted a round one 'East Riding Coastal Communities Hub' bid in April-12 but was unfortunately unsuccessful. The scheme was hugely oversubscribed with over 500 applications totalling £300m bidding for a funding pot of only £18.2m. There will, however, be the potential to submit further bids in future rounds.

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10. Delivery, Resources and Monitoring

10.1 The new landscape of economic development resourcing

- 10.1.1 As has been previously noted, the resourcing of economic development in the region has changed fundamentally following the cessation of programmes operated by regional organisations, particularly Yorkshire Forward. Economic development ‘delivery’, in the context of long-term ambitions for the East Riding, is no longer a matter of making the case for programmed regional funding pots.
- 10.1.2 This places even greater emphasis on the ability to prioritise economic development activity and pool resources as well as positioning the strategy in the best light to compete for new funding sources as they arise through policy initiatives under the Coalition Government.
- 10.1.3 These new funding sources will inevitably be more competitive and increasingly channelled through joint initiatives such as the Local Enterprise Partnerships - success in bidding for external resources will require a genuinely strategic approach to delivery that builds confidence amongst potential funders and promotes a prioritised investment approach with clear outcomes.
- 10.1.4 The delivery complexity of future local economic development will require a focused and fully coordinated effort – greater partnership working will be involved, a diverse set of enabling policies will require review/alignment and the enthusiasm of the local business community also needs to be harnessed.
- 10.1.5 At its heart, this strategic, rather than reactive, approach to economic development resourcing must, therefore:
- place the economic strategy at the heart of the Council’s corporate approach to ensure that other aspects of policy-making and investment planning are aligned to and can support the delivery process
 - be driven by a strong political will and leadership, both from the local authority and from within the local communities
 - embrace the widest set of stakeholders within and beyond the east riding area, across the Local Strategic Partnership and the Local Enterprise Partnerships
 - give confidence to the private sector and reduce, or at least be perceived to reduce investment risks
 - demonstrate effective and competent coordination of public sector enabling activity and funding.

10.2 Robust policy as a delivery tool

- 10.2.1 The policy framework provided by the Economic Development Strategy will help to give authority to both decisions and actions taken by the Council and its partners to support strategy delivery.
- 10.2.2 Critically, the public sector needs to build further confidence in the 'investability' of the East Riding and to show a genuine commitment to facilitating private sector investment activity across a broad front. This will require effective coordination of strategy delivery activity to maintain the momentum on current projects and programmes and to maximise the leverage of private sector investment into the area, creating confidence for future private investors.
- 10.2.3 Equally, the policy clarity provided by this strategy should give businesses and local communities more certainty in terms of the future of sectors, which can help to garner local support and encourage sustained involvement.

10.3 Governance and Delivery Structures

- 10.3.1 The Council's Regeneration and Funding section will take responsibility for the day-to-day management and monitoring of this Strategy.
- 10.3.2 The East Riding Local Strategic Partnership (LSP) has a key role to play in terms of governing and shaping the partnership working which will be required to deliver this Strategy's overall growth and resilience priorities and the more detailed activities within the action plan.
- 10.3.3 The LSP is currently reviewing and strengthening its action group structure and will split the existing Economic and Environment Action Group (EEAG) into two separate action groups to provide a stronger, strategic focus for both the economy and the environment.
- 10.3.4 The new 'economic' action group's remit and terms of reference will be further developed over the summer, with membership being drawn from key agencies representing the business, education and third sectors. Once this restructure has been completed, it will become the central mechanism for monitoring the delivery of the strategy.
- 10.3.5 The 'Connected Hinterland' approach (Strategic Theme 1) means that the East Riding's contribution to the Humber and North Yorkshire economies must be

understood and that the specific needs of the rural and coastal communities in particular are factored into investment decisions.

10.3.6 It will, therefore, also be important that the Humber and the York, North Yorkshire and East Riding LEP Boards reflect the aspirations of this Strategy within their policy frameworks and identify which elements need to be developed or delivered across their respective LEP areas.

10.3.7 The Economic Development Strategy will be reviewed on an annual basis to ensure that it considers and addresses the changing economic climate and any new policy initiatives emerging from Government. An annual report will also be produced detailing the progress achieved on the key delivery activities within the action plan.

10.3.8 A comprehensive review of the Strategy's three strategic themes will be undertaken during 2015 to coincide with the next iteration of the Council's Business Plan; take into account any major political changes arising from the outcome of the next General Election; and to encompass information arising from the 2011 Census.

10.3.9 A range of related strategies and investment plans will also have a bearing on its delivery. For example, the Local Transport Plan 3 and the 14-19 Education Plan and Strategic Statement will need to be aligned with this strategy and be kept under review. If the Economic Development Strategy is to sustain its status, then as related policy instruments evolve and are themselves subject to review, links to this strategy need to be made to ensure ongoing consistency. This will be important because some of the key delivery resources may come via non-economic programmes such as the New Homes Bonus and the Community Infrastructure Levy (see figure 11 for further details).

10.4 Achieving status for the Strategy

10.4.1 The East Riding Economic Development Strategy must become an embedded feature of all levels of local and LEP policy. For example, coherent alignment between the Economic Development Strategy and the emerging East Riding Local Plan is a pre-requisite for delivery.

10.4.2 Of equal importance will be the need for this Strategy to align with any emerging economic strategies from the Local Enterprise Partnerships. In the current political context, this relationship will be critical in terms of access to future funding sources.

- 10.4.3 Through the consultation process there needs to be a collective understanding of the Strategy's aims and objectives amongst the key stakeholders. This level of understanding and 'in-principle' support also needs to extend to private sector interests to ensure a widespread understanding of its rationale, implications and potential benefits. Close liaison with the LEPs and adjoining local authorities will be important in this context.
- 10.4.4 Some of the long-term aims envisaged in this Strategy will require more than just present day political support. Delivery and resourcing of the Strategy will rely fundamentally on a long-term commitment from the Council and key partners to its principles. This may require difficult decisions to be made, as delivery can be as much about proposals that are resisted as well as those that are delivered. This commitment will then provide a degree of certainty to other stakeholders and confidence to the private sector about the status of the Strategy. Importantly, it will also improve case-making for external funding opportunities by demonstrating strong leadership and governance of economic development delivery at the local level.
- 10.4.5 Achieving commitment to the Strategy is principally about 'internal' governance arrangements within the Council and across the LSP. Given the recent move towards channelling external funding streams towards the LEPs or managing them centrally by Government departments such as BIS and DCLG, it will be critical to ensure that the Strategy is projected beyond local interests and promotes its principles externally.

10.5 Maximising external funding opportunities

- 10.5.1 A range of new potential funding streams (see *figure 11*) has been introduced by the Coalition Government and some of these have already been considered within the action plan as part of this strategy's delivery.
- 10.5.2 The Council and its partners have already seen some considerable success with regard to these new funding opportunities, most notably in terms of the £25.7m RGF grant for the Green Port Growth Programme (off-shore wind sector development) and through the Humber LEP, the designation of two Enterprise Zone sites.
- 10.5.3 These new resource streams tend to be structured competitively rather than on the basis of dedicated area programmes. Therefore, this Economic Development Strategy becomes a key tool for case-making in the bidding process to external funders.

Figure 11: Potential sources of funding to assist with delivery of the Economic Development Strategy

Funding Source	Principles	Potential Application within the Strategy
Acorn Fund	Provides financial support (usually flexible loans) to small start-up businesses and existing SMEs who find themselves financially excluded from traditional sources of commercial funding.	Coverage across Hull, the East Riding and North Yorkshire. Will assist in delivering Priority 7: 'Foster a Strong Enterprise Culture.'
Affordable Home Programme (including Empty Homes)	Aims to increase the supply of new affordable homes in England with an investment of £4.5bn from the HCA – mainly on the basis of homes let at affordable rents with some for affordable home ownership, supported housing and in some circumstances, social rent.	<ul style="list-style-type: none"> • ERYC has developed a £20m programme to deliver 156 new affordable homes and a homeless hostel under the Homelessness Change scheme. • Places for People were awarded funding to continue their investment in Hull's former Housing Market Renewal Pathfinder area.
Broadband Delivery UK / Rural Community Broadband Fund (RCBF)	Enable superfast broadband to be delivered to the 30% of UK homes and businesses which will not be provided for by the broadband market.	<ul style="list-style-type: none"> • ERDF bid submitted by ERYC in May-12 to match BDUK funding to ensure that superfast broadband (30 Mb/s+) is available for 90% of the East Riding, which would otherwise not benefit from commercial suppliers. • Involvement of Humber LEP in determining superfast broadband commitment to the Enterprise Zones. • Potential for community/voluntary/private sector to bid, in conjunction with local authority lead, to RCBF to assist the remaining 10% 'hard to reach' areas to establish superfast broadband services.
Business Growth Fund (BGF)	Developed by the major banks and is aimed at sectors of the economy that have long-term and significant potential for growth.	Will assist in helping to deliver Priorities 5, 6 and 7 - BGF invests between £2m and £10m in return for a minority stake in a business and a seat on the board, in companies that are typically turning over between £5m and £100m.
Community Infrastructure Levy (CIL)	Planning charge payable by developers to contribute towards the cost of local and sub-regional infrastructure.	Requires policy provision within the East Riding Local Plan. Potential of this Levy is constrained in the East Riding in the short term due to the fact that the CIL is not in place in the East Riding as yet and it is likely to be late 2013 before it is.
Coastal Communities Fund	Competitive UK-wide fund operated by Big Lottery to support economic development and improve the	<ul style="list-style-type: none"> • Can support capital and revenue projects but will require strong strategic rationale / clear local economic outcomes.

Funding Source	Principles	Potential Application within the Strategy
	resilience of coastal communities across the UK. Financed through the allocation of funding equivalent to 50% of the revenues from the Crown Estate's marine activities.	<ul style="list-style-type: none"> • ERYC submitted a round one 'East Riding Coastal Communities Hub' bid in April-12 but was unsuccessful – the scheme was hugely oversubscribed with over 500 applications totalling £300m bidding for a round one funding pot of only £18.2m. • Potential to submit further bids in future rounds including support for the redevelopment of the Leisure World facility in Bridlington.
East Riding of Yorkshire Council (land and assets, including financial reserves)	Local authorities can fund capital projects by using capital receipts from the disposal of spare land and assets. Capital receipts must be spent on capital projects, with some specific constraints on housing capital receipts. Local Authorities also hold financial reserves which may be specified for economic development and regeneration e.g. ERYC's financial reserve to support the Bridlington Regeneration strategy.	<p>Potential to consider models such as:</p> <ul style="list-style-type: none"> • Deferred receipts • Joint Venture Developments • '2 for 1' disposals. <p>ED Review Panel's recommendation to establish a 'general' reserve fund to support wider regeneration activities.</p>
Enterprise Zones – uplift in business rates	The uplift in business rates receipts as a result of the introduction of an EZ is to be used by LEPs for key economic priorities, related to the Zone itself or elsewhere within the LEP's boundaries.	Not expected to take effect until 2013/14, as still requires primary legislation and will, therefore, coincide with the proposed introduction of a general business rate retention scheme.
European Fisheries Fund (EFF)	2007-13 programme aims to help the fishing industry in England to adapt to changing needs. Money is available for fishermen, processing and aquaculture businesses, towards marketing fish products and for projects which will benefit groups of people who work in the fishing industry, such as harbour improvements.	<p>Holderness Coast FLAG already established, covering the area from Bempton to Spurn Point, with an allocation of £1.15m to deliver the following three priority themes:</p> <ul style="list-style-type: none"> • Securing a sustainable fishing industry • Developing the area's tourism potential • Creating stronger communities.

Funding Source	Principles	Potential Application within the Strategy
European Regional Development Fund 2007-2013	<p>Y&H Programme is aimed at supporting economic regeneration through projects in the areas of innovation, business support and sustaining communities.</p> <p>Current operational programme runs from 2007-2013 (with spend defrayed up to 2015).</p>	<p>East Riding projects in the pipeline:</p> <ul style="list-style-type: none"> • Broadband East Riding - ERYC • Capitol Park Access Road, Goole – ERYC/Sterling Capitol • Technical Assistance Phase 2 – led by ERYC • Humber Bridgehead and ERGO Centre – Wykeland / ERYC • Visitor Economy – VHEY; Visit York; Scarborough Borough Council; Ryedale District Council; Yorkshire Wildlife Trust; Three Ways East; Leeds Metropolitan University. • Flood Alleviation projects at Cottingham/Orchard Park & Willerby/Derringham - ERYC
European Regional Development Fund 2014-2020	<p>ERDF funding will be available to the UK in 2014-2020. The new combined Strategic Framework for EU Structural Funds suggests the possibility of running joint delivery utilising different Structural Funds across a single programme.</p>	<p>The Humber may qualify for ‘transition region’ status, leading to a ringfenced allocation of funding and an increased intervention rate.</p>
Finance Yorkshire Ltd	<p>Operate a Venture Capital and Loan Fund (ERDF to 2013) offering seedcorn finance; business loans; equity linked investments.</p>	<p>Will assist in delivering Priority 7: ‘Foster a Strong Enterprise Culture’, as they aim to specifically help SMEs meet the gaps in the market for the funding they need for growth and development.</p>
Get Britain Building Fund	<p>Intended to unlock stalled sites with planning permission to support construction activity and provide new homes. Also aims to address difficulties in accessing development finance faced by some house builders and to help bring forward marginal sites by sharing risk.</p>	<p>The programme is open to all private sector organisations which control land and can develop at least 25 homes on the stalled site by December 2014.</p>
Growing Places Fund	<p>Allocation to LEP to create revolving infrastructure fund to unlock stalled developments. Competitive bidding to the LEP for projects</p>	<p>Proposed ‘Humber Investment Fund’ - access for infrastructure if project investments offer potential for return – main beneficiaries likely to be private sector developments.</p>

Funding Source	Principles	Potential Application within the Strategy
Heritage Lottery Fund (HLF)	<p>HLF provides the most direct access to Lottery funding, in terms of the built environment and economic development under the following schemes:</p> <ul style="list-style-type: none"> • Heritage Grants (grants over £50,000) • Townscape Heritage Initiative (£0.5m to £2m) • Parks for People (£0.25m- £5m) • Landscape Partnerships (0.25m to £2m) • Catalyst: Endowments (£0.5m to £5m) • Skills for the Future (£0.1m to £1m) 	<p>The amount of lottery funding available is expected to grow in the forthcoming period as the 2012 Olympics commitment diminishes. Current projects include:</p> <ul style="list-style-type: none"> • Sewerby – grant award of £1m to help restore this historic country house using c.1900 archives of the Greame family • An application for a THI for the Goole Conservation Area was submitted in November 2011 but it was not successful as the scheme was over subscribed and the assessors were concerned about the scale of need in Goole. However, the Heritage Lottery Fund recognises the need in Goole and discussions will take place in June with a view to submitting again in the next round of bids.
Homes and Communities Agency	Responsible and accountable for managing the land and property portfolio inherited from YF in order to secure further investment to deliver economic benefits. The HCA also has a key housing investment role.	Intended to enable local partners, including local authorities, businesses and LEPs to ensure the assets are developed in a way which maximises economic outcomes for the area, consistent with achieving best value for the public purse. The only asset located in East Riding area is Capitol Park, Goole.
JEREMIE (ERDF)	Joint initiative of the European Commission with the European Investment Fund (EIF) and European Investment Bank (EIB).	Promotes SME access to finance and financial engineering products. Will assist in delivering Priority 7: 'Foster a Strong Enterprise Culture.'
JESSICA (ERDF)	Will require an Urban Development Fund (UDF) to be established as a separate legal entity – need to demonstrate that capable of competent fund management, has clear investment strategy, credible governance arrangements and financial backing from investors (public and private) who are willing to provide match funding or additional complementary investment.	Loan fund for projects ranging from physical development, to climate change and economic infrastructure – potential to match with Growing Places Fund and increase number of loans available.
The Key Fund	Provides flexible grants, loans & equity packages for voluntary & community organisations, charities, co-operatives & social enterprises across Y&H region.	Can support a range of activities including: building or equipment purchase, cash-flow, refurbishment/improvement costs, start-up costs and working capital requirements.

Funding Source	Principles	Potential Application within the Strategy
Local Transport Plan (LTP)	LTP currently allocated by DfT to individual local authorities - formula allocation for minor schemes and specific allocations for larger projects (over £5m). Ministers wish to see Local Transport Consortia (groups of local authorities or LEPs) bidding for the next major schemes' funding period (2015-2018).	'Connected Hinterland' - recent LTP Projects approved: <ul style="list-style-type: none"> • A164 capacity improvements • Beverley Southern Relief Road • A63/Castle Street improvements • A180 improvements to Immingham Docks
New Homes Bonus (NHB)	Government match funding of the additional council tax raised for new homes and empty properties brought back into use for the following six years.	Opportunity for ERYC to prioritise NHB receipts from across the local authority area to support this Strategy's priorities.
Regional Growth Fund	Competitive fund operated by BIS to support projects and programmes with direct job creation potential.	<ul style="list-style-type: none"> • Round 1: Keepmoat Homes awarded £8m to invest in sites in Hull's former Housing Market Pathfinder areas. • Round 2: ERYC and KuHCC awarded £25.7m for Green Port Growth programme – will potentially also lever in £28m ERDF and £300m private sector investment. • Opportunities for private sector to apply directly or for Council and its key partners to submit further jointly-developed programme bids to future RGF rounds focused on employment growth.
Rural Development Programme for England (RDPE)	Allocates money provided for rural development in England by the European Community and DEFRA. Runs from 2007-2013 with three main programmes: <ul style="list-style-type: none"> • The Rural Enterprise Investment Programme (REIP) • The Farm Resource Efficiency Programme (FREP) • LEADER. 	<ul style="list-style-type: none"> • REIP is open to start-ups, businesses which want to expand, and partner organisations with grants starting at £25,000. • FREP is a small capital grants programme to help farmers improve the overall economic performance of their holdings. • CWWW Programme established to fund range of projects supporting the visitor economy in rural and coastal areas.
Rural Growth Network	Based loosely on the Enterprise Zone model and aimed at encouraging sustainable rural economic growth in areas forming settlements with populations of less than 10,000 people.	The North Bank Partnership is working with the York North Yorkshire and East Riding LEP on a bid to establish small 'enterprise hubs'. Potential for involvement of educational institutions and major landowners (charitable or private).
Sustainable Transport Fund (STF)	STF enables the delivery by local transport authorities of measures that support economic growth whilst reducing carbon. DfT plans to make £560m (capital and revenue) available until 2014-15.	A £1.8m scheme for Goole town centre to complement the access road to Capitol Park and the Goole Renaissance Plan has been approved. DfT will contribute £0.94m, with ERYC funding the remainder through internal and external sources.

Funding Source	Principles	Potential Application within the Strategy
Tax Increment Finance (TIF)	TIF enables local authorities to pay for development and infrastructure by securing finance for the proposed development against the projected uplift in business rates.	<p>TIF plans will need to ensure that they do not advantage any local companies in such a way that would constitute unlawful state aid, i.e. by distorting trade or competition.</p> <p>They will also need to be designed to secure a genuine sustainable increase in business rates within the boundary of the TIF rather than simply displacement of business from (nearby) areas.</p>
Transnational Funding	Significant EU funding is available for projects working in partnership with other EU countries. Examples include INTERREG; Life+; Intelligent Energy Europe; Culture etc.	<p>An ongoing project through INTERREG IVC, VERSO, aims to support volunteering as a route into employment.</p> <p>Further projects supporting market towns and developing the visitor economy might be appropriate for the 2014-2020 programme.</p>

- 10.5.4 The Economic Development Review Panel (see section 2.3) also recommended “that consideration be given to replicating the Council’s Bridlington Regeneration Reserve model by the development of a general regeneration reserve that will assist in part funding East Riding’s regeneration programmes”.
- 10.5.5 The scale of regeneration in Bridlington has been possible because it has a ringfenced Regeneration Reserve, which was originally established to support the Marina proposals but has since been used to secure European, Yorkshire Forward and DCMS Sea Change funding.
- 10.5.6 Beyond that, there is no additional prioritisation given to Category I (see section 9.6) or the other regeneration priority areas in the Council’s Capital Programme. The Review Panel also recommended that they would like to see a similar ‘fund’ established for other areas in order to avoid conflicting priorities.
- 10.5.7 It has often proved difficult to align capital programme funding with external funding and, with external funding opportunities becoming even more dispersed, it is, therefore, important to avoid conflicting priorities.
- 10.5.8 Other external funding opportunities may arise during the course of Economic Strategy delivery. The Council will need to utilise its External Funding Strategy to respond effectively to new funding opportunities, particularly given the emphasis on competitive funding and the growing importance of the LEPs in governing funding streams for regeneration and economic development.
- 10.5.9 The External Funding Strategy will be revised during 2012-2013 to reflect the changing funding picture and prepare for the 2014-2020 EU funding programme.

10.6 Key Performance Indicators (KPIs)

- 10.6.1 Economic Development Strategies are often complex and multi-faceted and there can be a temptation to collect large quantities of data across all domains in order to report on progress. This, however, runs the risk of diluting the monitoring process and creating a cumbersome, data-driven approach which can lose sight of the core strategic outcomes being pursued.

10.6.2 The characteristics of KPIs should include:

- Relevance to objectives and outcomes – clear reference back to a strategic outcome specified in the strategy;
- Relevance to stakeholders – recognised value to stakeholders in understanding performance on the adopted indicator;
- Measurability – capable of being measured at regular intervals through either published secondary data sources or programmed collection of primary data.

10.6.3 In order to identify benchmarks it is preferable for the majority of indicators to be based on national data sets which can then allow comparative assessment of the East Riding economy against national or comparator local authority area performance, as well as time series comparisons for the East Riding itself.

10.6.4 The East Riding Economic Development Strategy has set clear ambitions in terms of the scale and pace of economic development delivery. Given the more focused and targeted approach being promoted through this strategy; it is proposed that the mechanisms for monitoring and measuring performance should similarly reflect a more streamlined approach.

10.6.5 Section 6 of this document proposed the following strategic components around which to frame this Strategy:

Economic Development Strategic Framework

Connected Hinterland	Specialised Economy - towards a green alternative	Quality Locations
To build upon the East Riding's role as a partner for growth with surrounding areas, developing its unique strengths to complement and add value to adjoining economic centres	Targeted intervention to support industrial sectors and businesses with potential for growth and those vulnerable due to current economic climate	To emphasise the most distinctive spatial areas and assets with potential for sustainable growth, whilst building the resilience of other areas
Growth Priorities P1: Cross boundary policy P2: Skills for growth	Growth Priorities P5: Support key growth sectors	Growth Priorities P8: Enhance specialist economic infrastructure P9: Develop visitor assets
Resilience Priorities P3: More resilient workforce	Resilience Priorities P6: Support businesses to respond to market change	Resilience Priorities P10: Priority Regeneration areas
Growth & Resilience Priorities P4: Connectivity infrastructure	Growth & Resilience Priorities P7: Foster enterprise culture	Resilience Priorities P11: Targeted support for smaller rural and coastal communities

10.6.6 Accepting these priority actions, the performance framework and KPIs should allow progress across these growth and resilience priorities to be monitored alongside a snapshot of the East Riding’s overall economic performance.

10.6.7 In addition, the framework should align with the identified outcomes of the Economy Action Group and thus feed into the wider performance framework for the Local Strategic Partnership.

10.6.8 At this stage the projects that will flow from the priorities set out above have still to be identified and these will be collated during the consultation phase to form the 2012-2015 action plan. These individual projects may also have their own performance frameworks which could introduce a wide range of ‘Project Level Indicators’ to be measured in the longer term.

10.6.9 The focus, however, at the moment will be on performance at the strategy not project level, seeking to identify a set of Key Performance Indicators which go the heart of this strategy’s aims and objectives for the East Riding economy.

10.7 Headline ‘Area Economic Performance’ KPIs

10.7.1 The following set of headline KPIs are suggested against which to measure overall competitiveness and progress of the East Riding local economy over the course of the next few years:

Figure 12: Headline Area Economic Performance KPIs

Headline KPI	Rationale	Data Source
GVA and GVA per head	Measure of area competitiveness	ONS GVA statistics
Economic activity rates	Measure of local economic efficiency	ONS Annual Population Survey / Labour Force Survey
VAT registrations per 10,000 population	Measure of local entrepreneurship	NOMIS
Educational attainment to NVQ2 and NVQ4	Measure of labour market readiness and quality	ONS Annual Population Survey / Labour Force Survey

10.7.2 These indicators can be readily measured from published sources and compared against national or regional benchmarks. Trends in performance can, therefore, also be derived. In combination, these headline indicators provide a framework for monitoring and reporting on the progress of the economy and identifying strategic issues that may warrant particular policy responses.

10.8 Supplementary ‘Strategy Performance’ KPIs

10.8.1 Alongside the ‘headline’ KPIs, this strategy is advocating that a supplementary set of KPIs should be also considered, directly linked to the priorities identified in the strategic framework.

10.8.2 A range of KPIs have been identified against which to measure progress across the 12 growth and resilience priorities. Whilst it may not be possible to effectively measure progress on all of these priorities, *figure 13* sets out some suggested measures for inclusion in a Performance Framework.

Figure 13: Supplementary Strategy Performance Indicators

Priority Action	Possible KPIs	Source
P1. Cross boundary policy	No. of East Riding collaborative initiatives with adjoining authorities	Bespoke survey
	No. of East Riding businesses with trading links in adjoining LEP areas	
P2. Skills for growth P3. More resilient workforce	Proportion of working age population qualified to at least NVQ level 3 or above	ONS Annual Population Survey / Labour Force Survey
	Average residence based weekly earnings	
P4. Connectivity Infrastructure	Gross & net in- and out-commuting to and from the East Riding	Census
	Business perceptions of East Riding's connectivity	Bespoke survey
	No of businesses with access to superfast broadband	
P5. Support key growth sectors	Level of East Riding employment in target 'growth' sectors	ABI / BRES
	Employment growth in SMEs across the East Riding	
	Innovation ranking of the East Riding	Huggins Competitiveness Index
P6. Support businesses to respond to market change	Level of East Riding employment in target 'resilience' sectors	ABI / BRES
P7. Foster enterprise culture	Rate of employment development land take-up in priority locations	Planning and development monitoring
	Rates income from commercial property	Rating data
P8. Enhanced specialist economic infrastructure	Value / volume of trade through East Riding ports	DfT Port statistics
P.9 Develop visitor assets	No. of day and overnight visits to the East Riding	Survey returns
	No. of bed spaces in the East Riding	
	Proportion of tourism enterprises participating in quality accreditation schemes	
P.10 Priority Regeneration areas P.11 Rural areas P.12 Coastal communities	Decrease the number of SOAs in the East Riding that are ranked less than 10,000 according to the overall IMD	Index of Multiple Deprivation
	Value of external funding attracted into the East Riding	GRANTtracker

APPENDICES

Current status of key delivery partners for the 2007-2011 Strategy

The organisations stated in as key delivery partners in the 2007-2011 Economic Development Strategy were:

- 1) National Organisations whom either operated at a national level or about whom decisions are taken directly at a national level,
- 2) Regional Organisations who either set regional strategy or are concerned directly with delivery at a regional level and
- 3) Sub-regional Organisations whom in the case of ourselves in the East Riding are organisation concerned with strategy and delivery at a Humber level.

Baseline Position

The 'map' of organisations which were operating in 2007 during the preparation of the Economic Development Strategy and the level at which they were operating, can be seen below.

National Organisations	Regional Organisations	Sub-Regional Organisations
Learning & Skills Council / Connexions	Regional Assembly	Humber Economic Partnership
UFI Learndirect	Government Office Yorkshire & Humber	Hull Citybuild
Jobcentre Plus &	Yorkshire Forward	FoLDA – Third Sector Organisations
Department of Work and Pensions	Homes & Communities Agency	
	Business Link Humber	
	Yorkshire Tourist Board	

National Organisations

Learning & Skills Council – The abolition of the Learning & Skills Council was announced in March 2008 with its functions being replaced by two new organisations, *The Skills Funding Agency (SFA)* and the *Young Peoples Learning Agency (YPLA)*, with Local Authorities taking on additional responsibilities:

- From April 2009, the Skills Funding Agency assumed the role of funding and regulating Adult Further Education (FE) and skills training in England.
- In May 2010 the Government announced its intention to close the Young People's Learning Agency as part of its wider education reforms with responsibilities transferring to the Education Funding Agency (EFA) on 1st April 2012. The EFA will be responsible for the operation of the education capital and revenue funding system and the delivery of capital programmes. Responsibility for the development of education funding policy will rest with the relevant policy directorates within the Department for Education.

- Local Authorities for their part took on the role of identifying and commissioning suitable 16-19 provision in their area and also managing their local Connexions careers support for young people.

UFI Learn direct – Still operating at a national level currently funded by Skills Funding Agency. Due to cost savings required by the comprehensive spending review, UFI have sought to contract with a smaller number of larger operators and this has had an impact upon reducing the number of Learndirect centres delivering skills development (including the closure of the Beverley Centre).

Jobcentre Plus – Still operating, and in conjunction with DWP responsible for implementation of welfare reform. These reforms resulted in the Work Programme through which all welfare to work funding has been funnelled. This programme is being delivered by large 'Prime' contractors who may sub contract work to local delivery organisations if they feel they need assistance to meet the targets laid down by government. The net result of this is that many third sector organisations who previously had local deliver contracts with Jobcentre Plus have lost contracts through this process. Jobcentre Plus have an expanded role in identifying employers' skills needs and responding to large-scale redundancies.

Marine Management Organisation- The MMO is a new organisation which is intended to deliver a cohesive approach to strategy and delivery of the seas around UK. Its roles include delivering a new marine planning system, a new marine licensing system and overseeing maritime emergency planning. The MMO also will manage European grants which pertain to marine areas such as the European Fisheries Fund Axis 4 FLAG programme.

Regional Organisations

Regional Assembly/ Local Government Yorkshire & Humber - The Yorkshire & Humber Regional Assembly was abolished in March 2009 with its functions transferred to Local Government Yorkshire & Humber. However in June 2010, the coalition government announced plans to cease funding the LGYH and to remove their statutory functions. It was indicated that this organisation might continue as voluntary associations of council leaders.

Government Office Yorkshire & Humber - The abolition of the Government Offices was announced in the Coalition Government's Comprehensive Spending Review in October 2010. It was stated at that time that 'The Government Office Network will therefore close no later than the end of March 2011. Functions undertaken by the Government Office Network are now in the process of being wound down, with the exception of a small number which may transfer elsewhere.'

In the Yorkshire and Humber area, functions which remain are now delivered by the *Local Defra* offices (who will manage the Rural Development Programme for England funding) and the new *BIS Local* offices, who are intended to support key businesses and the emergent Local Enterprise Partnerships.

Yorkshire Forward – It was announced that regional development agencies were to be abolished as part of the Localism Bill in June 2010. The function of promoting economic development has been moved from a regional level to a sub regional level through Local Enterprise Partnerships. Management of the European Regional Development Fund (ERDF) has been transferred to the local Department of Communities & Local Government Office.

Business Link Humber – Business Link has been through a number of changes in the period between 2007 and 2011. It was restructured and renamed Business Link Yorkshire in 2008 and finally after the abolition of the Regional Development Agencies, it dropped any local signifier and is now known purely as Business Link. During this period the government’s vehicle for providing business support has moved away from ‘I to I’ advice to a ‘I to many’ approach, delivered increasingly at a national level. Currently Business Link operates as a web-only resource for business with the face to face approach having been phased-out all together.

Yorkshire Tourist Board- Yorkshire Tourist Board came under the funding of Yorkshire Forward in 2008 and was rebranded Welcome to Yorkshire. YF has provided £10m of support to Welcome to Yorkshire each year between 2008 and 2011. With the abolition of YF, this funding ends in 2012 at which point Welcome to Yorkshire will be required to become self financing. The model Welcome to Yorkshire has put in place is to focus on membership to sustain its operations.

Homes & Communities Agency – was established under the previous Government in 2007 as a result of a merger of the Housing Corporation and English Partnerships. The Agency had adopted a regional structure, especially in its involvement in Housing Market Renewal Initiative, the housing renewal pathfinders and the Kickstart Programme, designed to stimulate the economy through investment in social housing. The election of the coalition government and associated austerity measures have seen these programmes end and it as announced in June 2010 that the HCA would be retained but become ‘smaller, more strategic - with the HCA's functions being delivered under local leadership.’

Sub-Regional Organisations

Humber Economic Partnership - The Humber Economic Partnership Board made the decision that the company would cease operations by 31st March 2011. This decision was made after the core funding organisations, East Riding of Yorkshire Council, Hull City Council, North East Lincolnshire Council and North Lincolnshire Council, concluded that they were unable to fund HEP after March 2011.

Hull Citybuild – Hull Citybuild, the economic development company for the city, was refreshed and rebranded Hull Forward in 2008. However in June 2010 it was announced that due to the public sector austerity measures, no funding for the running of the company from Yorkshire Forward, Homes & Communities Agency and Hull City Council was available beyond the 30 September 2010 and hence it would cease operation by the end of that calendar year.

Federation of Local Development Agencies (FoLDA) – FoLDA is a forum for the local third sector infrastructure organisations in the Humber sub-region, covering the East Riding of Yorkshire, Kingston Upon Hull, North Lincolnshire and North East Lincolnshire, with a vision of support needs of the voluntary sector in the Humber sub-region and thereby contribute to its success. FoLDA members, such as ERVAS and Humber and Worlds Rural Community Council, have been adversely effected by the changes in delivery of welfare to work programmes as outlined above.

As a result of the changes outlined above the current organisational landscape which the East Riding operates within, can be seen below:

National Organisations	Regional Organisations	Sub-Regional Organisations
Skills Funding Agency	BIS Local (Department for Business Innovation & Skills)	Humber Local Enterprise Partnership
Education Funding Agency	Local DEFRA (Department for Environment, Food & Rural Affairs)	York, North Yorkshire & East Riding Local Enterprise Partnership
Jobcentre Plus & Department of Work and Pensions	Local DCLG (Department for Communities & Local Government)	FoLDA – Third Sector Organisations
Marine Management Organisation	Welcome to Yorkshire	Visit Hull and East Yorkshire (VHEY)
Homes & Communities Agency		
Business Link		
UFI Learndirect		

KSA I: Encourage Business Competitiveness, Innovation and Environmental Stewardship, focusing on key sectors and clusters

Objectives:	Develop key 'driver' clusters and strengthen supply chains
	Raise the aspirations of indigenous businesses and the image of the area as having a thriving business culture, thereby raising the level of international trade
	Facilitate a range of business premises and site options that meet the needs of growth sectors and the local business base
	Foster innovation and investment in new products and processes through, for example, business / Higher Education links
	Enable and encourage sustainable business practices, particularly contributing to 45+ waste management and regional CO₂ reduction targets
	Continue to deliver the Better Deal for Business agenda by further streamlining and better targeting of business support mechanisms and products
Identified Partners	arvato; BAe; BITC; BLH; Bridgeland Ltd; CoC; CoT; DTI; EAC; Envirowise; ERYC and other Humber LAs; GOYH; HCB; HEP; JCP; LSP; NISP; RP; SE; UoH; YC; YF; Private Sector; Individual Trade Associations; Renaissance Partnerships; site owners / developers
Progress Achieved	A Business Development Centre was established in accordance with the PPP contract with arvato and 136 fte jobs were created.
	The business services team have continued to provide a small team of advisors who help to deliver specific smaller-scale actions and interventions to increase entrepreneurial activity, facilitating local networks, and interconnectivity between activities to maximise the business opportunities. This also includes the agricultural network development, rural social enterprise development and the local food network, which are funded through CWWW Leader.
	A case study on the Rural Humber was included in the 'Creative Industries Driving New Rural Economies' report (Aug 07) and a feasibility study for an East Riding Arts Business Centre completed (Aug 08).
	The Council produced an East Riding Gold Events Guide to highlight a number of sporting, cultural, educational and community activities on for residents to access throughout the whole of 2012 linked to Olympic & Paralympic Games.
	The council and other cultural partners have also been involved in the imove programme. Inspired by the London 2012 Olympic and Paralympic Games, imove is Yorkshire's cultural programme for London 2012. It is a celebration of human movement, which is being delivered by some of the most exciting artists working in Yorkshire, Humberside and North Lincolnshire. Part of imove, Wingbeats explores how flying is the ultimate freedom of movement. The project explores flight in all its forms, from the beavies of birds at Bempton and Flamborough Head to the inspirational story of Amy Johnson, Yorkshire's own aviatrix. The council also supported the delivery of 'Games in the Park' in Beverley, which, as part of imove, was a free day of songs and musical games for all the family led by the National Centre for Early Music (MCEM). The event also marked the NCEM's Silver Jubilee and coincided with the Beverley and East Riding Early Music Festival.
	The World Trade Centre was established in Island Wharf and fully operational by July 2008. A private sector consortium took over the running of World Trade Centre Hull & Humber from 1 December 2010 (after Hull Forward ceased operations) and the WTC moved location to 48 Queen Street. It continues to offer a host of services, from dealing with investment and trade enquiries from all over the globe to providing expert assistance to regional businesses with specific requirements.
	ERYC established a Broadband website to help gather evidence to show how current broadband provision is working locally for both businesses and individuals: http://broadband.eastriding.gov.uk/

KSA I: Encourage Business Competitiveness, Innovation and Environmental Stewardship, focusing on key sectors and clusters

Progress Achieved cont.	By December 2011, the Humber had generated 7 ERDF projects at the contracted stage, two in Priority 2 and five in Priority 3, plus the Humber TA project under Priority 5. Of these contracted projects, 5 were from Hull and two from North East Lincolnshire. In addition, partners from within the Humber were involved in regional projects e.g. enterprise and incubation; and graduate entrepreneurship.
	The Employment Land Review Stage 2 report was completed for ERYC by GVA Grimley in July 2007. A partial update was undertaken in 2009 to consider the demand and need for office development in Haltemprice and Beverley - this also assisted in informing the development of the LDF and as a material consideration in planning applications. A further update was undertaken in 2011 to support the Core Strategy: Further Consultation document - this considered the likely employment land requirements to 2028.
	Whilst the Employment Land Review states that the majority of employment land required for the future growth will be met by the M62/A63 corridor, it recognised the vitally important role local business parks play in supporting the wider East Riding economy. Due to this, the Inward Investment team has worked with site owners and developers to ensure an ongoing supply of employment land is available to serve the local market. An example of this would be the work put in to open up Broadhelm Business Park which required a new roundabout at Hodsow Lane. Funding was secured to the tune of £1.4m and this opened up 22 acres adjacent to the A1079 which is the other strategic transport corridor in the East Riding.
	Following extensive refurbishment to the 'old flying club', Brough Business Centre opened in July 2008 providing 29 units (ranging from 165ft ² to 711ft ²), suitable to new and medium enterprises with an emphasis on the advanced engineering and high growth sectors. The centre also has several meeting areas complete with WiFi and Video conferencing.
	Work to develop an innovation hub at Brough Business centre has resulted in a link up with NAMTEC, Sheffield, in which a regular newsletter is circulated to all tenants along with invitations for the monthly network meetings.
	The Design Enterprise Centre continues to operate as part of the EII (Engineering Innovation Institute) - a group of technology solutions providers - on the Newlands Science Park at the University of Hull.
	ERYC's Sustainable Development section supported the Humber Environment Network to the end of March 2008 when its funding ended. It brought together SMEs to offer information, advice etc. This support activity has now been continued through 'Investors in the Environment', a not for profit environmental accreditation scheme, managed by the Yorkshire Energy Partnership.
	The Humber Social Enterprise network was formed to assist new and established social enterprises to share best practice and develop further. The group is supported by CERT Ltd who co-ordinate its meetings and act as a facilitator for the social enterprise in the Humber information group.
	The Humber Rural Partnership completed a trial looking at the development of local markets for energy crops. The project supported the installation of a wood-fuel replacement boiler at a primary school, combined with the negotiation of local supply agreements with farmers growing short rotation coppice willow thereby contributing to reducing carbon emissions and supporting the rural economy.
	Evolutive is an internet based CRM and property management platform that has been utilised by the Inward Investment Team for a number of years to manage enquiries and their comprehensive property database. The system is very flexible and has, subsequently, been customised through a series of internal working groups in order to be rolled out to the rest of Business Investment Services and Education Business Partnership to promote more joined up working.

KSA I: Encourage Business Competitiveness, Innovation and Environmental Stewardship, focusing on key sectors and clusters

Actions Not Progressed & Outstanding Issues	The Better Deal for Business agenda was administered by Business Link and its success was dependent on defrayed spend and narrow criteria. The alignment of the Business Support Simplification programme and the creation of the Business Link Yorkshire entity began in 2008 but closed in November 2011, with Business Link activity moving to a national web-only service.
	The development of a Creative Business Network has been promoted in the new East Riding Cultural Strategy 2011-2015. However, connectivity is currently a significant barrier to overcome for this project. A task group, led by leisure, tourism and culture policy team, has been formed to review progress to date and identify the next actions. The creative and digital new media industries are also a target sector for the current ERDF programme.
	The mid term evaluation of the 2007 Yorkshire & Humber ERDF Operational Programme was completed and recognised that 67% of the Programme had been committed. There are still significant levels of funding available, particularly in Priority 1 (Promoting innovation and R&D) and Priority 2 (Supporting and stimulating successful enterprise).
	<p>There are 26 projects from within the Humber which have submitted outline applications, some proceeding to full applications:</p> <ul style="list-style-type: none"> • Hull Energy Works under P1 and a Major Project Application. • 16 in Priority 2, 10 being capital sites/premises projects, 4 being capital projects involving flood protection/drainage works and one business support project. Of these, 7 are in Hull, 6 are in the East Riding, 1 in North Lincolnshire and 1 is sub-regional. • 9 under Priority 3, 4 being from Hull, 1 in the East Riding and 4 from North East Lincolnshire. <p>In addition to these, the University of Hull is developing a project under Priority 1 relating to offshore renewable energy business support and a separate project from ERYC for a scheme at the Humber Bridgehead is in preparation.</p>
	A Government funded scheme was established in 2011, following on from a pilot project to roll out superfast broadband to rural properties and businesses in England and Scotland. The total pot is nearly £363m, with £8.540m provisional allocation to the Humber, to cover 365,075 premises. ERYC will submit an ERDF bid to match eligible BDUK funding to a targeted call in May-12.
	ERYC's Asset Strategy department are currently undertaking a review of all the Council's 'Commercial leased out estate' (including the network of Business Centres) and a summary conclusion is awaited.
	Due to demise of YF, funding support was no longer available for the development of Keyingham Business Centre (although planning permission was granted). Following the recent approval of the Humber Enterprise Zone, ERYC may seek to locate a new business centre within this area.
	Development has continued on the ERGO proposal to create a high quality innovation centre (2800m2 floor space) on a nationally prestigious 50 acre development site adjacent to the Humber Bridge. It will focus on research & development and specialist research (led by the University of Hull) with on site business advice (ERYC). The centre will also include cafe and will aim for a "very good" BREEAM rating. Working partnership group set up: Wykeland, ERYC, University of Hull and Aedas (appointed architects for overall Bridgehead development) to progress plans. Draft plans and ERDF application in progress.
	The target of promoting BL-branded services through Citizen Link activity suffered in a number of ways: the changes to the Business Link Structure greatly impeded progress as did the reluctance of the client/adviser to use the Citizen Link system.
	ERYC participated in the HEP-led discussion and proposed 'business rehearsal' project which followed the well proven 'test-trading model' as part of the CRDP. Work did not progress beyond the EOI stage.

KSA 2: Foster a diverse, vibrant and inclusive enterprise culture

Objectives:	Engender positive attitudes towards enterprise, including programmes targeted at young people and in areas and social groups that have low levels of business formation
	Encourage new business formation in key 'driver' clusters and growth areas
	Develop opportunities for new businesses, including non-profit social enterprises, which contribute to environmental and social objectives
Identified Partners	BBC; BLH; CERT; CoC; CoT; Colleges; EBP; ERC; ERYC and other Humber LAs; ERVAS; HEP; Hull College; JCP; MOD; NBF; NHS; RP; UoH; YE; YF; Prince's Trust; Private Sector; National Federation of Enterprise Agencies; Schools;
Progress Achieved	The emerging Business Link Yorkshire operation left gaps in 1-2-1 support, which was filled by ERYC business advisers. After protracted discussion with BLY, ERYC were contracted to deliver Enterprise Coaching in the East Riding.
	Up to 2011 the EBP team has ensured that secondary schools have received regular updates and information through direct emails to named Enterprise Co-ordinators. WRL and Enterprise network meetings with an employer engagement focus have ensured that enterprise skills development has been up to date and relevant for staff and pupils in school. Primary School engagement has been very successful in delivering WRL and Enterprise based activities to pupils in the East Riding. Programmes have been developed with employers and in many cases delivered jointly in the classroom.
	The New Deal for Self Employment programme ran from 3rd July 2007 to 27 September 2009. During this period 147 referrals were made from JCP and of these, 74 clients went on to Stage 1 with 46 clients having business plans approved. By the end of the programme, 34 clients went into self-employment with a further 4 clients finding a job. The Programme did prove somewhat difficult to administer, particularly with regard to delivering training over such a wide geographical area.
	During 2010-11, ERYC delivered an Enterprise Coaching scheme which covered the Bridlington, Goole, South East Holderness areas – 145 clients were actively engaged, resulting in 18 business starts.
	Following the demise of BLY from November 2011, ERYC was able to offer the following programmes for residents: 1. The New Enterprise Allowance Scheme, which is aimed at clients who have been unemployed between 6 & 12 months. 2. The Work Programme for the self employed aimed at clients who have been unemployed for more than 12 months. 3. The Regional Enterprise Programme which started on 1 October 2011. This programme basically matches most needs of ERYC's "core" group of clients and complements the New Horizons Programme.
	The business investment services team provided a range of services to local SME's, including supporting the promotion of local networks, events and achievements. Examples of this include the Bridlington Hotel & Guest House Association with the Wolds Expo and the Humber Chamber of Commerce with events like the Chamber Expo and Business Week. ERYC also directly promoted the achievements of SME's through the Chairman's Awards where the following SME's have won awards in the under 50 employees category during the 07-11 ED Strategy period: 2011 - Rocking Horse Shop Ltd (Fangfoss); 2010 Goole Biomass Pellet Plant; 2009 Language is Everything (Howden) & Privica Ltd (Market Weighton); 2008 Harman's On-site Services Ltd (South Cave); 2007 TAS Communications (Beverley).

KSA 2: Foster a diverse, vibrant and inclusive enterprise culture

Progress Achieved cont.	<p>ERYC published its Procurement Policy and Strategy in 2007, which has four key objectives: Leadership, Capacity and Standards; Partnership and Collaboration; Doing Business Electronically; Stimulating Markets and Achieving Community Benefits. One of its key aims is to deliver better value services to residents in the East Riding through the creation of sustainable partnerships between the Council and suppliers in the public, private, social enterprise and voluntary sectors for the delivery of services and carrying out of major projects.</p>
	<p>ERYC is using the Supplier and Contract Management System (SCMS) to provide advance notification of forthcoming tenders, details of current tenders, and contract award information. SCMS supports the use of electronic tendering, instead of the traditional paper based method and is, therefore, more environmentally friendly. All of the councils across the Yorkshire and Humber region are signed up to using SCMS - registration is free, and there are no annual subscriptions or document download fees to pay.</p>
Actions Not Progressed & Outstanding Issues	<p>The SIM Venture programme was promoted to schools and awareness raising sessions took place via the LSN networks. However only a few schools took up the opportunity.</p> <p>Clusters were identified in the East Riding area and these fell along traditional lines: Agriculture, Hospitality and Construction but help was targeted towards the renewable sector which emerged more overtly from 2008.</p> <p>The 'Growing Social Enterprise' project developed less than the targeted 25 businesses but did result in 20 well-grounded Social Enterprises being created.</p> <p>The Voluntary Sector Steering Group is currently developing a Voluntary and Community Sector (VCS) Strategy for the East Riding. The aim is to provide a framework for more effective partnership working between the VCS and the public and private sectors. Specific action areas are likely to be around capacity building for the sector, improving collaboration to improve service delivery and refreshing the East Riding Compact.</p>

KSA 3: Match workforce skills to business needs and remove barriers to employment and training for vulnerable/excluded households

Objectives:	Further develop mechanisms to enable employers to identify and invest in their workforce development needs and meet them with responsive, high-quality provision
	Increase access to learning for all adults through the Humber Skills Plan and the 19+ Strategy for Learning, prioritising deprived areas and disadvantaged groups
	Continue to raise levels of participation and attainment to prepare young people for the world of work through implementation of the 14-19 Strategy
	Develop an integrated range of Humber-wide measures to encourage graduate retention
	Develop a proactive approach to the demand for and supply of migrant workers, ensuring that risks, needs and opportunities are identified and addressed
	Reduce access barriers through the provision and targeting of quality childcare, public transport and other services through Local Area Partnerships
Identified Partners	BITC; BLH; Connexions; Colleges; EBP; ERYC; ERVAS; FoLDA; HE/FE Sector; HLC; HEIs; HEP; JCP; KuHCC; Learning Partnership; LSC; NHS; YF; Prince's Trust; Public Sector; Schools; 14-19 Executive Group; Sector Skills Council; Training Providers
Progress Achieved	The Hull & East Riding Strategic Workforce Group (HERSWG) was established to help connect businesses on key employment sites in the East Riding to a suitably skilled workforce. For example, this group played a key role in assisting Tesco with recruitment to 600 posts in their new distribution centre at Centre point in Goole.
	The Employment and Skills team delivered the Next Step project which assessed an individual's skills etc and provided access to further information relating to skills availability, location, cost etc in the area. Participants were signposted to other providers/services e.g. MIND if appropriate.
	The council has also been able to broaden access to IAG services through the Citizen Link, Libraries and Adult Education services. During the 2007-2011 Strategy, the Council supported the 'Aim Higher' programme (no longer in operation) whose key objective was to support young people into further education via non traditional route ways.
	In 2011, the employment and skills team successfully won a sub-contract from G4S to deliver the Work Programme in the East Riding. The Work Programme is a replacement for a series of programmes previously overseen by Jobcentre Plus (Pathways to Work, New Deal, Initial Steps, Employment Skills Vocational Routeway and Progress 2 Work) targeting support to the unemployed. Between 13/06/11 and 31/03/12, 1,273 new clients started on the programme, resulting in 139 clients maintaining sustainable work. However, referrals were below those anticipated when Programme contract was costed and this had a huge impact on finances. Due to challenges of delivering the Programme across a large rural area, the job outputs were also below target. The expected financial risks of running such a 'payments by results' model were, therefore, carefully reviewed by both G4S and the Council and the Shaw Trust subsequently too over the Council's delivery of the Programme as from 1 May 2012.
	The Council are continuing to deliver Work Choice in partnership with Shaw Trust to cover parts of the East Riding and utilise the team's extensive knowledge and skills built up over the past few years delivering the Workstep and Workprep programmes.

KSA 3: Match workforce skills to business needs and remove barriers to employment and training for vulnerable/excluded households

<p>Progress Achieved cont.</p>	<p>ERTS has continued to deliver a range of work related learning/ apprenticeships throughout the lifetime of the strategy. The ERTS apprenticeships programme has provided opportunities for people of any age including 1 day per week for formal training/qualifications e.g. NVQ. Apprenticeship places were provided by ERYC within business & administration and customer service roles.</p>
	<p>The ERTS 'Explore' programme worked with disengaged 16-18 year olds Not in Employment Education or Training (NEET) providing a 10 week programme of activities for 2 days per week with the aim of progressing into education. The follow on Foundation Learning programme provided a 16 week programme of activities for 4 days per week including key skills. Clients on the Foundation Learning programme are still NEET but not as disaffected as the Explore clients.</p>
	<p>EBP provided an important service linking education and business across the 4 Humber local authorities. They advised and supported education in delivering a work related curriculum that developed young people's skills, knowledge and attitudes for their future economic wellbeing, and provided a range of activities that enabled business to actively engage in the development of its future workforce.</p>
	<p>The Council developed a Foundation Degree course in Planning in partnership with Bishop Burton College which successfully trained two intakes of planners from the East Riding and surrounding local authorities. However, following the 2010 Comprehensive Spending review further funding resources have not been available to continue with the scheme.</p>
<p>Actions Not Progressed & Outstanding Issues</p>	<p>Changes in the scope of the Learning Partnership have resulted in a greater emphasis on the 14-19 age group, rather than the broader learning remit which was in place when the 2007-2011 strategy was developed. The terms of reference of the Humber LEP identifies a key role in for the LEP in producing a skills strategy especially in reference to the key sectors of Port & Logistics, Renewable Energy and Chemicals. This work is in its early stages of development.</p>
	<p>As part of the 2010 Comprehensive Spending review the funding used to support the activity of EBP was drastically cut. EBP are currently looking for alternative methods of sustaining their work. Securing external funding to continue this service is also one of the recommendations to emerge from the Council's overview and scrutiny committee review of the last ED Strategy.</p>

KSA 4: Continue to develop the Humber corridor as a global gateway to the UK by developing and marketing its ports, sites, infrastructure and workforce

Objectives:	Work with private developers to optimise the sustainability and economic impact of investments and to coordinate flood risk, housing, transport and skills development aspects
	Achieve further alignment/rationalisation of inward investment marketing and other support activity
	Support measures to improve road and rail access to the ports and to encourage modal shifts to more sustainable forms of transport
	Contribute to a long-term approach to ports development through a Humber Ports Development Plan
	Capture the visitor and environmental benefits of the Humber Bridge parklands and other environmental mitigation measures
Identified Partners	ABP; EA; ERYC; Goole Renaissance Partnership; HEP; HA; Hull Citybuild; Humber Bridge Board; Humber Community Rail Partnership; Humber INCA; JCP; KuHCC; MOD; Natural England; YF; Yorkshire Waterways Museum; Private Sector; Railtrack; site owners/developers;
Progress Achieved	A cohesive East Riding Business Promotion programme was developed to facilitate investment and business development, including marketing the strategic business sites and locations in the East Riding. The business investment services team promoted the area to business and commerce through the council's website (www.investeastriding.gov.uk) and investor brochures and worked closely with local partners such as Kingston Upon Hull City Council, World Trade Centre, Hull Forward, Hull Chemical Focus, land owners, property agents and planning agents. A proactive approach to pre-Planning Application dialogue was also developed by the inward investment team in partnership with the Council's development control team.
	ERYC supported local and regional partners' initiatives to raise the profile of the Humber as a business destination and develop export/trade activity promotion programme, including the promotion of strategic employment sites in the East Riding, as part of the Humber product. HEP, along with the 4 Humber local authorities also produced a Humber marketing toolkit. Other Humber activities included working with Humber Chemical Focus, CATCH (Centre for Assessment of Technical Competency) in Stallingborough and Humber Renewables Network.
	A new permanent car park to relieve Brough Rail Station parking issues was completed and opened summer 2007.
	Feasibility work for rail links to Glews Hollow, Melton and Saltend have been completed.
	Constructive joint consultation has been undertaken between ABP and Goole Renaissance on a range of objectives and strategic plans. ABP contributed fully to the development of the Goole Renaissance Masterplan and this had lead to an positive working relationship between the organisations, including ABP delivering objectives within the plan such as installation of variable messaging signage for the bridges within the port area. The Goole Conservation Plan has now been approved which also required careful joint working in between ABP and ERYC.
	The Council was awarded £1.2m Coastal Change Pathfinder funding (to March 2012) to develop and test innovative approaches to help vulnerable and isolated groups to adapt to the pressures caused by coastal change and to achieve a level of wellbeing and quality of life.
	In June 2011 the Shoreline Management Plan was signed off by Defra after being adopted by all partner authorities in February. The plan will now be disseminated to all relevant stakeholders and will be available in a number of different formats. The actions contained in the SMP2 Action Plan will be taken forward through existing SMP2 partnership groups and will be informed by the Council's best practice coastal monitoring programme. Progress will be reported through each authorities relevant reporting channels.

KSA 4: Continue to develop the Humber corridor as a global gateway to the UK by developing and marketing its ports, sites, infrastructure and workforce

	<p>Alongside the delivery of the SMP2 action plan a review will examine how Integrated Coastal Zone Management (ICZM) is delivered in the East Riding. This review will take into account lessons learnt during the delivery of the East Riding Coastal Change Pathfinder (Pathfinder) - part of the Pathfinder legacy will be the development of a Coastal Partnership to feed into the delivery of ICZM in the East Riding. The Partnership will also continue and expand the engagement with coastal communities which was a vital part of the Pathfinder project.</p>
	<p>The Council undertook a Masterplan approach for the wider development of the Humber Bridge Country Park - this project is linked to Bridgehead development to create a regionally important visitor destination (improved landscape and new visitor centre). The Masterplan was completed by Gillespies in March 2012 to incorporate a slope access and an upgrade to foreshore play area. An implementation plan now in development.</p>
<p>Actions Not Progressed & Outstanding Issues</p>	<p>Further opportunities to pool marketing, workforce recruitment and other resources to strengthen the Humber's presence as a business destination has been affected by the closure of HEP in March 2011. This activity is now envisaged to fall under the remit of the Humber LEP but is still in its early stages of development.</p>
	<p>Wider planning issues for the Brough area have been identified and will be addressed as part of the LDF.</p>
	<p>The private sector has purchased the Glews Hollow site and with support from ERYC's inward investment team is actively seeking an end user for the site which would trigger the development of this multi modal rail hub. A private sector developer has taken forward the Melton siding scheme but has of yet been unable to secure an end user and a funding gap still exists. The Saltend site is owned by ABP, and they have been seeking investment for the area which may result in a need for the site to be serviced by rail. A protected rail corridor exists on the current Saltend footprint.</p>
	<p>Work on the Humber Ports Development Plan was undertaken by HEP & ABP. This project has been affected by the closing of HEP in March 2011 and future coordination of this will now fall under the remit of the new Humber LEP.</p>
	<p>An action plan was agreed for the Oakhill Country Park development linked to Capitol Park Access Road. The Priority is to achieve public access to park and eventually create a visitor centre. The Friends of Oakhill (volcom organisation) have acquired charitable status and are currently exploring the potential of a renewables payback scheme for the site (wind turbine).</p>

KSA 5: Modernise rural delivery to promote economic development, agricultural diversification, sustainable land management and strong, sustainable rural communities

Objectives:	Further strengthen and refine rural development mechanisms to achieve economies of scale and greater impact
	Develop localised supply chains for food and non-food crops related to driver clusters and sectors
	Promote initiatives that encourage sustainable tourism and access to the countryside, including the ‘roll-back’ of businesses affected by coastal erosion
	Continue to develop an integrated and equitable approach to enabling villages to develop as vibrant, cohesive, sustainable communities
Identified Partners	BBC; BLH; British Waterways; DEFRA; EA; ERYC and other Humber LAs; FE/HE Institutions; HEP; Humber Rural Partnership; Humber Rural Pathfinder Board; HWRCC; KC; Local Access Forum; Natural England; YF; Renewable Energy Growers Ltd; VHEY; YTB
Progress Achieved	A sub-regional model for the governance and delivery of sustainable rural development was promoted through the Council's Rural Strategy and aspects delivered through the Humber Rural Access to Opportunities Programme. Unfortunately, due to funding constraints, YF withdraw the last year's funding for this Programme, so it was unable to meet its full objectives.
	Agricultural business support, which was developed through the Humber Rural Pathfinder Programme, has, during the period of this strategy, been mainstreamed into the Council's business services team with funding support from Leader CWWW Programme.
	The Local Food Network Project continues, with membership nearing 200. Interest in local food has developed over the period of the strategy and this project continues to be coordinated by the East Riding of Yorkshire Rural Partnership, in order to promote consumption of locally produced food.
	Work to develop rural tourism initiatives has seen great progress during 2007-2011, mainly through the LEADER CWWW programme and VHEY activities. The East Riding's tourism product has been developed with assistance from LEADER e.g. improvements to the RSPB reserve at Bempton; study work on the value of nature tourism in the East Riding by Yorkshire Wildlife Trust; work on developing an East Yorkshire Nature Tourism Triangle; and development of cycle tourism through the establishment of a Way Of The Roses route between Bridlington & Morecambe. VHEY has also undertaken a strong role in supporting the marketing of the Yorkshire Wolds and Cycle Tourism in the area and also through customer service training delivered via their ‘Yorkshire Passion’ training scheme to ensure local business people are able to act as successful advocates for tourism in the area.
	An analysis of the self catering holiday market in the East Riding was completed in 2008. This has consequently assisted tourism-related farm diversification. The Rural Enterprise Advisor (a post mainstreamed into the council's business services team during the 2007-2011) strategy has also been very effective in advising rural businesses on links between environmental stewardship and tourism related farm diversification.
	The Wheels to Work was established and continues to provide a moped loan scheme to help people aged 16 years or older, access jobs and training opportunities - it offers solutions to transport problems for people living or working in a rural location who are unable to access job or training opportunities due to constraints on utilising public transport.
	The Councils' forward planning team have continued to refine the LDF in light of the changing Government Policy.

Actions Not Progressed & Outstandin g Issues	<p>The coordination of business support activities through the Pathfinder Business Enterprise and Skills Theme Group was developed with BLH and their delivery priorities. The organisational change to BLY in 2008, led to a review of the new organisation's priorities and as a result, action towards this objective did not progress.</p>
	<p>In order to tackle fuel miles the Humber Access to Opportunities Programme developed 2 innovative multi modal public transport pilot projects for Driffield & Barton on Humber. These aimed to provide electronic journey planning advice to assist users in reducing the carbon footprint of their travel in these areas. Unfortunately the impact of these schemes was severely affected when the commencement of operations coincided with YF's decision to close the Access to Opportunities Programme early. This prevented any further progress.</p>
	<p>Some progress was made to develop mechanisms to link local SMEs and supply chains to the regional and sub-regional cluster teams, especially in the food sector with the regional food group. However due to the change of government and resultant change in the policy agenda the regional and sub regional structures are no longer supported.</p>

KSA 6: Continue to deliver the Bridlington regeneration strategy

Objectives:	Complete the delivery of Objective 2-funded programmes and projects by December 2008
	Develop and adopt an enabling framework through an Area Action Plan (AAP) for Bridlington and dedicated delivery mechanisms
	Progress the comprehensive development of Bridlington town centre and associated Marina proposals
	Continue to develop the branding and marketing of Bridlington, consistent with the developing Hull and East Yorkshire Destination Management Strategy
	Sustain an integrated approach to connecting communities to economic opportunity
Identified Partners	Bridlington Regeneration Partnership (comprising a wide range of Partner organisations); Bridlington Pact Board; Bridlington Harbour Commissioners; Lords Feoffees; ERC; ERYC; GOYH; JCP; LSC; RYCC; VHEY; YF; bus and coach operators; private developers and landowners
Progress Achieved	Bridlington Integrated Development Plan (IDP): All revenue projects under the Bridlington IDP programme completed and spend defrayed by March 2008. A small amount of grant (£4,250) was carried over into 2008/09 for the Opportunity Knocks project to enable all outputs to be collated and verified and a full evaluation of the 3-year project to be undertaken. Specific projects are detailed below.
	The Spa, Bridlington: completed and opened May 2008. Major elements of the redevelopment project included: a new main entrance and alterations to the South Marine Drive elevation; remodelling and redevelopment of the north end of the building with the construction of a two-storey conference suite; the addition of new glazed bays to the Promenade elevation; state of the art technology; and extensive repair and refurbishment of the 1930's Royal Hall ballroom and Edwardian Theatre.
	The Spa BEACH project (completed): to support the Spa Refurbishment project, a parallel project was developed to ensure that the business growth opportunities presented by the capital investments could be fully realised. The Spa Bridlington Events and Catering/Hospitality (BEACH) project, with assistance from Yorkshire Forward and European Regional Development Fund grant, provided additional staff for programming of events, technical event support, and also catering and functions, both leading up to the re-launch in May 2008, and for a period thereafter. The project also enabled an extensive marketing programme to be developed for the re-launch of the completed Refurbished Spa, and a series of high profile events, which attracted extensive media coverage. VHEY Coastal Product Development Plan was completed 2010 to continue this work, which included coastal branding and marketing activities.
	The Spa Gardens: completed in August 2010, the project improved the area surrounding The Spa, including Pembroke Gardens, Spa Promenade and South Promenade Embankments. The project attracted £3m grant from the DCMS Sea Change Programme, to improve cultural activity in seaside towns, particularly as part of wider regeneration. In addition £2.8m from YF, and £1.5m from the Council went into the project, to complement the previous investments in The Spa. The Spa Gardens outdoor events space has provided a third performance space, which is now managed by The Spa, and used for a wide range of activity and attractions.
	Business Improvements Grants Scheme (completed): processing of both the capital and revenue (marketing) grants were completed by February 2008. Overall 129 SMEs received business advice through the project with 65 SMEs receiving a capital grant and 47 SMEs receiving a revenue grant. Many tourism accommodation businesses upgraded their premises as a result of the project, against the context the Spa redevelopment project, and the future further development of conference and events business.

Progress Achieved cont.	<p>Urban Realm Improvements : A range of projects have been completed, including Spa Environs Phase I to complement the Spa re-opening, Chapel Street refurbishment, Crescent Gardens redevelopment, Queensgate and Dukes Park Enhancements, and minor public garden improvements. Most of the projects involved community planning, and public consultation on design options. The public consultation for the Chapel Street project was carried out jointly with Threadneedle Developments, to enable their building designs for the £2m extension of The Promenades Shopping Centre to be displayed together, due to both projects taking place at the same time.</p>
	<p>Key Centre (completed): the £1.25m flagship community project was officially opened in May 2006. The multi-purpose building provided multi-use community and learning space, including ICT facilities, and enabled an improved range of basic skills courses, and healthy eating and lifestyle activities. Additional funding from both ERDF and SSCF also enabled the construction of an adjacent crèche facility. The Crèche was specifically geared towards supporting training sessions for parents at the Key Centre, with a long term aim of returning to work, and the town centre location has addressed a gap in provision of quality childcare.</p>
	<p>Bridlington Area Action Plan (AAP): Following the Bridlington (AAP) Issues and Options Consultation in 2006, the Bridlington AAP First Preferred Options was subjected to public consultation in Autumn 2007. Taking account of changes to planning legislation and responses to the earlier consultation drafts, the Bridlington AAP Second Preferred Options was published in 2009. Having considered approx. 250 written responses from the earlier stages of consultation, the Publication AAP was completed in Autumn 2010 for public consultation, and submission to the Planning Inspectorate was made in April 2011. This process has ensured that the statutory requirements of the planning process have been fully met, and that potential risks have been managed effectively at each stage of the proceedings in the preparatory stages, prior to Public Examination.</p>
	<p>Supplementary Planning Document (SPD) and other supporting documents: The SPD was produced to complement Bridlington Publication AAP, and provide a greater level of design guidance, to ensure the required quality of building and urban design can be achieved within the planned developments, and went to public consultation with the Second Preferred Options AAP. There are currently a total of 159 documents in the Examination Library, which are required to support the Bridlington AAP, and provide appropriate evidence to support the development proposals. Together with the formal planning process, feasibility work for town centre scheme development has been progressed in parallel with Bridlington Publication AAP to ensure a deliverable scheme was presented at public examination.</p>
	<p>Harbour and Marina Improvements: Agreed layouts for Harbour and Marina improvements were included in Bridlington Publication AAP and the Harbour and Marina Business Plan was completed to inform the AAP planning inquiry in December 2011. Development of Harbour & Marina improvements which fall outside the immediate scope of the AAP will be programmed for delivery according to availability of funding.</p>
	<p>Strategic Site Assembly/Property Acquisition: Up to March 2012, 47 properties within the proposed Area Action Plan boundary had been acquired. The need for strategic site assembly was recommended at the earliest stage in the process, based on the Land Use Strategy for Bridlington town centre scheme development. The first phase of demolition (92-104 Hilderthorpe Road) was completed upon acquisition of the full block in April 2011. Several commercial properties have also been re-let/leased backed on short-term arrangements, which has enabled a range of new businesses to come into the area.</p>
	<p>Bridlington Integrated Transport Plan (ITP): Bridlington ITP successfully secured approx. £6m of DfT funding, to provide a range of transport improvements aimed at tackling congestion problems, and improving access into and around the town centre. Projects within the ITP included Bridlington Park and Ride (opened May 2010), new roundabouts on A165 and A614, major junction re-design at the main congestion location of Bessingby Road/Kingsgate, Variable Message Signs on three main A road approaches, and improved car parking</p>

	<p>management signage. Use of the P&R facility has increased with operation costs covered: between April – October 2011 35,279 cars used the facility resulting in revenue of £123,476. These figures represent a 30% increase in the number of cars using the facility from 2010.</p>
	<p>Relocation of Boat Launching: The municipal boat launch facilities at Belvedere South Cliff were relocated to Wilsthorpe South Shore, as part of the accommodation works to facilitate the Park & Ride project at South Cliff. This consolidates all boat launching to Wilsthorpe, and complements the existing Royal Yorkshire Yacht Club facilities at Blyth Park. Minor improvements to land based yachting facilities were completed, with assistance from YF, to improve water-sports events infrastructure.</p>
	<p>Conference and Events Hotel Accommodation: A hotel demand study was completed, to assess market capacity and interest, and to collate the evidence/ business case for an 80+ room hotel, which would be capable of supporting the growth of conference and events business at The Spa Bridlington. There is evidence to show that the venue is currently having to turn business away due to the town being unable to offer appropriate scale/quality hotel accommodation. Further progress with a development of this type has been restrained by a lack of an available site, pending the outcome of the Bridlington AAP Public Examination - however there have been several active enquiries from developers acting on behalf of major hotel chains.</p>
	<p>Sewerby Hall: The long term Masterplan for future management and development of the Sewerby Estate has seen several elements progressed. The Sewerby Access project, for restoration of the Country House was successful in securing Stage 1 Heritage Lottery Fund development grant, enabling Stage 2 submission to be completed during 2011, which was subsequently approved in Spring 2012 for £1m grant, towards the £2.6m total project cost. Other completed projects are the refurbishment of all four Lodges for self-contained holiday accommodation, and the re-modelling/refurbishment of the Playground. Having reached capacity within the current arrangements, feasibility on the future development and expansion of catering facilities has been undertaken, with options for funding, to complement the other estate developments.</p>
	<p>East Riding College: A completely new build project for replacement of East Riding College's St Mary's Walk site was completed in Autumn 2009. The project cost £17m, and has enabled several satellite units to be consolidated into one site, with increasing student numbers since the new facilities opened. East Riding College remain an active partner for local economic inclusion initiatives.</p>
	<p>Learning & Skills Delivery Strategy: This was established in December 2009 by local learning providers to improve skill levels and employment prospects of people in the Bridlington area. A new event was held for the first time in 2011, Careers 4 U was attended by over 800 people, including secondary schools from Bridlington, Hornsea, and Beverley.</p>
	<p>Bridlington Renaissance Partnership: the Partnership has continued to engage a range of key partners including Bridlington Tourism Association, Civic Society, Chamber of Commerce, Town Council, Bridlington Neighbourhood Policing Team, several private businesses.</p>
	<p>Advance Bridlington Neighbourhood Programme: this programme provide Safe and Stronger Communities Funding (SSCF) targeted at specific Super Output Areas (SOAs) in Bridlington town centre, which rank in the 3% most deprived on the Index of Multiple Deprivation (IMD). The programme provided succession to 'Pact' approach, which had previously been developed under the ERDF Objective 2 Programme, and was led by the community. Much of the work was carried to increase the capacity and give local people the opportunity to promote improvements to their neighbourhood. Initiatives included street surgeries and residents panel, small grants programme for Voluntary and Community Sector groups, environmental projects (new litter bins, street lighting, targeted cleaning, etc.), and improving local community services by pre-matching with end of programme ERDF Objective 2 Priority 3 funding.</p>

Actions Not Progressed & Outstanding Issues	<p>Carnaby Serviced Land: The capital project for new access road and services into the 12 acre industrial site was completed in 2007. The project was carried out in response to local demand for smaller plots, with services already provided into sites, ready for development of bespoke workspace. Unfortunately the uptake of the development plots has been affected by the economic downturn - however, the first site development has recently completed construction of a storage facility, and completion of a further plot for development is nearing completion. This will allow an established Bridlington business to move into larger purpose built facilities. Several other enquiries have been received, but have not progressed as yet.</p>
	<p>Bridlington Area Action Plan: The Bridlington AAP was submitted to the Planning Inspectorate in April 2011 and an Exploratory Meeting with Planning Inspector held in June 2011. Following a Pre-hearing Meeting in September, a 5-day Hearing was held at The Spa from 5th-8th December 2011. A further day's hearing was confirmed for 16 May 2012, with the Inspector's decision now not expected until July 2012.</p>
	<p>Harbour and Marina Improvements: Agreed layouts for Harbour and Marina improvements were included in Bridlington Publication AAP and the Harbour and Marina Business Plan was completed to inform the AAP planning inquiry in December 2011. Development of Harbour & Marina improvements which fall outside the immediate scope of the AAP will be programmed for delivery according to availability of funding.</p>

KSA 7: Develop and deliver urban and rural renaissance programmes based on complementary, long-term strategies that collectively enhance opportunities for residents and the area's competitiveness as a business and visitor destination

Objectives:	Continue to support the implementation of Hull's regeneration strategy
	Develop a City Region-level Transport Plan to encourage greater use of public transport and efficient, sustainable operations
	Prioritise Goole and South East Holderness regeneration, linking economic measures to neighbourhood renewal and community development
	Develop integrated and complementary strategic plans for the other main towns and their hinterlands and deliver key projects
	Develop an ambitious and long-term approach to cultural and tourism product development
Identified Partners	Beverley Renaissance Partnership; Driffield Renaissance Partnership; ERYC; Gateway HMR Pathfinder; Goole Renaissance Partnership; GOYH; HEP; Hornsea Area Renaissance Partnership; Howdenshire Forward; Hull Citybuild; KuHCC; NEL; NLC; VHEY; Weighton Area Renaissance Partnership; Withernsea and Southern Holderness Renaissance Partnership; Wolds Tourism Partnership; YF; Yorkshire Wildlife Trust; YTB; bus operators; Carplus Trust; Construction Industry Training Board; gas and energy companies; Housing Developers; Humber Construction Partners
Progress Achieved	Throughout the lifetime of the 2007-2011 Strategy, ERYC has continued to develop the Local Development Framework (now the East Riding Local Plan), and has advocated development in line with employment land allocations in the Joint Structure Plan.
	The St Stephens Centre development was opened 2007 providing 52,000m ² of retail floorspace.
	Under LTP3 the Government approved funding in November 2011 for a £10m scheme (to which ERYC will contribute £2.3m) to improve the A164 Beverley to Humber Bridge Corridor, which carries 35,000 cars per day. As well as the construction of a dual carriageway between Willerby and Cottingham, the scheme will see four roundabouts reconfigured and the provision of pedestrian and cycling facilities. Work commenced in April 2012 and is due for completion by April 2013.
	In December 2011 the Government also approved funding for the Beverley Integrated Transport Plan (£20.7m DfT contribution towards a total cost of £27.3m). The scheme will include construction of 1.8 mile single carriageway road, a bridge over the Hull-Beverley rail line and improvements to roundabouts.
	The Hull & Humber Ports City Region Transport Board was formed in 2008 and informed development of Transport Strategy in the area up until March 2011 when it ceased operation in line with the move away from regional structures.
	The Goole Urban Renaissance Masterplan was completed in 2010 and launched the town's brand – 'Haven of Opportunity'. A number of other projects have also been delivered in partnership which include 'Junction' Goole's £3m Cultural and Civic Centre' opened in November 2009; Three new 'Welcome to Goole' signs which were delivered in July 2011; The submission of a Sustainable Transport Fund bid to DfT; Feasibility studies for Oakhill Park, Post 16 learning provision, business premises supply, Wesley Square urban realm improvements and Goole Sports Village. Vermuyden school has been transformed into Goole High School following a £15m investment. Goole in Bloom, Goole Farmers Markets, a Business in Goole Forum and a Town Team have been established. Showcase Goole events have been delivered to promote the town and the opportunities available to both local people and investors and Goole Beach Day was facilitated to 'reach communities and boost local economic activity.

Withernsea and South East Holderness Renaissance Strategy underwent public consultation in 2011 and was subsequently approved by the Renaissance Partnership. Withernsea Town Council secured a public works board loan to buy Remars pub and has submitted a lottery bid to help fund its redevelopment into a community building, the Meridian Centre. Improvements to the Commercial Fishing Compound are due for completion in 2013, 50% funding has been secured for a new slipway and a scheme for improving the pedestrian experience in the central core of the town has been drawn up with completion due in 2013.

Beverley Town Plan was completed in March 2011 and following public consultation was endorsed by the Beverley Renaissance Partnership. A number of projects have been delivered in including: Wednesday Market, Toll Gavel, Butcher Row refurbishment work; improvements to a number of the passages linking the town centre to adjoining streets (the Lanes project) and the interpretative Elwell Trail, a refurbishment scheme for the North Bar area has been drawn up for completion in 2012 and a lighting scheme for the Bar delivered as part of the North Bar 600 celebrations event; a refurbishment plan for the Memorial Hall has been drawn up for completion in 2012.

Hornsea Masterplan was completed and adopted by the Renaissance Partnership in 2008. projects delivered include: the Conservation Area Partnership scheme funded by English Heritage Yorkshire Forward and ERYC, to improve the historic features of buildings in the conservation area – 20 businesses received grants totalling over £400K with over £300K match funding brought in and further investment by the businesses on non eligible improvement works totally over £1m; heritage interpretation projects (Glacial Erratic, Southorpe deserted medieval village); the award winning Trans Pennine Trail Hornsea Gateway scheme; improvements to signage; introduction of a food festival to the Carnival offer. The Town centre banners and Distance Marker projects were developed for delivery in 2012. The Seafront Investment Development Plan and viability study, setting out a long term plan for the redevelopment of the whole of the mile long seafront was completed in 2010. The Hornsea multi purpose centre (project incorporating a replacement for the dilapidated Floral Hall) was developed to RIBA stage D and some external funding secured but a large shortfall remained.

Projects delivered from the Driffield Renaissance Plan, include town centre marketing initiatives such as Driffield Thursdays, Driffield Shopping Guide, marketing art work and the town trail; small public realm improvement works such as Station Gardens (a commended project in the 2010 regional Market Town awards), Market Walk, additional pedestrian signage ; a Concept Statement for the Riverhead area that sets out a vision for the development and use of the area; events to celebrate the centenary of the Great Flood and death of the archaeologist J.R. Mortimer. A tourism point has been established in the Town Council offices and ambitious plans have been drawn up for a £2m events centre built of straw bales at Driffield Showground.

The East Riding Waterways Partnership, Driffield Renaissance Partnership and LEADER CWWW to continue to promote the development of the Driffield Navigation/River Hull to increase its economic contribution to the local economy. The Pocklington Canal Feasibility Study has progressed positively and will be used as the basis for a £1m bid to HLF to develop the waterway as a catalyst for economic, social and environmental regeneration. Work has also been undertaken with local groups on the River Hertford, River Derwent and River Aire. The Waterways Partnership received a national Waterways Renaissance award in 2011 for its partnership approach and also a commendation in the 'innovation' category.

Yorkshire Wildlife Trust made considerable progress on the East Yorkshire Tourism Triangle project with support from LEADER CWWW. Phase I of this project has undertaken an economic appraisal of nature tourism in the East Riding and recommended that subsequent phases expand the project to encompass a co-ordinated plan of nature tourism development stretching from Filey Bay to Spurn Point.

	VHEY produced a full business plan on an annual basis which identified priorities for tourism product development. Wolds product development plan, Coastal product development plan. In the period of this strategy this has included delivery on the Wilberforce Centenary including development of a Wilberforce Trail between Hull & Pocklington, cycle tourism including development of the Way of the Roses Cycle route and marketing of the Wolds as tourism location. The development of a tourism strategy will be a key objective for VHEY during 2012-2013.
Actions Not Progressed & Outstanding Issues	Initial discussions of transport professionals deemed a Passenger Transport Executive for area unfeasible. It was not, therefore, progressed.
	Prioritisation of other key development sites in Goole has been delayed by EA's Strategic Flood Risk assessment and its implication for the East Riding's Local Development Framework.
	East Riding of Yorkshire Council Capital Programme funding was withdrawn from the Holderness multipurpose centre project in March 2012 and £1.2m allocated to the refurbishment of the Leisure Centre, with the Floral Hall offered to a town council/community group. The regeneration of the sea front remains a priority and the Sea Front Investment Development Plan will be reworked with a view to submitting a bid to the Coastal Communities Fund in a future round.

Economic Development Review Panel Recommendation	Strategic Theme(s) in the ED Strategy which address the Panel's recommendations
<p><u>Recommendation 1:</u> Enterprise Zones become the main driver for creating new jobs, not just relocation of jobs, and that the Panel fully supports the joint delivery of the renewables industry in the Humber sub-Region through the Regional Growth Fund allocation.</p>	Specialised Economy Quality Locations
<p><u>Recommendation 2:</u> The Council continues to work with its partners, particularly Hull City Council and the Humber Local Enterprise Partnership, by successfully using the Enterprise Zones as a launch pad to develop and promote the East Riding as the hub for the emerging renewables industry.</p>	Connected Hinterland
<p><u>Recommendation 3:</u> The Panel acknowledges the excellent working relationships already in existence between the Council and private sector business developers and that these, along with the Council's economic development, development management and forward planning teams, be developed further in order to fully support the development of strategic investments.</p>	Connected Hinterland
<p><u>Recommendation 4:</u> The Council continues to actively promote its business support to local small and medium enterprises along with its business tenants and explores the possibility of expanding the Council's business support to neighbouring authorities.</p>	Specialised Economy Connected Hinterland
<p><u>Recommendation 5:</u> Greater inter-working relationships be encouraged between the tenants of the business centres, between the tenants and the business centre staff, and between the business centres themselves across the East Riding.</p>	Specialised Economy
<p><u>Recommendation 6:</u> The 'hot desk' facility at Bridlington Business Centre be actively promoted as a model that could potentially be rolled out to all East Riding business centres.</p>	Specialised Economy
<p><u>Recommendation 7:</u> Greater creative links and closer collaboration with neighbouring authorities, particularly Scarborough Borough Council, be created via a network of virtual communication and other means, in order to encourage small business growth across all sectors and in particular, promote the networking of the creative industry.</p>	Connected Hinterland
<p><u>Recommendation 8:</u> Broadband provision and video conferencing facility restrictions across all East Riding business centres be addressed.</p>	Connected Hinterland
<p><u>Recommendation 9:</u> The Local Strategic Partnership work closely with its partners to ensure that the Economic Development Strategy is flexible enough to encourage economic development in a number of existing and emerging sectors, particularly the renewables industry.</p>	Specialised Economy
<p><u>Recommendation 10:</u> The Local Strategic Partnership tailor the Economic Development Strategy to inform the Local Enterprise Partnerships' priorities for identifying funding in order to develop, to maximum benefit, the economic growth of the East Riding.</p>	Connected Hinterland Specialised Economy Quality Locations

Economic Development Review Panel Recommendation	Strategic Theme(s) in the ED Strategy which address the Panel's recommendations
<u>Recommendation 11:</u> Local Enterprise Partnerships be embraced so that they can take the lead in driving forward the economic potential of the local area and that they urge the government to promote the needs of the local area.	Connected Hinterland Specialised Economy Quality Locations
<u>Recommendation 12:</u> The Director of Planning and Economic Regeneration, through the normal budgetary process, considers ways by which funds can be allocated, to help finance future regeneration programmes across the whole of the East Riding.	Quality Locations
<u>Recommendation 13:</u> Consideration is given to the manner in which funds are managed to further regeneration across the whole of the East Riding.	Quality Locations
<u>Recommendation 14:</u> Strategies be put in place, which allow the Council and its partners to respond to opportunities that will establish economic growth and development for the local area.	Connected Hinterland Specialised Economy Quality Locations
<u>Recommendation 15:</u> The employment and skills team be commended for the work it carries out and that it promote its work further.	Connected Hinterland
<u>Recommendation 16:</u> The Council's economic development service develop strategies to effectively communicate with all education and training providers in order to align the council's economic development strategic objectives with curriculum development.	Connected Hinterland
<u>Recommendation 17:</u> The Economic Development Strategy recognises that a coordinated approach be undertaken by all partners in the skills sector across the Humber sub-Region, utilising any available resources, in order to meet the demands of the existing and emerging sectors, in particular the need to develop/upskill the current industrial workforce.	Connected Hinterland
<u>Recommendation 18:</u> The Panel supports and recognises the important role that the Education Business Partnership plays in the Humber sub-Region by providing work experience opportunities for young people and continuing professional development of teachers through placements in business.	Connected Hinterland
<u>Recommendation 19:</u> The Council and its partners look to secure external funding in order to maintain the future existence of the Education Business Partnership.	Connected Hinterland
<u>Recommendation 20:</u> The Economic Development Strategy prioritises the emerging renewable sectors for the benefit of the East Riding and surrounding area.	Specialised Economy Connected Hinterland
<u>Recommendation 21:</u> Business support continues to play a vital role in supporting the supply chain during the emergence of the renewables industry.	Specialised Economy Connected Hinterland
<u>Recommendation 22:</u> The Economic Development Strategy recognises the need for at least the national average Broadband speed to be provided to all residents and businesses in the East Riding.	Connected Hinterland
<u>Recommendation 23:</u> The Council continues to lobby the government at every opportunity for equality of Broadband speed and provision in all areas of the UK.	Connected Hinterland

Economic Development Review Panel Recommendation	Strategic Theme(s) in the ED Strategy which address the Panel's recommendations
<u>Recommendation 24:</u> The Local Broadband Plan and Economic Development Strategy encompass all forms of technology that might deliver superfast Broadband.	Connected Hinterland
<u>Recommendation 25:</u> The Council encourages, supports and where appropriate, coordinates the provision of wireless Broadband for those communities that wish to pursue it.	Connected Hinterland

Appendix D: Roles of Central Government and Local Enterprise Partnerships

Role of central government and its bodies	Role of LEPs
Regeneration	
Leadership through a slimmed down Homes and Communities Agency	The HCA will 'work through LEPS to integrate business and local government needs'. Use of former RDA assets transferred to the HCA will be determined in consultation with RDAs.
European Funding	
Staff transferred from RDA ERDF teams into locally based DCLG teams and from RGPE teams into locally based DEFRA teams	LEPs are asked to endorse ERDF applications prior to their submission to the Programme Panel. Also expected to steer LEADER and EFF programmes to meet strategic objectives.
General Business Support	
National website and call centre National mentoring business strategy Funding national growth hubs	<p>In collaboration with BIS, the Local Better Regulation Office (LBRO) is working with interested LEPs to transform the way local regulation is delivered across LEP areas. This will remove barriers to business growth and improve business confidence. Bringing together local partners, such as local authority trading standards and environmental health services and the Chambers of Commerce, a number of LEPs are developing work to address business needs and reduce regulatory burdens.</p> <p>Business Coaching for Growth, to be launched in January 2012, is a new programme to help up to 10,000 high growth businesses a year to address barriers to growth and grow more rapidly. It will target a select group of:</p> <ul style="list-style-type: none"> • Established SMEs with the potential to increase employment or turnover by 20 per cent or more each year for three years • New start-ups with the potential to become “gazelles” i.e. the potential to achieve turnover of £1m within three years of starting trading, or to have at least 10 employees within three years. <p>The programme will be delivered by specialist private sector providers. It will be critical for providers to build effective relationships with LEPs and ensure that delivery is:</p> <ul style="list-style-type: none"> • attuned to LEP priorities • aligned with the needs of the local economies • fully integrated with local business support services where the customer can benefit.

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Innovation	
<p>The Technology Strategy Board works with companies of all sizes, from entrepreneurial start-ups and new businesses to medium enterprises and major UK corporations. Details of the programmes and opportunities available can be found on the Technology Strategy Board website.</p> <p>The Technology Strategy Board is also overseeing the creation of a national network of Technology and Innovation Centres (TICs) to help commercialise new and emerging technologies in areas where there are large global market opportunities.</p>	<p>LEPs may find it useful to work with the Technology Strategy Board in a number of areas, including:</p> <ul style="list-style-type: none"> • Raising awareness and take-up of the funding and support programmes available for businesses in your community, especially for new and early stage enterprises looking to develop and test their ideas or new technologies • Identifying opportunities where the Technology Strategy Board is investing in sectors and technologies of particular importance to your area • Getting involved in major programmes being run and supported by the Technology Strategy Board in major fields such as sustainability, low carbon buildings and vehicles, healthcare and transport • Using the Technology Strategy Board's unique Connect online networking portal to host local business groups and networks • Signposting businesses and other organisations to the Knowledge Transfer Networks which operate across a number of high-growth sectors and provide innovative businesses with free networking facilities and online tools • Using TSB programmes to help encourage and accelerate knowledge transfer between Higher Education Institutions and businesses in your area, which can have a major impact on local economic development.
Sectors	
<p>Leadership on sectors of national importance</p> <p>The Manufacturing Advisory Service (MAS) will continue to deliver specialist support and advice to manufacturers. The service, which used to be run by the Regional Development Agencies, will be re-launched in January 2012. It will be provided through a single national contract but will continue to be delivered at a local level to meet the needs of individual companies and the local economic environment.</p>	<p>LEPs have a significant role to play in working with Government and companies at a local level. We hope that LEPs will approach government sector teams to discuss national policy and flag up local issues and opportunities relating to the sector.</p>

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Venture capital and loan funding	
‘greater coherence, streamlining and consistency’	The national oversight structure will need to be supported by local engagement and input. LEPs and other regional stakeholders can have a role in forming local strategies, providing insight into the needs and priorities of businesses in their areas.
Inward investment	
Led by UKTI with national sectoral support and team with access to local knowledge. Delivery arrangements to be worked out	<p>UKTI will be looking to work with LEPs to land and retain FDI projects in their areas. UKTI is discussing with LEPs their potential roles and what LEPs want from UKTI. LEPs’ roles may include:</p> <ul style="list-style-type: none"> • using their local knowledge to develop coherent propositions on their local offer and the international comparative advantage that it provides; and • supporting UKTI in its work to deal with local issues such as planning, site finding, utilities, etc. <p>UKTI will support inward investment opportunities presented by Enterprise Zones, working closely with the relevant LEP.</p>
International Trade	
Led by UKTI	<p>UKTI’s International Trade Directors (ITDs), based in a number of locations around England, are in discussion with LEPs about how they can work with UKTI on international trade development. Areas on which LEPs might wish to work with UKTI include to:</p> <ul style="list-style-type: none"> • signpost local businesses to UKTI services and sector initiatives; • ensure that any locally-funded trade development activity is aligned with UKTI’s; and • help UKTI to understand the needs of local companies and clusters.
Low carbon growth	
Three different government departments – Defra, DECC, and BIS – work on issues relating to the green economy.	<p>As the lead Department for the green economy Defra is keen to work with LEPs in this area via policies around waste, valuing the natural environment and adapting to and mitigating climate change.</p> <p>BIS - The low carbon economy team in BIS works with industry and across Government to maximise opportunities and minimise costs arising from the transition to a low carbon economy for British-based businesses. The team looks forward to working with LEPs on low carbon/green innovation, green infrastructure, stimulation of supply chains and green low carbon clusters.</p> <p>New Anglia Local Enterprise Partnership is leading on a Green Economy pathfinder in the Norfolk and Suffolk areas.</p>

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	<p>DECC has developed a online source of information for LEPs on a local approach to issues relating to energy and climate change: Local Enterprise Partnerships (LEPs): The economic case for fighting climate change Specific advice for LEPs who wish to lead renewable and low carbon energy projects and strategies is provided by Community Energy Online.</p>
<p>Adult skills</p>	
<p>Led by Skills Funding Agency</p>	<p>LEPs and further and higher education providers are encouraged to work with each other to agree how training addresses local business needs. Where parts of the further education and skills sector are failing to engage positively, partnerships may wish to challenge their local leadership, including college governors and principals and relevant representative bodies for the sector, such as the Association of Colleges and the Association of Learning Providers.</p> <p>Expert support is available through the Skills Funding Agency's local teams if, for example, a LEP needs support in establishing a satisfactory level of engagement with FE providers, or would like a briefing on the FE sector in their area. The Skills Funding Agency can also provide LEP Chairs with an overview of the potential information and data that LEPs may find useful in developing their plans.</p> <p>LEPs and HEIs may wish to work together to:</p> <ul style="list-style-type: none"> • influence the strategic direction of economic development in the locality – this could be through HEI representation on LEP Boards; • support the conditions for growth in their communities – through understanding how effective investment in skills, research, knowledge exchange and innovation can benefit the economy; and • help to ensure that HEIs are able to respond to local skills needs. <p>LEPs should contact HEIs in their areas to develop their plans.</p>
<p>Support for individuals</p>	
<p>Led by DWP and Jobcentre Plus</p>	<p>LEPs are invited to work with Jobcentre Plus to identify the recruitment needs of local employers and, where appropriate, help Jobcentre Plus and other partners to work with providers to shape local provision to meet those needs.</p> <p>Jobcentre Plus is committed to working LEPs and being a key partner within them, particularly given that it can:</p> <ul style="list-style-type: none"> • actively support partnerships through advice and guidance on the labour market;

Appendix D: Roles of Central Government and Local Enterprise Partnerships

	<ul style="list-style-type: none"> • support joint working with Work Programme providers, colleges and others; • work with them to align opportunities under “Get Britain Working” measures and agree action for the most disadvantaged communities; and • provide representation at the LEP’s Board that would be important as a way of ensuring that the alignment of services is built in at a strategic as well as delivery level. Could be involved in supporting delivery of Work Programme at local level.
<p>Tourism</p>	
<p>Led by Visit England</p>	<p>VisitEngland (VE) will have a lead role in working with LEPs, DMOs, local business and councils on the development and promotion of tourism across the country. VE have already held two workshops for LEPs (London in January and Cambridge in March) and will continue to work with LEPs as part of their national tourism board role.</p>
<p>Transport</p>	
<p>DfT retain localised teams</p>	<p>We expect LEPs to form a view on the strategic transport priorities which best support sustainable economic growth in their areas and to play a key role in implementing devolution of transport decision making to local areas. Opportunities for LEPs in the short term include:</p> <ul style="list-style-type: none"> • Partnering bids with Local Transport Authorities to the Local Sustainable Transport Fund (£560m revenue and capital between 2011 and 2015); • Limited prioritisation and leverage of additional funding for existing schemes; and • Joint-working between DfT and a small number of LEPs in major urban areas to agree joint approaches to the worst congestion hotspots. <p>The Government is considering whether and how capital funding for local transport major schemes can be devolved to local areas for the Spending Review period after 2014/15. Over the longer term, we hope that:</p> <p>LEPs will help us to move away from organisations lobbying and advising central government about investment priorities, to ones acting as endorsers of local solutions; and</p> <p>LEPs will be able to mobilise part funding for schemes as well as being a valuable funding and delivery partner.</p>

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Broadband	
The Government is committed to ensuring that the UK has the best superfast broadband network in Europe by 2015. Broadband Delivery UK (BDUK), the government team delivering this agenda, has £530 million of funding to implement this strategy.	We want communities, represented by bodies such as local authorities and LEPs, to have a say in how these broadband networks will be built. We are therefore inviting LEPs who are interested in delivering broadband in their areas to bid for funding with their Local Authority partners as it becomes available.
Planning	
Nationally important infrastructure, planning for waste and aggregate minerals become responsibility of Major Infrastructure Planning unit in the Planning Inspectorate.	Possible role if agreed with LEP constituent local authorities of dealing with applications for strategic development and infrastructure
Economic intelligence	
National programme of economic intelligence and analysis to support LEPs and other partners	<p>Defra will be working closely with stakeholders on development of the Rural Growth Review, including LEPs.</p> <p>Defra is preparing a Rural Policy Statement to be published later this year, details of which will be added to this site. LEPs will feature in this as a principal mechanism for addressing the needs and interests of businesses across the country.</p> <p>We envisage LEPs playing an important role in ensuring that the role of the rural economy and rural issues are factored into economic strategies and plans and encouraging sustainable economic growth in these areas. LEPs may also have a key role to play in the delivery of rural broadband.</p>

Appendix E: Glossary of Terms

AAP	Area Action Plan	ECO	Energy Company Obligation
ABI	Annual Business Inquiry	ED	Economic Development
ABP	Associated British Ports	EDS	Economic Development Strategy
BAE	British Aerospace	EEAG	Economy and Environment Action Group
BBC	Bishop Burton College	EFA	Education Funding Agency
BDUK	Broadband Delivery UK	EIB	European Investment Bank
BGF	Business Growth Fund	EIF	European Investment Fund
BIS	Department for Business Innovation & Skills	ERVAS	East Riding Voluntary Action Service
BLH	Business Link Humber	EFF	European Fisheries Fund
BLY	Business Link Yorkshire	EP	English Partnerships
BP	British Petroleum	ER	East Riding
BRES	Business Register and Employment Survey	ERC	East Riding College
CCF	Coastal Communities Fund	ERDF	European Regional Development Fund
CCP	Coastal Change Pathfinder	ERYC	East Riding of Yorkshire Council
CCS	Climate Change Strategy	ERTS	East Riding Training Services
CIL	Community Infrastructure Levy	ESF	European Social Fund
CMT	Corporate Management Team	EU	European Union
CORE	Centre for Offshore Renewable Energy	EZ	Enterprise Zone
CSR	Comprehensive Spending Review	FE	Further Education
CWWW	Coast, Wolds, Wetlands and Waterways Programme	FEA	Functional Economic Area
DCLG	Department for Communities and Local Government	FLAG	Fisheries Local Action Group
DCMS	Department for Culture, Media and Sport	FoLDA	Federation of Local Development Agencies
DEFRA	Department for Environment, Food & Rural Affairs	FREP	Farm Resource Efficiency Programme
DfT	Department for Transport	FSB	Federation of Small Businesses
DTI	Department for Trade and Industry	FTE	Full Time Employment
DWP	Department for Work and Pensions	GDP	Gross Domestic Product
EA	Environment Agency	GI	Green Infrastructure
EBP	Education Business Partnership team	GOYH	Government Office for Yorkshire and The Humber

Appendix E: Glossary of Terms

GVA	Gross Value Added	MMO	Marine Management Organisation
HCA	Homes & Communities Agency	NEET	Not in Education, Employment or Training
HERSWG	Hull & East Riding Strategic Workforce Group	NIA	Nature Improvement Area
HLF	Heritage Lottery Fund	NVQ	National Vocational Qualification
HTA	Humber Technical Assistance	OBE	Order of the British Empire
IAG	Information Advice and Guidance	OEM	Original Equipment Manufacturer
ICT	Information and Communications Technology	ONS	Office for National Statistics
ICZM	Integrated Coastal Zone Management Plan	P&R	Park and Ride
IMD	Index of Multiple Deprivation	PI	Performance Indicator
JEREMIE	Joint European Resources for Micro to Medium Enterprises	RA	Regional Assembly
JESSICA	Joint European Support for Sustainable Investment in City Areas	RCBF	Rural Communities Broadband Fund
JCP	Jobcentre Plus	RDA	Regional Development Agency
JSA	Job Seekers Allowance	RDPE	Rural Development Programme for England
KPI	Key Performance Indicator	REIP	Rural Enterprise Investment Programme
KSA	Key Strategic Action	REM	Regional Econometric Model
KuHCC	Kingston upon Hull City Council	RES	Regional Economic Strategy
LA	Local Authority	RGF	Regional Growth Fund
LANB	Local Authority New Build	RSS	Regional Spatial Strategy
LDF	Local Development Framework	SEDTG	Sustainable Economic Development Task Group
LDO	Local Development Order	SFA	Skills Funding Agency
LEA	Local Economic Assessment	SIC	Standard Industrial Classification
LEADER	Liaison entre actions de developpement rural	SME	Small to Medium Enterprise
LEP	Local Enterprise Partnership	SMP	Shoreline Management Plan
LFN	Local Food Network	SMT	Senior Management Team
LMI	Labour Market Information	SOA	Super Output Area
LNP	Local Nature Partnership	STEM	Science, Technology, Engineering and Mathematics
LSC	Learning and Skills Council	STF	Sustainable Transport Fund
LSP	Local Strategic Partnership	SWOT	Strengths, Weaknesses, Opportunities and Threats
LTP	Local Transport Plan	TIF	Tax Increment Funding

TTWA	Travel to Work Area
UFI	University for Industry
VERSO	Volunteers for European Employment
VHEY	Visit Hull and East Yorkshire Ltd
WTY	Welcome to Yorkshire
Y&H	Yorkshire and the Humber
YPLA	Young Persons Learning Agency
YF	Yorkshire Forward (ex-Regional Development Agency)
YTB	Yorkshire Tourist Board