



BETTER JOBS MORE HOMES NEW INVESTMENT

STRATEGIC ECONOMIC PLAN
UPDATE 2016

**ENTERPRISE
PARTNERSHIP**
York / North Yorkshire / East Riding

**Business
Inspired
Growth**

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- 2 Help established small and micro businesses be more successful
- 3 Help growth minded businesses achieve their ambitions
- 4 Establish 'How's Business' as the preferred access point to public and private business support

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A WELL CONNECTED ECONOMY

INTRODUCTION

A VIEW FROM THE CHAIR

York, North Yorkshire and the East Riding's economy is growing strongly, creating jobs and delivering major economic opportunities for the future.



As the Local Enterprise Partnership, we are all about growth, bringing together the best of the public and private sectors to maximise our area's economic potential. Our job is to make sure the right infrastructure is in place, we have a high quality skilled workforce and businesses are supported to deliver the growth and jobs that make our area one of the most sought after places to live in the country.

But we can't rest on our laurels. In 2014, we set out an ambitious Growth Plan to Government securing £122m of investment, and we are delivering on our promises. We are on time and on track and this has allowed us to refine our strategy to reflect changes and ensure our future investments deliver the most benefits and greatest impact.

Our area's economy is performing well and we are well ahead of our job creation and GVA targets. Since our first Strategic Economic Plan, £1.7bn has been created in growth with 29000 new jobs. We are also making headway in house building – a real priority for our area.

We have refined our job creation target to focus on creating better quality jobs and increasing the productivity of our businesses. This is important as whilst we don't have the unemployment levels of some of the major cities, our productivity and wage levels lag behind the national average, something we are very focussed on addressing.

From ensuring quality assured employability and careers advice in schools, through to investing in higher level apprenticeships, we want to ensure

the next generation have the skills and ambition our businesses demand. With 30% of our workforce due to retire by 2022, this is vital to our long term economic potential.

We are also aware that the availability and affordability of housing is a real issue for our workforce, which is why we are investing heavily in stimulating house building. We have seen a 30 per cent increase in the number of houses being built over the last two years, but we know we need to go further and faster if the next generation of workers are to afford to live in our wonderful region.

As a local economy we are in a strong place, but we must also understand our role within the wider region.

In our part of the North we don't have the large cities of Leeds, Manchester, Sheffield or Liverpool. But we do have world class agriculture and food manufacturing alongside internationally renowned research. We are the energy powerhouse of the North, with Drax and Eggborough in Selby, and one of the largest wind farms in the world is being built off our coastline. Let's not forget a £1.7bn Potash mine, the largest private sector investment in North of England, has received planning permission near Whitby. None of this could happen in a city.

In the age of the global nomad, we must not underestimate the importance of having a great place to live in attracting private sector investment from around the world. We are blessed with an unrivalled quality of life: two national parks, the stunning Yorkshire Coastline and the

historic City of York. These areas are our breathing space. It is no wonder we are regularly voted the area most people would like to live. No other UK city without a premiership football team is as well known internationally as York, and this is no accident.

My vision of a Northern Powerhouse, is one that can compete with the very best in the world. One where we have 5 million people and a £300bn economy all connected to deliver the skills and industry to support global investment opportunities.

We have much to celebrate in the North, let's build together on this success. Northern Powerhouse plans must recognise the assets of the north, capitalising on our real strengths, urban and rural, to build an offer which stands out on the world stage. Success will be a North which is connected and delivering major investment and jobs for people across the whole region. We will continue to build the Northern Powerhouse, whilst remaining focused on delivering the investment our area needs.

We have many great small and micro businesses, and we need to support their ambitions. Connectivity is key if we want them to grow and compete in national and international markets. It is unacceptable that any part of the North does not have high speed broadband and reliable mobile connections. We are making real progress, but delivering 100% coverage must be a priority. I can promise you now, as a largely rural LEP, we will continue to lobby hard for greater, faster investment in these key services.

And we are making progress. We have also lobbied hard for better more frequent rail services, with real success. The latest rail franchises have improved connections to Harrogate, Scarborough, Selby & Hull, this is testament to the strength of our economy and its growth potential.

Two years on the fundamentals of our economy and our overall focus for action are broadly the same.

- 1 Profitable and ambitious small businesses
- 2 A global leader in the bioeconomy
- 3 Inspired People
- 4 Successful and distinctive places
- 5 A well-connected economy

We remain focused, delivering the investment and growth our region so richly deserves.

Barry Dodd CBE
Chair

Food Enterprise Zone

Yorkshire's only food enterprise zone

**£1.7 billion**Potash mine investment
Largest private sector
investment in the North**Financial Services and
Advanced Manufacturing**

in Skipton and Craven

**Largest offshore
Wind Farm
in the world**Investment at
Dogger Bank

Yorkshire Dales:

North York Moors

Whitby

Malton

Harrogate

York

Selby

Skipton

Best place to live

as measured by Rightmove

**Europe's Largest**decarbonisation project
at Drax Power**World-class
research facilities**The highest level of skills of any
City in the North, and world-class
bioeconomy & agri-tech
research facilities**The Humber
Energy Estuary**Hosting global-scale investment
in the generation of renewable
forms of energy**OUR AREA AND WIDER REGION****KEY ASSETS FOR A HIGH
VALUE ECONOMY**

The York, North Yorkshire and East Riding geography is an impressive mix of urban, rural and coastal areas with many opportunities to realise our local and national aspirations for a high wage, low welfare economy.

As a significant area in the Northern Powerhouse, we play a key role in addressing the North-South productivity divide.

Our businesses and people are undoubtedly our greatest assets with strong business survival rates and high skills levels. Complementing this, the map across highlights just a few of the place-based assets which are generating momentum towards the high value economy we aspire to.

As highlighted in our original strategic economic plan, our area is already regarded as one of the best places to live, work and visit in the UK: rich in heritage, culture and beauty across the geography. This is showcased by our vibrant tourism industry which underlines the reputation and desirability of the LEP area.

Delivering our ambitions will ensure business success matches this quality of life.

TAKING STOCK 2014-16

So, two years in: how are we doing as an area?

In 2014 we had a number of ambitions to deliver by 2021. Headline data is only just becoming available for the period of the SEP (beginning 2014), but the below figures provide an indication of how things have changed since the SEP was written:

Jobs Growth



21,900
more jobs



GVA Growth



£1.4b
GVA Growth



House Building



1900
more homes a year



What does this tell us?

The area has delivered strongly in relation to job creation having already exceeded the overall jobs target. Given 20,000 of the jobs created between 2012 and 2014 were in low paid sectors of tourism, retail, care and admin though, the challenge now is on delivering well-paid jobs.

With an economy that has high skill levels and low unemployment on the whole, the focus for investment and activities should be aligned towards ensuring quality well-paid jobs in high value sectors thereby increasing existing wage levels in every area of the area. This may mean different approaches and focus in different areas. To be a high pay low welfare economy will also mean focussed attention on particular areas of deprivation or market failure.

So we are adding two interlinked targets for greater focus over the next period:

To narrow the gap between the area's median wages and national average

To narrow the gap between the area's productivity and national average

At a headline level, these replace the target on connecting every student to business which cannot easily be measured, but is instead a key contributing ambition which will help to deliver these overall outcomes and is detailed further under priority 3.

House building rates have improved slightly, but more work is clearly needed if we are to meet the current and future needs of the area as highlighted in local plans. This remains a top priority, especially when viewed with the area's wages and house prices.



TAKING STOCK 2014-16

These headline figures only tell part of the picture of the last few years. Since 2014, as businesses and local partners we have:



Worked with the private sector to secure a £1.7bn investment into the Potash mine near Whitby, and £1.3bn in offshore energy.



Received Enterprise Zone (EZ) status for York Central, which will lead to up to 7,000 jobs, and expansion to Humber EZ.



Created 'How's Business?', which has supported 3448 businesses through advice, support and pop-up cafes.

£50m

Attracted £50m investment in agri-food centres of excellence, cementing the area's reputation for the sector



Created a Food Enterprise Zone in Malton which will take advantage of local strengths in agri-food and create jobs.



Responded to major flooding in Winter 2015/16 and its impact on around 300 businesses in the area.



£4.7m

Invested £4.7 million in matched funding to improve skills infrastructure at Harrogate College and Askham Bryan College



Delivered a Local Response Fund on skills, investing £1.5m and supporting nearly 700 SMEs.



Seen major national policies announcements affecting regional devolution, local business rate retention and the energy sector



Our fantastic local high streets have received national recognition. In 2015, Bishopthorpe Road in York received the title of 'Best British High Street' and Helmsley was voted the 'Best British Market Town'.

PLANS FOR THE FUTURE

FOCUSSING ON OUR BIG OPPORTUNITIES & CHALLENGES

Looking ahead, there are still considerable challenges which could undermine the long term prosperity of the area, as well as distinct opportunities to be realised. It is these areas which our actions must ultimately seek to address, delivering where there is biggest impact and where there the market alone will not produce the outcomes we want for our area.

Opportunities



Agri-food and biorenewables/ bioscience as distinctive sector & research strengths



Potash and energy investment with the associated supply chain opportunities



Strong education system and high skill levels to support high value job creation

Challenges



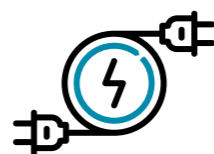
Areas of greater deprivation and weak market demand on the coast



Maintaining confidence in the business community following uncertainties created by Brexit.



Median wages below national average & a skew towards lower paid fast growing sectors (e.g. care/tourism/retail)



Risks to local energy businesses from national policy & other factors

The iconic new Hiscox office building in York.



Opportunities



A strong business base with above average survival rates



Changes in Government policy including High speed rail and One Public Estate.



Quality of life, digital connectivity and changing nature of work presenting greater viability for rural and coastal economy

Challenges



Affordability of housing, coupled with lack of local plans and low house building rates in some areas



Risks to the businesses and the wider economy from flooding



Continuing to improve broadband connections particularly for small businesses in our rural area.



East-west connectivity between our towns and neighbouring cities

Our actions and strategic approach detailed in this document are therefore not generic to any Local Enterprise Partnership, but deliberately focussed towards the challenge of rurality including

transport and digital connectivity. We believe in focussing on the main things and play our part in contributing to the prosperity and productivity of Yorkshire, the North and UK.

PRIORITY 1

PROFITABLE & SUCCESSFUL BUSINESSES

Our economy and our strategic approach are fundamentally founded upon small and micro businesses, arguably the single greatest driver for our growth. In many ways, because of the demographic trends and rurality of our geography, we must continue to outperform other areas in this regard if we are to deliver the long-term prosperity and quality of life our area and residents aspire to.

So we will continue to do all we can to support this strategy, while remaining mindful that direct public sector intervention of more programmes or advisers is not necessarily the answer if we are to sustain a consistent and high quality long term approach.

Therefore, our focus is straightforward; we have two objectives:

- To make it simpler for people running businesses to be successful
- To establish a sustainable system to support business improvement, making the most of the private sector, investing limited public funds in a highly prioritised manner

We will enable a universal offer, acknowledging the support benefiting large employment and growth in sectors like care and tourism. We will also focus our efforts on high value job creation (i.e. jobs paid over £11p/h primarily in sectors like advanced manufacturing or IT) given the low unemployment, highly skilled, but low pay characteristics of much of our economy. This will mean working with growing medium sized businesses in these sectors too to achieve our aspirations around raising wage levels.



Our focus for 2016-2021 is to:

#1 Help fledgling businesses get off the ground

- We will support activity to help pre-start and start-up businesses become established, working with the private sector and invest limited public funds for those that need it and are serious about starting up.

#2 Help established small and micro businesses be more successful

- We will leverage support from the private sector, help business owners get support from their peers, help develop new ideas that respond to customer needs and make it simpler to engage with the public sector.
- Public funds will be used where there are clear market failures, e.g. providing essential broadband infrastructure and helping with staff development.
- Small businesses that provide significant employment, such as tourism, care and retail will be helped to survive and thrive.

#3 Help growth minded businesses achieve their ambitions

- Higher intensity public sector support will be used to support growth minded businesses where this has a clear link to high value employment growth.
- This will include the provision of access to finance, support for R&D and innovation, the development of leadership and management skills, access to opportunities in supply chains and with staff recruitment and development.

#4 Establish 'How's Business' as the preferred access point to public and private business support

- We will ensure that the wealth of help and support available locally is easy to access and our business owners make the most of it.
- This means stimulating demand to get help with business improvement and establishing How's Business as the trusted source of that help.

A taste of what we're doing:

How's Business

How's Business - the LEP service that helps business owners talk shop with local experts and peers, took an innovative approach when it started out. Rather than recruiting public sector business advisers, it was decided to make more of the capacity and expertise of the private sector. The service also positioned itself to help business owners deal with the issues keeping them awake at night, rather than hammering home the growth message.

This reflects our appreciation that the bulk of our business base is micro and small businesses, run by hard working folk often pressed for time. We also wanted to show that we can think differently about how the public sector can support the private sector, and be demand led, driving engagement by meeting local needs.

This approach is now paying off, with a service that's around 50 times more cost effective to run than the previous Business Link model. What's more, building local relationships leaves a lasting legacy: business owners now have address books packed with helpful contacts and diaries bulging with informal gatherings with their peers.

Looking to the future, we will continue to grow our reach into the business community and look to fill the gap left by the closure of the Government's Business Growth Service. Ultimately, it's all part of our mission to make it simpler to be in business in York, North Yorkshire and the East Riding.



PRIORITY 2

A GLOBAL LEADER IN AGRI-FOOD & THE BIOECONOMY

In moving towards a higher value economy, we must maximise the opportunities where our area's assets provide a distinct competitive advantage for sustained growth and the creation of well-paid jobs. This requires ambition, focus and persistence.

Our biggest distinctive strength compared with other areas are our assets around agri-food and biorenewables and bioscience. These are key UK growth sectors, with the potential to lead on an international scale.

We have invested significantly in our innovation facilities and research base over the last few years which provide an excellent foundation for this growth. The focus for the next period should be to capitalise on this, better connecting with our businesses, and transferring knowledge more effectively to drive job creation and also encouraging the relocation of new companies here.

Our focus for 2016-21 is to:

#5 Facilitate connections between agri-food / biorenewables businesses and support supply chains interventions

- We will connect businesses in the agri-food and biorenewables/bioscience supply chains and support interventions that add value locally or connect supply chains to develop a circular economy.
- We will link complementary initiatives and commercial opportunities to maximise impact.

#6 Enable businesses to access new intellectual property, technology and processes which drive commercial value

We will do this through:

- Business-led development of the Knowledge Transfer Interface.
- Innovation and resource efficiency support for businesses. Open access technology and business growth space.
- Peer to peer learning.
- Linking businesses to innovation assets.

#7 Attract investment to our area and our businesses

We will promote the local strengths in agri-food and biorenewables/ bioscience and seek to secure investment that:

- builds our reputation in the bioeconomy.
- supports small business growth through innovation.
- establishes or retains, high value jobs, including new businesses locating to key sites.

#8 Develop markets

- We will develop clear paths to export markets, as well as opportunities for bio-based materials in the new markets, such as the construction industry.
- We will also support activity that bridges the gap between concept and commercialisation, including fields such as the valorisation of food waste, bio-refining non-food biomass to high value chemicals and adopting technology in agriculture and horticulture.

#9 Develop the skills needed by businesses for the future

- We will develop, attract and retain an expert workforce by building a stronger academic and technical skills base through industry-led actions.



The area has attracted £50m in funding for two national centres based at Sand Hutton

A taste of what we're doing: Centres for Agri-Food Innovation

The area has attracted £50m in funding for two national centres based at Sand Hutton to translate scientific agricultural innovation into commercial opportunities for the agri-food business sector.

The centres are being developed by a consortia of private sector partners such as Tesco, Bayer Crop Science and a number of small and micro businesses, as well as leading research institutions, to ensure the equipment and research the centres provide match the needs of industry.

While both centres will have a national focus by being located at Sand Hutton Campus they will also contribute significantly to our ambition to become a global leader in agri-food and biorenewables.

The Crop Health & Protection Centre (CHAP) aims to be the international gateway for innovation that unites industry and non-industry partners to revolutionise how global farming deals with crop threats like pests, pathogens and weeds.

The Centre for Excellence in Livestock (CIEL) brings together leading industry and academic partners to create a one-stop shop for research and knowledge exchange related to livestock production and product quality.

The centres will place Yorkshire at the centre of a growing agri-food research and innovation community, enabling better access to the best people and investment as well as new market opportunities especially in Europe, Africa and other developing economies.



*National Agri-Food Innovation
Campuse at Sand Hutton,
near York*

PRIORITY 3



A female construction student at Scarborough Skills Village

INSPIRED PEOPLE

We need to ensure our area meets its potential and our ambitious people are equipped with the right skills now and in the future.

There is a strong link between skills (especially higher level ones) and business productivity. On average, businesses that invest in training perform far better than those that do not. Likewise, people with better skills are far more likely to be employed and to earn more. Skills are as vital to jobs and inclusion as to business success.

There are a number of challenges which we need to overcome. The make up of our population is top heavy with a high proportion of people over 65 (23% compared to 18% nationally) and 27% of the current workforce due to retire by 2022. This puts pressure on the younger age group which is reducing. There is a vital need to attract and retain talent. At the same time we need to ensure that young people are prepared for the big economic opportunities coming to our area and businesses can recruit people with appropriate skills.

There are also a number of challenges linked to our geography. For example, we have high levels of youth unemployment in coastal areas and connectivity challenges in our rural areas.

Despite these challenges, we have many reasons to be confident. We have a higher proportion of individuals with degree level qualifications than the national average, and York has the highest proportion of any city in the North. We also have lower than average unemployment rates.

Our focus for 2016-21 is to:

#10 Increase employability of our young people and attract and keep young talented people in our area

- We will promote high quality apprenticeships and internships, improve links between businesses and education providers and ensure that young people are connected to careers guidance and job opportunities.
- We will also work to increase graduate retention and broker graduate opportunities to connect every student to business.

#11 Develop our local workforce

- We will focus investment in priority sectors including the bioeconomy, engineering, construction, health and social care, visitor economy and VCSE.
- We will also work with small and micro businesses to improve their staff's skills particularly linked to sector specific needs and leadership skills.

#12 Work to develop strong communities and build the skills, attitude and ambition to help people access jobs

- We will tackle rural and coastal unemployment and skills challenges through place-based regeneration interventions, also tackling associated transport challenges.
- We will develop the capacity of the community and social enterprise sectors to meet local needs.
- We will build self-employment and enterprise skills.

#13 Ensure that the area has the right investment in skills infrastructure

- We will build on the earlier successes through the Growth Deal to bring all college infrastructure to a high standard and create a pipeline of future skills investments.

A taste of what we're doing:
Transforming Harrogate College

Harrogate College is changing! The College is currently undergoing a £6m campus redevelopment that will see brand new industry standard facilities opening in September 2016 to aid student learning. The project, part funded by ourselves and part funded by Harrogate District Council to strengthen the local economy, will see the front of the college transformed into a high street, with a restaurant, refectory and hair salon all open to the public.

The new Technology Centre will house construction trades and motor vehicle workshops, plus there will be a beauty salon, art and design studios and state of the art science labs.

The existing main college building will also be remodelled and redeveloped, further improving the college curriculum and facilities, making Harrogate College a centre of technical and professional excellence in further and higher education.

Overall the redevelopment will represent the start of a new era for Harrogate College, one that matches the town's stature and reputation for quality.

The investment supports the further education sector's commitment to help our young people develop their careers herein the area, with curricula which meet local priorities and supports key business sectors.

The redevelopment will represent the start of a new era for Harrogate College.

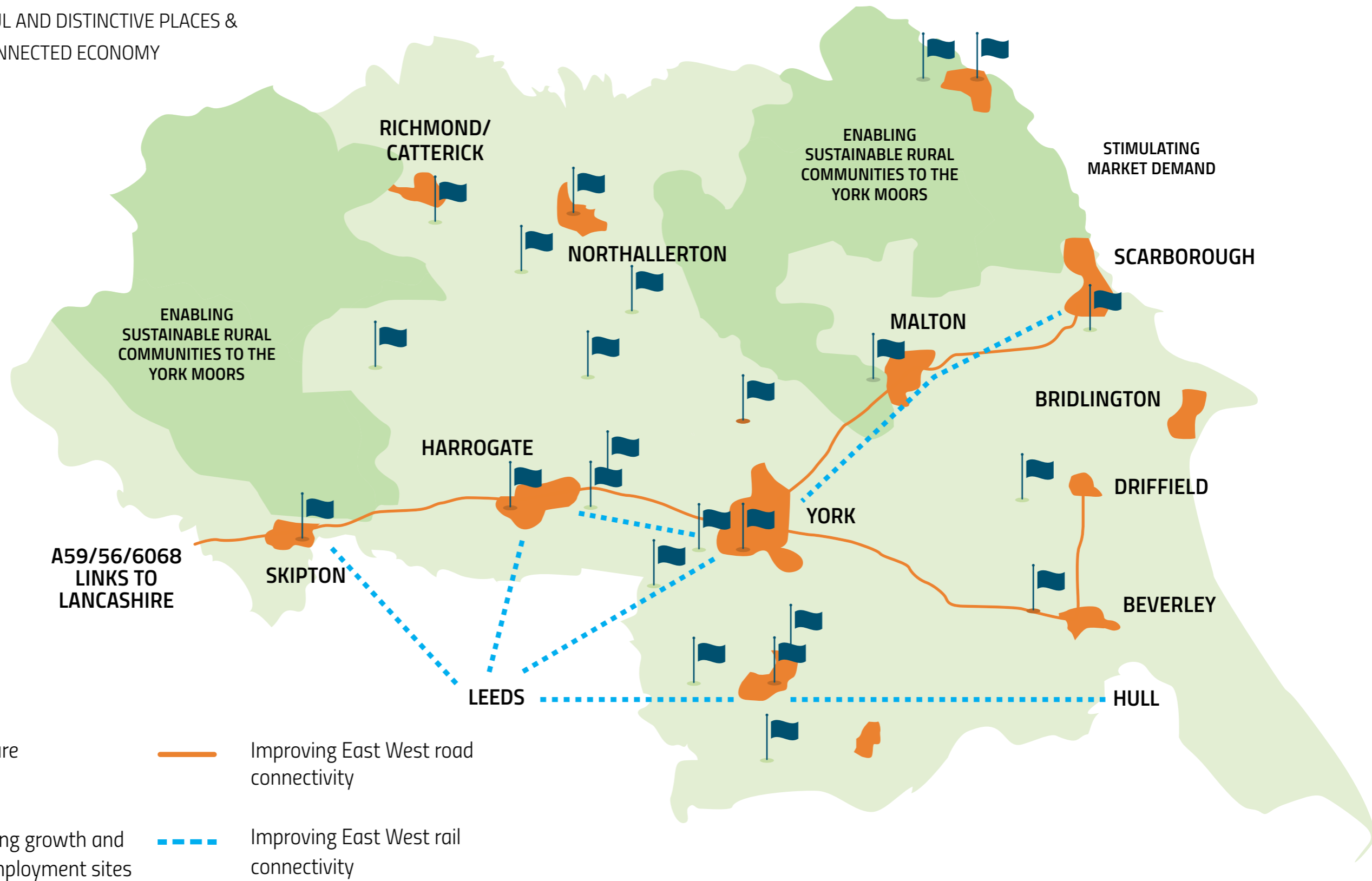


Harrogate College redevelopment

KEY PLACE BASED PROJECTS

PRIORITY 4 SUCCESSFUL AND DISTINCTIVE PLACES &
PRIORITY 5 A WELL CONNECTED ECONOMY

Delivering:
4,000 new homes
4,000 new jobs



PRIORITY 4

SUCCESSFUL AND DISTINCTIVE PLACES

Alongside working with businesses and skills providers, place-based interventions are fundamental to address the major economic challenges for our area such as a declining percentage of working age residents, affordable housing and a shift to higher paid jobs.

Our area is a diverse geography with a city economy in York, as well as rural and coast towns, all with distinct opportunities and challenges. There are some similarities, but to maximise economic prosperity, we believe taking an intelligent place by place approach to intervention focused on delivering the biggest impact for the whole area.

It is important though that this work is driven by the overall aspirations and priorities of the area, both as functional economic geographies span far beyond single towns, and to make sure we are focussing our activity on what is most important.



Scarborough - part of Yorkshire's Opportunity Coast

Our overarching focus for 2016-21 is to:

#14 Unlock the housing growth the area needs

Without action, the area could easily become an economy characterised by high living costs, low wages and an ageing population. Central to this is providing sufficient housing to enable a market which is within the means of our current and future working age population. To do this we will:

- Ensure all local authorities have up to date local plans.
- Take a more collaborative approach to planning across local plan areas, including adoption of a regional Strategic Plan.
- Work with the Homes and Communities Agency to address market failures on major sites.
- Remove infrastructure barriers, and underlying issues e.g. skills shortage, preventing local plan housing allocations being fully delivered.
- Support the viable delivery of affordable housing.

#15 Fast-track employment sites with market demand for high value sector growth

The second part of this high cost/low wage equation is driving high value sector growth through market led opportunities. As a largely rural geography, we need to maximise and deliver the limited number of sites where there is strong market demand for new high value business space. We will:

- Address market failures for specific sites.
- Fast-track take up of space through tailored incentives (e.g. through targeted use of business rates freedoms).
- Drive inward investment on a site specific basis through relationships with property industry and key intermediaries.

#16 Stimulate market demand on the coast

- Explore supply chain opportunities from major investments (e.g. potash, renewables) to drive job creation.
- Deliver place-based and business led interventions which complement community-led regeneration, enhancing the desirability of towns for businesses and workforce.
- Explore use of business rate freedoms to stimulate demand.

#17 Enable sustainable rural economies

Intrinsically linked with priority 5, we will continue to stimulate support rural economies by:

- Ensuring excellent digital/mobile connectivity as standard.
- Creating excellent transport links to employment/urban hubs.
- Using new housing to sustain balanced communities.
- Enabling the area's natural beauty as a driver for rural jobs.

*creating over 5,000 jobs
and adding £1.1 billion of
additional economic value to
the Yorkshire economy*

A taste of what we're doing: Unlocking York Central

York has long since had virtually all the ingredients to deliver significant high value business growth and inward investment, particularly in sectors like professional services, insurance and rail. The missing piece has always been available quality office space in the right business locations.

When developed, York Central will deliver game-changing high value economic growth for the area, with a city centre office development inspired by the Kings Cross development, creating over 5,000 jobs and adding an estimated £1.1 billion of additional economic value annually to the Yorkshire economy. Given its location directly next to York Railway Station and the connections this provides, the site has huge potential to maximise business growth here and in the entire North. Existing transport connections would enable businesses locating on the site to get to London in 1 hour 45 mins - with reduced journey times once HS2 is complete.

Much work and investment has already taken place to make the site deliverable by Network Rail and the City of York Council, but abnormal site costs and up-front infrastructure requirements have long hindered development of this key site.

We were successful in bidding for Enterprise Zone status for the site which means 100% of business rates for the next 25 years, modelled at around £100m, are retained for the site locally. This changes the business case completely, enabling infrastructure to be funded through borrowing against future rates to make the site happen.

Rate relief for businesses coming on site before 2022 will also help to drive early demand, enabling businesses to directly benefit from the Enterprise Zone status.



Artist's impression of York Central

PRIORITY 5

A WELL CONNECTED ECONOMY

Businesses need to move goods, people, and information quickly, easily and reliably if they are to realise their growth potential. Ensuring our transport, broadband and mobile networks are fast and effective is therefore a vital enabler of growth. As the largest LEP area in the country, this priority is particularly important.

With the highest skilled residents in the North and an abundance of successful businesses, the area is well placed to address the North-South productivity gap as part of the Northern Powerhouse through targeted investment in infrastructure.

To do this means reliable, fast journey times with sufficient capacity on public transport from towns and rural areas into York, Leeds and Hull; and onto the motorway network. It means ensuring our urban centre of York capitalises on its position as a key national rail hub for the whole area's benefit.

It also means addressing particular issues, such as congestion in our largest settlements and digital and mobile connectivity in our rural areas.

Clearly, transport networks span beyond our LEP boundaries, so there is significant overlap with neighbouring areas. We are therefore working closely with other LEPs and through Transport for the North to realise our ambitions, including integrated ticketing for public transport.



Our focus for 2016-21 are to:

#18 Improve East West connectivity, particularly between towns and their neighbouring cities

It is paramount to improve East-West transport connections across the entirety of the LEP area, with the primary focus on routes between towns and cities: specifically the A64, A164, A1079, A1237 and A59 road corridors and the Leeds-Harrogate-York, York-Scarborough and Leeds-Selby-Hull rail corridors.

#19 Maximise high speed rail investment through station improvements and better access

- Get York Station high speed ready and as multi-modal sustainable transport hub for the area.
- Station improvements at Harrogate, Thirsk, Selby and Seamer.
- Improve access to rail stations across the area.

#20 Ease congestion in York and Harrogate

- There are major improvements needed to add capacity to A1237 around York Ring Road and A59 / A61 Harrogate Relief Road.

- Alongside this, we will deliver sustainable transport improvements supporting low emissions vehicle and Park & Ride infrastructures, and cycling networks.

#21 Enhance the resilience of the transport network, particularly to flooding

- Highlighted by the flooding in winter 2015/16, we will focus local highway improvements on improving resilience of known high risk areas.
- This includes A59 Kex Gill realignment.
- We will also explore opportunities to enhance the resilience of East Coast Mainline.

#22 Ensure widespread reliable telecommunications and high speed broadband

To create a long term viable rural economies, high speed broadband and reliable mobile connectivity are non-negotiable, so we will support the roll out of this, particularly where there is market failure.

Superfast broadband and mobile connections are non-negotiable

A taste of what we're doing:

Rail investment on the right track

Creating the conditions for growth is a key role for the Local Enterprise Partnership, influencing major decisions to increase investment into the area.

Working with local authorities and the rail franchise bidders, rail in the area is set for a major boost. Alongside our £9.6m investment in the rail line between York and Harrogate, which is crucial to electrification plans, improvements we have secured include:

- Four trains per hour between Harrogate and Leeds
- Twice as many trains between York and Scarborough
- Increased frequency between York and Hull
- Newer, better trains and investment in station facilities

York is already a rail hub, connecting with eight of the 10 largest cities in UK in under two hours. Alongside transformation projects such as HS2, our connectivity goes from strength to strength. These improvements will deliver

Significant economic benefits - supporting business, tourism and job growth through better connections and faster journeys.

Reduced crowding – more seats at the busiest times

Improved customer service - increased passenger satisfaction.

Enhanced connections with other forms of transport – making it easier for passengers to use a range of public transport options



York Station

MAKING IT HAPPEN

DELIVERY & COLLABORATION

Our ambitions for our area, our businesses and our people are significant. If we are to achieve these things, as businesses, skills providers and public sector organisations working together, we must be very intentional about how we achieve our goals. Learning from our experience, there a number of principles which we believe will be key to success in practice.



Our ambitions for our area, businesses and people are significant. If we are to achieve these, learning from experience some principles will be key to our success.

Strong partnerships

For us to deliver our ambitions, we need all partners, both public and private sector, to work together. We are committed to working together, delivering on our promises and supporting partners to deliver their ambitions.

Taking a commercially driven, business-led approach

Jobs are created by growing businesses, so we are working closely with the market and sharing our plans at the outset to deliver their requirements. When using our resources, if programmes can be delivered by the private sector, we will avoid duplication, using public funds only where there are clear market failures. Our decisions will be commercial and deliver maximum long term impact.

Use our full range of local levers

Rather than simply relying on Government funding as the default to achieve every goal in our strategy, we will use the full range of public and private sector levers at our disposal, such as Local Plans, business rates policies, decisions about curriculum, private investment, alternative financing models, stimulating business-led solutions or enabling commercially viable products and services to thrive. This will enable us to achieve more and to deploy national programmes such as Growth Deals - a vital component of our approach. Likewise, for our European programmes we will focus investment towards priorities where this funding will be most effective.

Working with other LEPs and the Northern Powerhouse

Economies and businesses don't work on administrative boundaries, and neither do we. Where business services can be made simpler by working across a larger geography, but remain tailored to particular sector or business needs, we will endeavour to make this possible. Similarly, there is significant scope working as Yorkshire or the North for working at an internationally-significant scale, such driving distinctive sector growth or maximising our research strengths. As a geography connecting Yorkshire & Lancashire with the North East, we recognise our key role in transport terms in the Northern Powerhouse; and many of our transport priorities cross administrative boundaries. Therefore, we will work closely both with other LEPs, and Transport for the North and Rail North to drive solutions which benefit the whole of the North, including strategic infrastructure improvements and integrated ticketing and pricing.

Developing a project pipeline and investing in feasibility to ensure there are consistently investment-ready projects

To deliver the major projects and programmes to achieve our ambitions, we need to be on the front foot in fully understanding business cases and identifying viability gaps to both make the most of opportunities as they arise, and to target interventions most appropriately. Beyond simply responding to funding calls when they come, we recognise the importance of proactively investing and deploying partnership and council resources in the feasibility work to enable a strong pipeline of investment-ready projects, and the flexibility to respond to changes.

RESPONDING TO THE EU REFERENDUM

The outcome of the EU Referendum has left passions running high, but whatever personal opinion people may have, a decision has been made and the Government will now begin planning to negotiate an exit from the EU.

**Our LEP will respond to the impact of this.**

There will be a period of financial and economic uncertainty, which will affect business performance and confidence. However, we are a region blessed with thousands of great businesses, who have proven time and again they are resilient, determined and successful. Now is the time to work together even harder to achieve success in the future.

As the Local Enterprise Partnership, we will continue to support these many great businesses, providing the advice and support when they need it, but we will all need to understand the full implications of the decision to exit the EU and put in place plans to mitigate the downside wherever we are able to do so.

The EU, for all its strengths and weaknesses, has and continues to invest significant funding across our area. As the Local Enterprise Partnership, currently we have circa €110m funding allocated for investment through our EU Structural Investment Fund, between now and 2021. This funding is intended for critical investments, such as improving rural broadband, helping businesses grow and innovate and, importantly, helping the most disadvantaged in our area address barriers and gain the skills they need to enable them to gain good quality employment.

We need to ensure this level of investment is not lost when the EU exit is negotiated. As a country we must continue to invest to deliver sustainable growth and good quality jobs.

We are also aware that many of our partners also benefit from significant investment from the EU, be that our great universities undertaking world class research or our agricultural businesses through farm payments. The success of these organisations and businesses are crucial to the growth and sustainability of our economy and our communities, and we will work in close partnership with them to understand the impact of the EU exit and to build on their strengths, their capabilities and their potential.

It is always hard to be certain in the immediate aftermath of such a significant decision, however one fact has not changed – we are an ambitious area with world class assets, great businesses and major ambition. We will continue to invest, partner and lobby to ensure our ambitions are realised.

**The York, North Yorkshire
and East Riding
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