

Good Growth in Distinctive Places

ANNUAL REPORT 2019

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Good growth in distinctive places

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An introduction from David. A. Kerfoot MBE DL

Chair of the York, North Yorkshire & East Riding Enterprise Partnership

The last year has been characterised by maintaining momentum, whilst preparing for change. Alongside national challenges relating to Brexit, government also published a review of Local Enterprise Partnerships.



The last year has been characterised by maintaining momentum, whilst preparing for change.

Alongside national challenges relating to Brexit, government also published a review of Local Enterprise Partnerships. The 'Strengthening Local Enterprise Partnerships' paper aims to ensure that LEPs are fit to play a lead role in the future of local growth, whatever the outcome of negotiations with the European Union, whilst indicating changes that will have significant impact upon our organisation.

Our performance through these uncertain times has remained strong with partnership at the heart of our strategic ambitions and delivery focussed activities. Alongside delivery of the Local Growth Fund which remains on target, we have sought to realise the capital potential of our biggest asset – our landscapes and natural capital which make our region beautifully distinct.

York is a city characterised by ambition. A regional pride, with a global brand. Whilst tangible progress is being made to unlock and amplify the potential of its Enterprise Zone with region wide benefits, the city is building upon its proposition as a 'green' city with a skilled work force, in both academic and vocational skill sets.

Natural Capital underpins our rural and coastal economies, whether that be food and farming or our booming tourism industry, whilst the historic assets in City of York are fundamental to it being such an attractive location for business. What we now understand is that our urban economies and manufacturing sectors also have definable, intrinsic dependencies upon our natural capital. As we seek to drive productivity and growth across our region, it is vital that we invest in these assets, understanding better the role they play in the economy and how we can use them to create value chains and drive productivity.

Further underpinning a strengthening of our rural economy is Grow Yorkshire, a programme that has brought food and farming together to look at the opportunities for farming post CAP and is making a

national impact in terms of leading the field in this key area. Our work around energy and circular economy will further focus our capacity to make better use of the resources in our region.

The North Yorkshire coastal town of Scarborough is an exemplar in its approach to business led growth. Investments and action are coming together to transform the North Yorkshire coastline and the opportunities presented to its communities. Our work in market towns will also look to transform. We will work to understand current and future trends and ensure that local areas are served by distinctive, successful towns.

Whilst we have continued to deliver on our promises, I'm incredibly proud of our partnership approach, working collaboratively to develop a deeper understanding of the opportunities in our region, and how we can propel good growth, good for the environment, good for people and, crucially, good for business.

Big change brings big opportunities. As a result of the LEP review, in 2020 it is proposed we will merge York and North Yorkshire with Leeds City Region, whilst East Riding will combine with the Humber. Extended discussions are underway to try and bring this about. East Riding is a fantastic region and one where I enjoyed great business success. Building indisputable links with Hull and Humber, we will continue to partner and prosper.

If a merger takes place, a new LEP will wield might in its geographic range and economic stature. Its capacity to impact good growth will be found in localities, in working with local partners to reflect the distinctive characteristics of a diverse geography, one that contains city regions, coastal and rural areas. You can expect a Local Industrial Strategy which is distinctive, ambitious and compelling and a LEP which will continue to work in partnership with, and invest in, the wonderful York and North Yorkshire, where distinctive places will remain the key to our continued success.

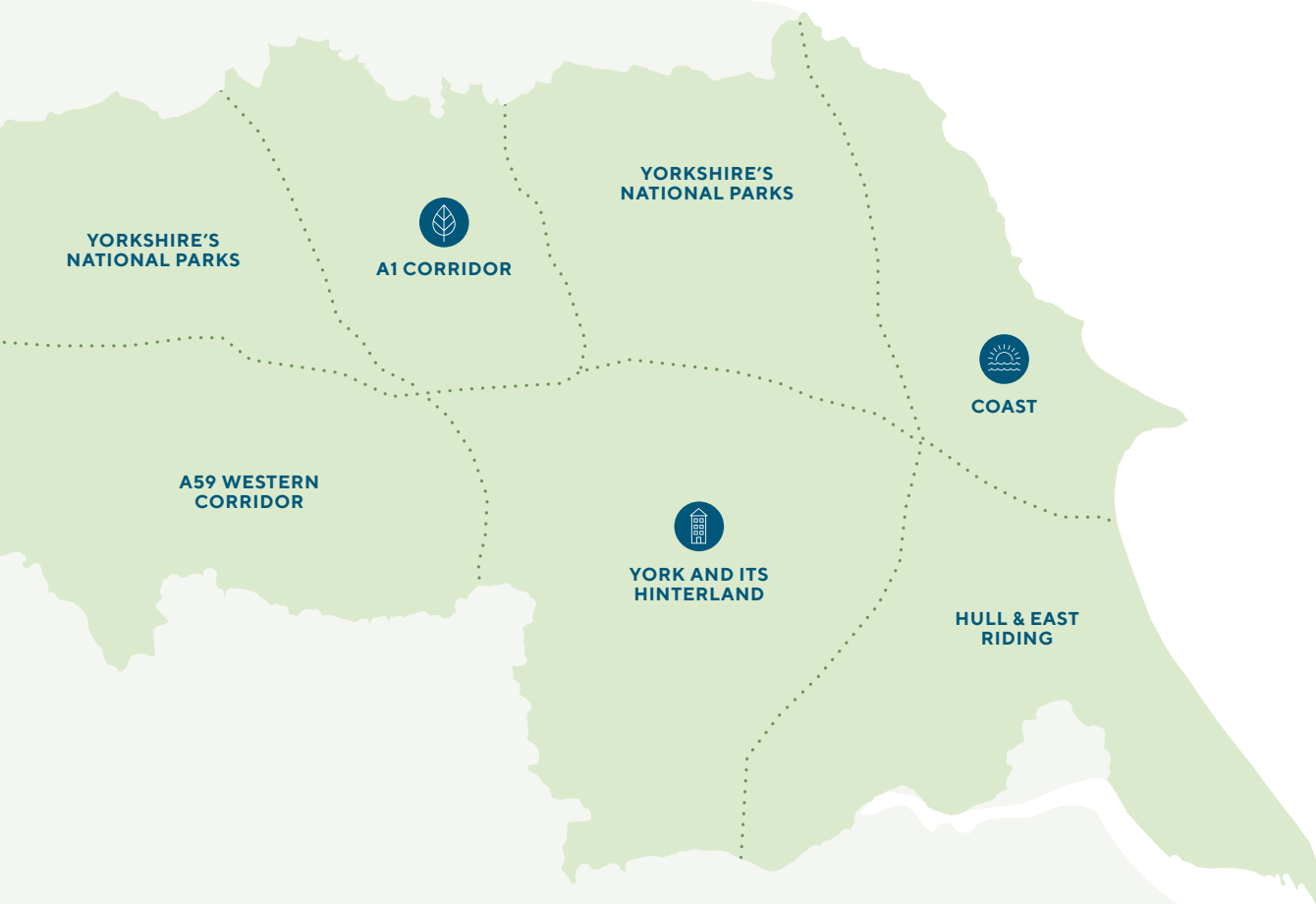


Place-based economic regeneration

The future is place based. A key learning from our strategic economic plan is that across the geography there is no 'one size fits all' response for economic growth. In 2018/19, a **spatial framework identifying economic growth areas** was identified and agreed by all local authorities. We have also grown our understanding

of the broad economic geographies of the patch, our distinctive places, which include the city of York, rural towns and the opportunity coast. By understanding challenges and identifying opportunities at a local level, we can engage partners and businesses to maximise growth that is good for people, places and the environment.

Sub area Priorities



A1-A19 Corridor – unlocking major growth potential

Challenge: transport connections attract manufacturing and logistics business.

Opportunities: employment opportunities developing from business growth.



National Trends: changing role of market towns

Challenge: very distinct purposes for towns, dependent on locality. Towns can be service centres, tourist destinations or commuter belt towns.

Opportunities: change in consumer behaviour impacting the high street, presents towns with a unifying question, 'how do we drive growth?' Place-based focus will allow towns to look at their distinctive roles and seek solutions that are locally relevant.



York Central - enterprise zone

Challenge: development in the enterprise zone needs to support York's ambition to become carbon neutral by 2030.

Opportunity: to attract inward investment that can harness a distinctive offer for the city and the region.



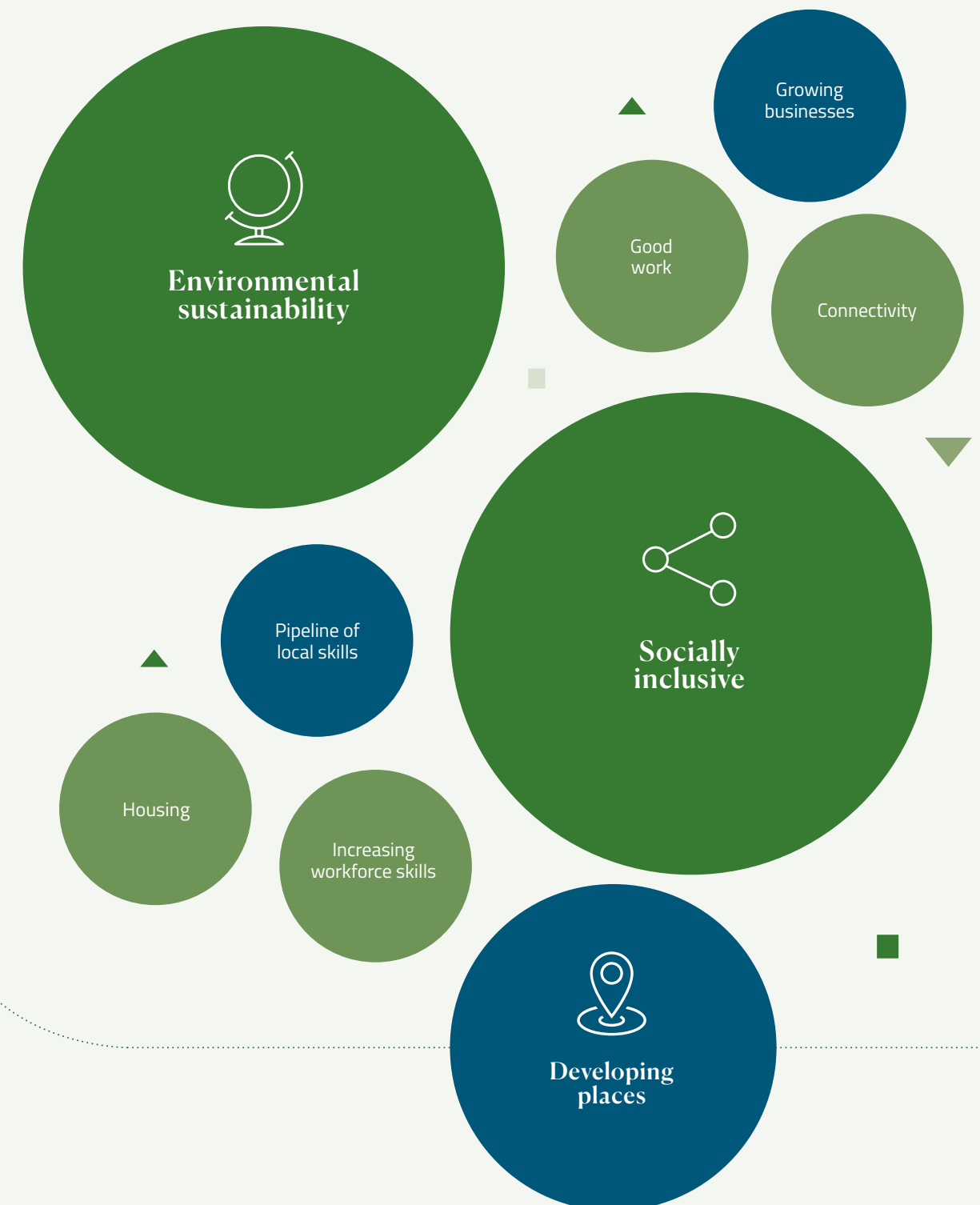
Broad Economic Geographies: North Yorkshire Coast

Challenge: historic deprivation from change in consumer behaviours.

Opportunities: unique opportunities such as Dogger Bank and GCHQ are distinct to the area.

What is good growth?

Our local industrial strategy will be underpinned by clean growth and inclusive growth. We can say that growth has been 'good' when it meets and/ or contributes to these core growth priorities and delivers growth that is good for people, places and the environment.



Partnership, engagement & the role of collaboration

Working collaboratively with partners and stakeholders to develop strategy and action plans has formed an integral element of emerging policy in the last year. Both our Grow Yorkshire and Circular Economy programmes tackle phenomenal changes and challenges that our region faces, and aim to stimulate a coordinated and impactful regional response. By bringing people together to workshop and identify priorities and solutions, we can learn from one another, broaden our reach to businesses and be inspired. Fundamentally, these early collaborations will be developed on through face to face business engagement, to shape strategy that connects to real business need.

This same process will be mapped across to our Local Industrial Strategy. To be impactful at a local level, this strategy must be co-designed and co-delivered by businesses and communities across the patch.

Apprenticeship Employer event:

"It was really helpful to hear from other businesses, how they've made apprenticeship funding work for them. It was also helpful to hear about what a successful relationship with a training provider looks like."



Our skills team brought businesses and providers together, working in partnership to tackle skills shortages in the construction sector. At two employer-facing events, businesses from a broad sector base came together with our skills partners, to look at the role of apprenticeships, share best practice and support navigation of the funding landscape. An Apprenticeship Toolkit was developed and a campaign in National Apprenticeship Week was supported by local authority partners, helping us to showcase SME businesses across the region who have benefited from working with apprentices.

The networks formed at these events are vital to the growth of businesses and are at the heart of how we are proud to work as a LEP – at a local level, with partnership-led collaboration.

Circular Economy Workshop attendee:

"I have been to a lot of workshops over the years and it was good to take part in an event where it had the sense that it was going to lead to some real actions."

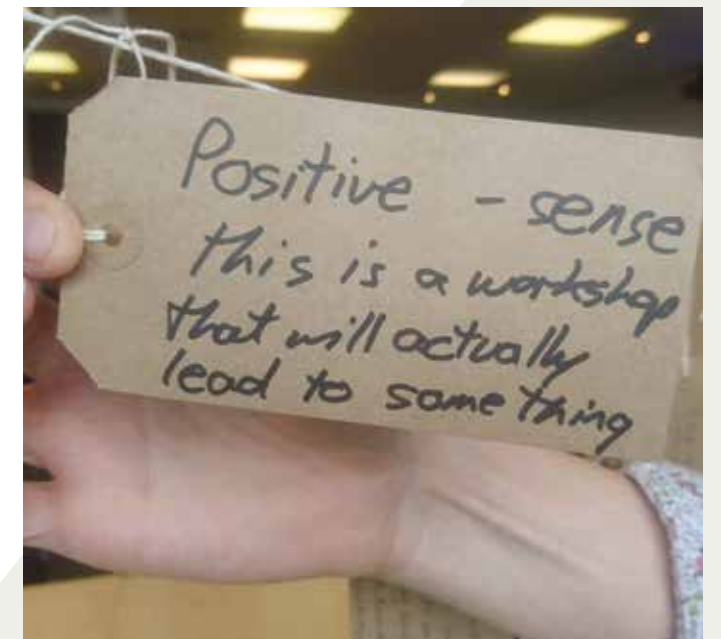
Grow Yorkshire Workshop attendee:

"Great mix of interested parties, and free and open discussion from everyone. I loved the link between the venue and local food grown in Yorkshire to the theme of the day."



Grow Yorkshire

Grow Yorkshire launched in April 2019 with a letter to government, highlighting industry priorities in the region and seeking support for the Grow Yorkshire initiative. The letter, from our Chair, David Kerfoot, was co-signed by over **30 partners** across the patch.



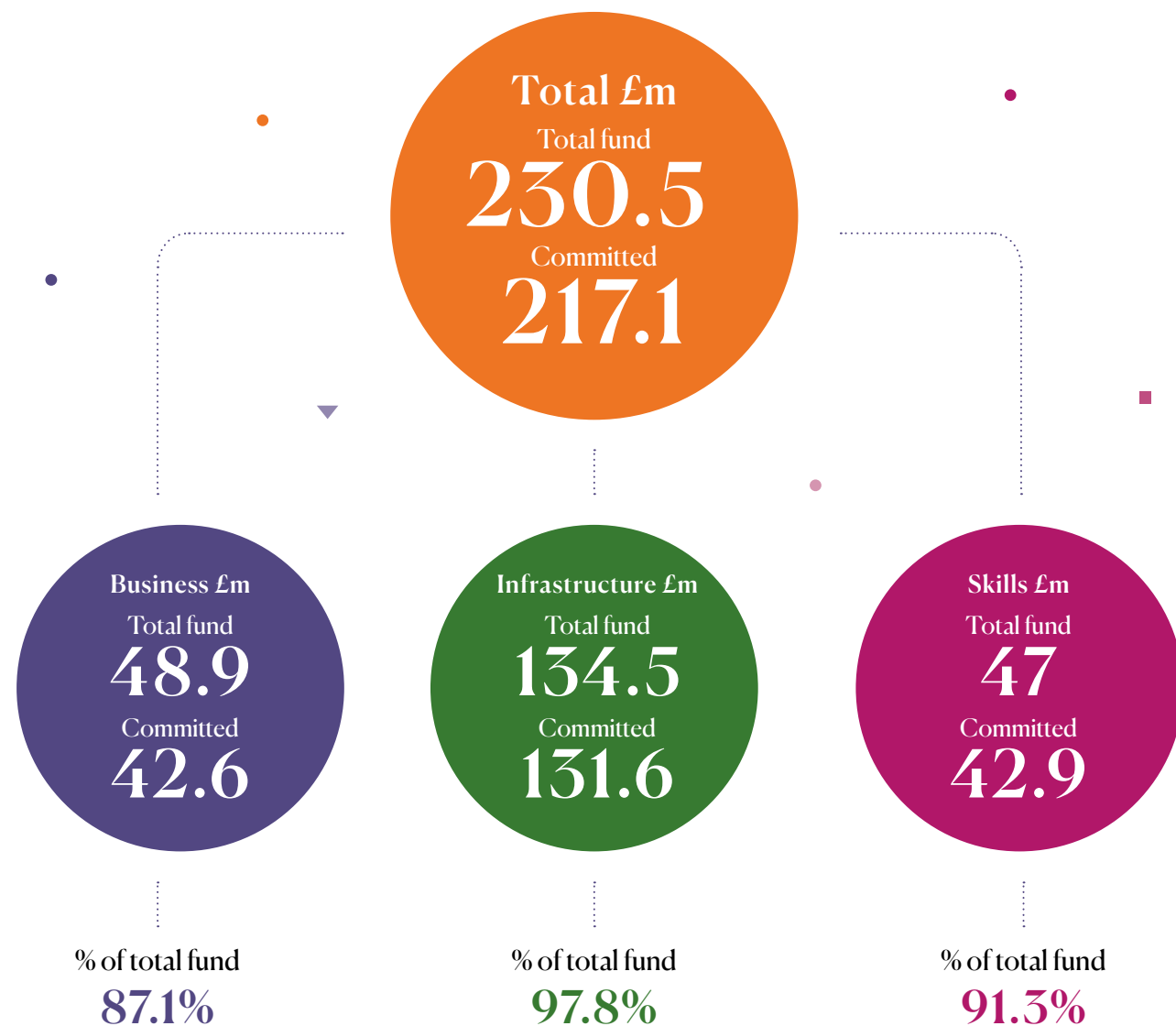


Investments, funding & strategy

"These projects are the reason why we get out of bed every day, investments and programmes that change the lives of real people, transform real places and grow real businesses, with benefits for all."

James Farrar
Chief Operating Officer

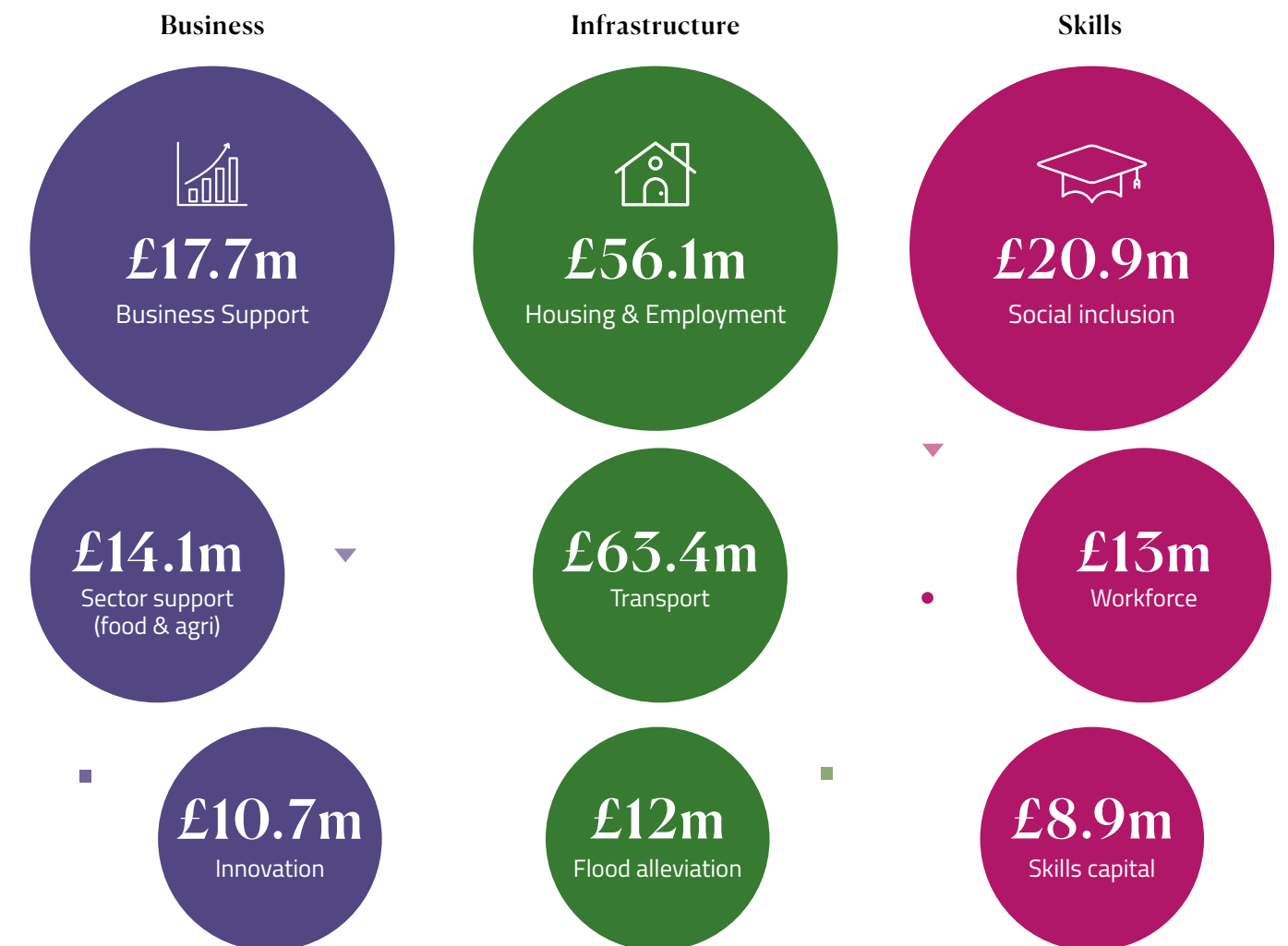
Large investments



LEP achievements 2014 to 2019



Where the money has been spent



What does Growth Hub support for businesses look like?



High intensity

12 hours face to face business support provided by a Business Relationship Manager.

Medium intensity

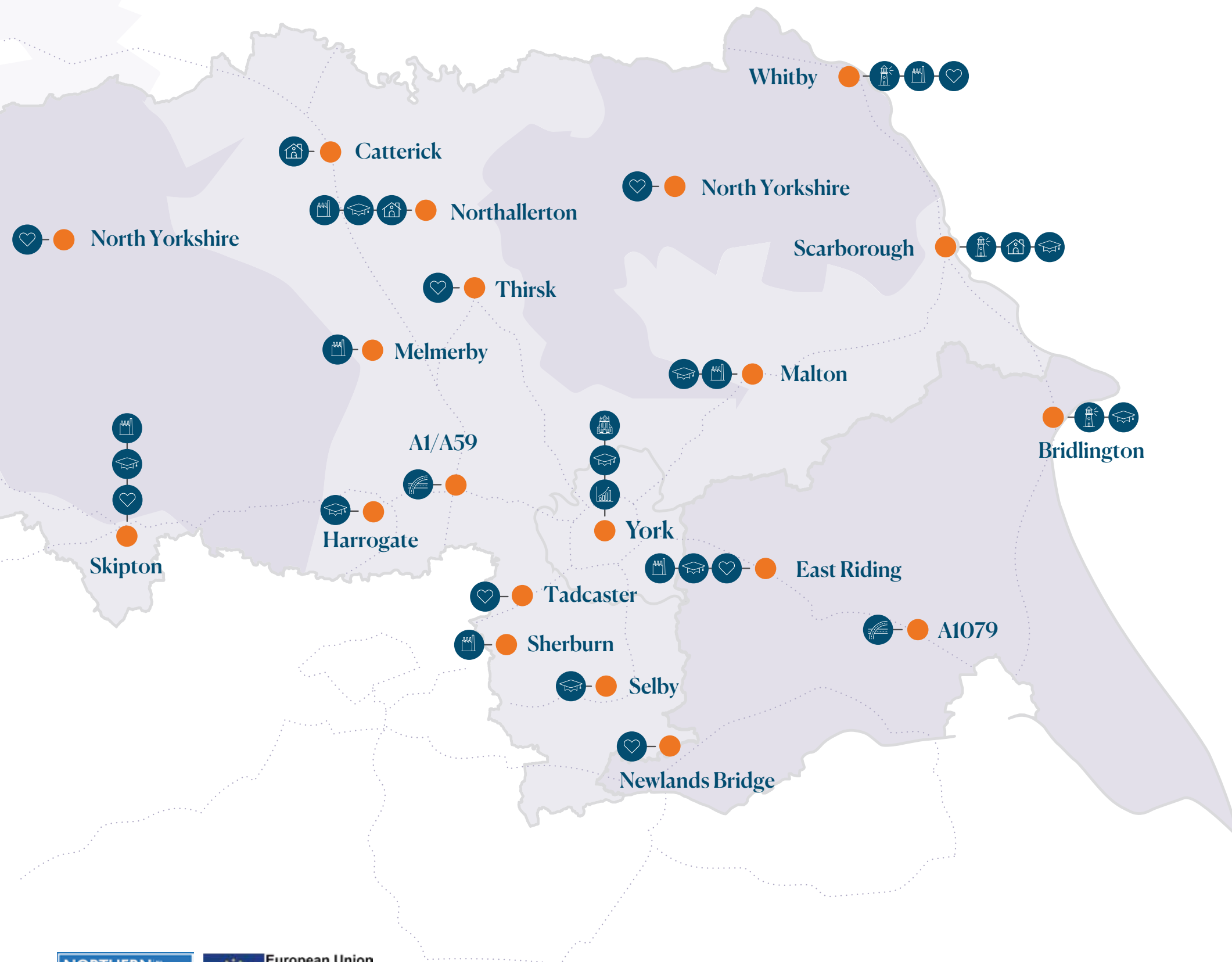
1 hour telephone diagnostic support.

Low intensity

Basic signposting, digital platform engagements and download materials such as eBooks and website articles on the website.

Investments in place

Capital and infrastructure investments across our LEP area from 2014 through to 2019.



KEY

- A resilient economy
- Building more homes
- Business growth
- East-West connectivity
- High value employment
- Skills capital
- Transformation of our opportunity coast
- York Central

A1/A59

- Junction 47 upgrade

A1079

- Killingwoldgraves Roundabout improvements
- Shiptonthorpe Roundabout improvements

Bridlington

- East Riding College - Mechatronics
- Gypsy Race Park and Avenue – Phase 2

Catterick

- Housing and employment growth at Catterick

East Riding

- Road improvement programme
- East Riding College Digital Workplace
- Bishop Burton College Digital Upgrade
- Pocklington Flood Alleviation Scheme
- Beverley Grovehill Road widening
- Hessele Foreshore Tidal Defence Scheme

Harrogate

- Harrogate College

Malton

- Agri-business Park
- Derwent Training
- Yorkshire Arboretum

Melmerby

- Employment site

Newlands Bridge

- Road improvements

Northallerton

- Housing growth at North Northallerton
- Digital Hub
- Central Northallerton road improvements

North Yorkshire

- Road improvements programme

Selby

- Selby College-Equipment and Trailblazers

Scarborough

- Middle Deepdale Housing
- Scarborough TEC new campus
- Town Centre Junction Improvements
- Plaxton Park Link Road
- Construction Skills Village

Sherburn

- Employment site

Skipton

- Skipton Flood Alleviation Scheme
- Craven College Animal Management Centre, Electronic and Computing
- Skipton Housing & Employment

Tadcaster

- Tadcaster Bridge

Thirsk

- Dalton Bridge improvements
- Sowerby Environmental Space Project

Whitby

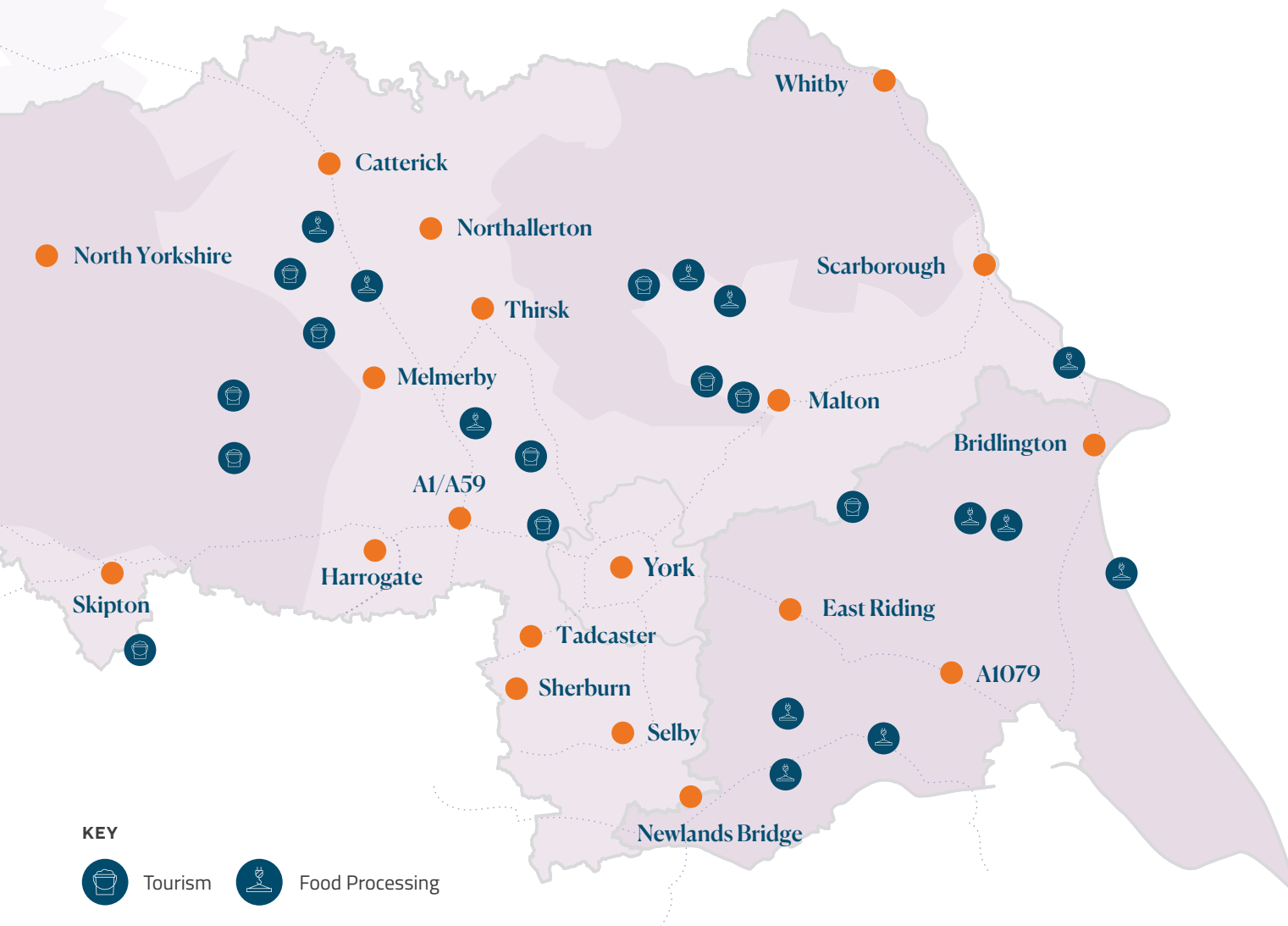
- Whitby Business Park
- North Yorkshire Moors Railway Development
- Whitby Harbour & Piers
- Whitby Church Street

York

- Askham Bryan College
- Agricultural and Engineering Centre
- York College Internet of Things York
- Bio Hub Equipment
- Scarborough Bridge
- York Central – Development costs
- HYPER Hubs

Rural growth programme

As priority sectors in our large rural area, tourism and food processing businesses have benefited from EAFRD RDPE investments in rural development. This map shows the spread of investments.



KEY

- Tourism
- Food Processing

East Riding

- Factory Extension
- Yorkshire Greens Limited Processing
- Scutt Farming Investment Project
- Carrot Packing Line Inc
- Packing Line & Building Extension
- Whole Crop Marketing Ltd
- C S Bakehouse - Potato Expansion

Harrogate

- How Stean Gorge
- Shiptonthorpe Roundabout improvements

Leeds

- Leeds Liverpool Canal improvements

Malton

- Ryedale Market Towns Promotion
- Sloemotion Growth Plan
- Pickering Carriage Care Facility
- Brewery Expansion (Cropton)
- Destination Partnership

North Yorkshire

- Heck! Food Automation Project
- Swinton Park Spa

Thirsk

- Shepherds Purse Cheesemaking

York

- Poultry Processing and Cold Storage
- North Fairy Trail
- Church Farm Diversification
- Web Adventure Park Development

Business support across the region

Here are some of the wide range of business support programmes available across the region.



Grant funding for manufacturing businesses



Supporting and investing in bioeconomy



Funding for innovation projects



Grants to innovate production



Capital investment for local projects



Loan investment for Northern businesses



Free training to upskill employees



Investment in agriculture and food



Housing growth for everybody

In our Strategic Economic Plan we set out to double house building and treble affordable housing. We have been successful in delivering on our target to double house building, with builds increasing from 2427 in 2014 to 5617 in 2018.

In 2018/19 the Rural Housing Enabler Network worked together to enable a 86% increase in completions and build over 400 new rural affordable homes on both mixed market developments and 100% affordable housing sites. Two thirds of the new homes were for rent and a third for low cost home ownership. 76 of these new affordable homes were delivered in the national park areas. Over 250 new rural affordable homes were also granted planning permission during the year.

Our affordable housing figures will be progressed significantly by the launch in January 2019 of our Joint Investment Plan with Homes England, which unlocks potential for 16,000 affordable homes by 2027.

To reach our strategic housing ambitions, we commissioned the Construction Industry Training Board (CITB) to undertake research into the construction industry skills gap in the area. The research revealed a significant gap in skills whilst simultaneously projecting a high spend in construction projects, of up to £1.3bn per annum, for at least the next five years. New housing accounts for 47% of anticipated spend in 2018. We launched an apprenticeship toolkit, held a construction industry stakeholder event to engage employers and made a capital investment in Scarborough Construction Skills Village.



Business and skills case studies

LABMAN

Labman Automation, based near Stokesley, prides itself on producing innovative robotic solutions for businesses across the world. Their custom-designed systems can be found across dozens of sectors, from food and drink production to medical processes.

Their innovative nature is mirrored in their purpose-built office, which includes two workshops, new meeting rooms and allows them the space and facilities to continue to be a market leader. This has been paid for by a £200,000 grant from Let's Grow, a business grant programme funded by YNYER's Local Growth Fund – MD Andrew Whitwell hopes, "the Let's Grow money will help us create about 30 jobs... our planned growth for the next five years could come down to three."

KARRO FOODS

Engaging young people in local businesses is vital to sustaining local economies, as Karro Foods knows. By educating young people about careers in the businesses on their doorsteps, it ensures a new generation of skilled, enthusiastic staff join the ranks and continue the business – the issue is getting the word out there about the opportunities.

With this in mind, Danni Leggatt, an Enterprise Adviser with the York and North Yorkshire Careers Hub, spoke with students at Ryedale School about pursuing a career in food production, starting with apprenticeships. The headteacher at Ryedale agreed that students needed education around routes into careers outside of general college-based routes, adding, "Danni being able to offer an apprenticeship talk... was a huge benefit to all involved."



THE GROUP COMPANY

The Group Company are a travel wholesale company of around 40 employees who believe that people power business. Growth Hub helped The Group Company access an £18,000 Sparkfund grant to develop innovative booking system software, supporting delivery of high quality customer service, a distinguishing feature in the travel industry. Sparkfund is run by University of Hull and is funded from YNYER's European Regional Development Fund (ERDF).

Helen Bilton, CEO of The Group Company, says: "Our new IT solution will increase our efficiency and thus profitability. Growth Hub also helped us to access funding support for training. Staff retention is vital to our business, we want happy and engaged employees. The support we have received has helped us to do that on a larger scale."



ACTION TOWARDS INCLUSION

A recovering alcoholic, Jill was initially hesitant about the Action Towards Inclusion support programme. After losing so much, including her confidence, to her addiction, she was unsure whether this programme would be able to make a difference.

But after a course of counselling, interventions and support, Jill is not only healthy and happy, she has realised her dream of opening her own business – a dog-walking and home-boarding service, Dalton Dogs. "I've never had somebody believe in me as much as my key worker does – she made me feel worth something. I found the me I was looking for," Jill said.

Action Towards Inclusion is run by Your Consortium with funding from YNYER's European Social Fund (ESF).



An aerial photograph of a coastal town at dusk. The town features colorful houses with red, blue, and white facades, clustered together. A harbor area is visible in the foreground, with several small boats moored. The town is surrounded by steep cliffs, and the sea is visible in the background under a twilight sky. The title 'Distinctive places' is overlaid in large white text.

Distinctive places

I'm incredibly proud of our partnership approach, working collaboratively to develop a deeper understanding of the opportunities in our region, and how we can propel good growth, good for the environment, good for people and, crucially, good for business.

David. A. Kerfoot MBE DL

York - The future starts now

Whilst York is known as an historical place, the city's ambitions for good growth are future focussed. York's rail and broadband connectivity has been well versed. Now the city is capitalising on its past investments to make substantial progress towards clean and sustainable transport connections. In 2018, our Infrastructure Board signed off a £700k ERDF contribution enabling the installation of three rapid electric charging points, 'Hyper Hubs', to be sited strategically across the city. Two of these Hyper Hubs, sited at Poppleton Bar and Monks Cross Park and Ride sites, will service commuter routes accessible from the A64 and A59, raising confidence amongst residents and businesses to invest in electric vehicles. Combined with solar energy harvesting and storage facilities, they will offer a truly carbon neutral option. A 20 minute stop could see modern electric vehicles fully charged.

The third Hyper Hub, based at York Hospital, services inner city electric car users. Growing the number of 'clean' journeys within the city will be vital for York to meet to meet its ambition to be a carbon neutral city by 2030. York Central has a pivotal role in transforming economic growth in the city. Construction will be underpinned by sustainable build and transport solutions in and out of the site. Refurbishments to Scarborough Bridge were completed in March 2019. Works

have made the crossing fully accessible, increasing cycle and pedestrian journeys and better linking the train station to York Central and the western side of the city. The project was collaboratively funded, including £1.5m from our Local Growth Fund.

Innovation and technical development characterise's much of the funding invested in York businesses, servicing advancements that create high quality jobs and benefit the region with potential for global impact. Businesses developing e-commerce software, biomass energy production and bio and health technologies, all based in York, represent the draw to York for businesses in sectors where our Universities have led in these areas of development and research.

Rooted in social development, the 'knowledge' capital of York is one of its greatest assets. In 2018 we were successful in bringing one of 20 Careers Hubs nationally to York and North Yorkshire. The hub aims to transform careers education, by linking schools to businesses and ensuring the students are aware of all the career choices available to them. Our commitment to building a vocational skills base in York, bringing in the wider workforce, is illustrated by our investment on skills support programmes and capital.



York skills stats stacks

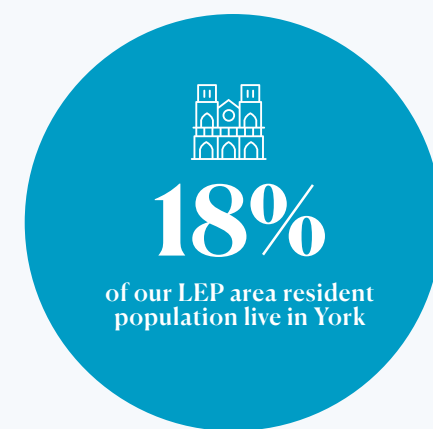
FROM APRIL 2018 TO MARCH 2019:

In Skills Capital, 19% of the allocation so far has been invested in York based colleges (includes **£430,000 investment** in Askham Bryan's Digital Farm Hub).

In social inclusion, our Skills Support for the Unemployed and Move Forward projects saw **30% and 29% respectively** of its total support dedicated to York residents

The Skills Support for the Workforce project has completed **26% of all training needs** analysis with SMEs in York so far. Of all Skills Support for the Workforce learners, 20% are York based

Of all Skills Support for the Workforce learners, **20% are York based**



Millthorpe School in York enjoyed these Careers Hub activities over the 2018 –2019;

| | | |
|--------------------------|-----------------|--------------|
| Mock Interviews | Year 10 | 220 learners |
| Careers Day | All Year groups | 970 learners |
| People Like Me | Year 9 | 30 learners |
| Exploring Pathways | Year 11 | 10 learners |
| Apprenticeship Workshops | Year 11 | 210 learners |



Careers hub event

Year 10 students across York and North Yorkshire are feeling inspired after an event run by the York and North Yorkshire Careers Hub. The event featured workshops, talks, and the chance to practice their interview skills, as well as meet real employers from the local area to talk about the routes into various careers and the skills they look for in their employees.

Louise Lunn, Career Hub Manager for YNYER said, "The Careers Hub is about supporting career strategy in schools and ensuring that students are aware of the different routes they can take."



ENTERPRISE PARTNERSHIP

THE CAREERS & ENTERPRISE COMPANY

Rural powerhouse

The power of our rural powerhouse is in our landscapes, our natural capital. In partnership with the Local Nature Partnership (LNP), Nestlé and the Woodland Trust, we commissioned research in 2018 to understand the role of natural capital in economic growth. The research has shown how key landscape functions such as flood mitigation, production of raw materials, and our landscape's role in attracting talent and tourists, are directly connected to the operational and strategic needs of businesses across our geography.

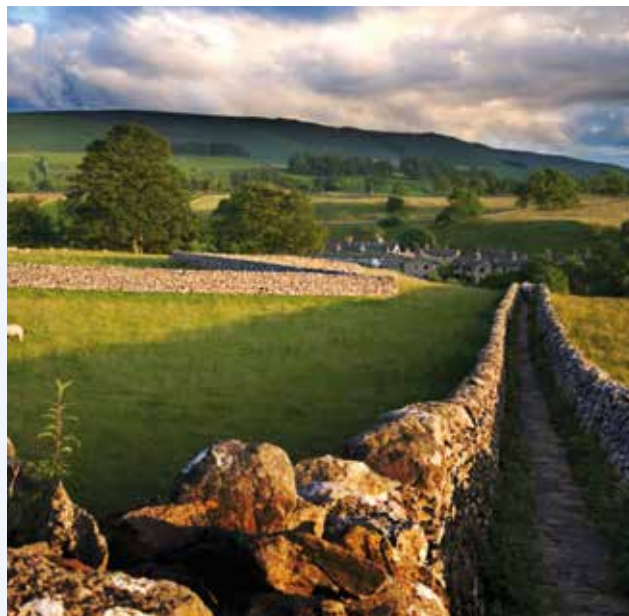
Agri-food, tourism and manufacturing sectors, which together make up over 40% of the region's GVA, were found to have direct and tangible dependences on the land. Managing these dependencies is an opportunity both for farmers and for land managers as well as for businesses in the wider economy.

For example, Nestlé's supply chains, logistical operations and talent strategies are all directly linked to natural capital and factors such as soil health, resilience of river catchments and the welfare offering that our natural environment affords to its employees.

The research showed that other businesses in York, and smaller rural enterprises, share these similar dependencies on natural capital. In March 2019, through stakeholder engagement, we initiated an approach towards a Landscape Enterprise Network for York, North Yorkshire and East Riding.

The LENS approach provides a proven mechanism for partnerships of businesses, both large and small, to co-invest in landscape outcomes. Critically, LENSs show us how we can turn interdependencies into value chains, with farmers and land managers enabled to deliver these values from their land – alongside and in support of their traditional food production.

As our Grow Yorkshire programme develops, the LENS initiative has the potential to form a sustainable source of additional income for farmers. LENS is one key mechanism in which the private sector can step in to support the sustainable management of landscapes and production of food to provide tangible benefits for business, society and the environment.



Grow Yorkshire fact file

Grow Yorkshire has a vision to cultivate enterprise. A platform to develop and communicate solutions, Grow Yorkshire is supporting food and farming industry to adapt to significant changes ahead. Grow Yorkshire brings together organisations which already offer extensive assistance to food and farm businesses. Through a collaborative and coordinated approach, the programme aims to increase uptake and impact of support services, identify the current and future needs of farming and food industry and secure future funding and backing from the Government to address them.

WHY GROW YORKSHIRE?

There are **48,000 businesses** in York, North Yorkshire and East Riding, generating £24bn of value each year.

72% of farms across Yorkshire and Humber reside within our patch.

Agricultural businesses may only account for 2% of the region's GVA, this equates to **£437m per annum**, 9,000 farms and 23,512 employees.

73% of farms across our patch are reliant on CAP subsidies, which will be phased out when we leave the European Union.

This equates to **£170m each year**.



Scarborough case study - investments in place

In Scarborough and along the North Yorkshire Coast, we are investing to make a difference.

Our infrastructure and skills investments seek to unlock growth and create opportunity that is inclusive at a local level.

TOTAL: £16,671,000



MIDDLE DEEPPDALE

£2,320,000

LGF funded housing & employment

Investments to unlock sites for housing and business growth.



PLAXTON PARK

£2,830,000

LGF funded housing & employment

Investments to unlock sites for housing and business growth.

CONSTRUCTION SKILLS VILLAGE

£320,000

LGF funded Skills Capital

The Construction Skills Village Partnership with Northern Regeneration, Scarborough Borough Council and Kebbell Development. Aims to provide skills capacity in local workforce to reach projected housing growth of 9,000 new homes in the borough by 2032.

CLLD

£4,356,000

ESF & ERDF

The Yorkshire Coast Community Led Local Development (CLLD) Programme focuses on economic growth and job creation at a community level. The programmes offer a tailored approach developed by the local community, aimed at meeting issues of greatest local need. ERDF is used to create jobs and support businesses growth. ESF is used for skills and social inclusion programmes.



SCARBOROUGH TEC

£3,345,000

LGF funded Skills Capital

The college is part of ELITE (Engineering, Logistics, Information Technologies and Enterprise). Investment provides vocationally specific accommodation to underpin the growth in high quality post-16 provision on the 'opportunity coast'. Strong focus on priority sector skills including: construction; engineering; manufacturing; cyber security; logistics; health and safety; hospitality; visitor economy; digital technology; creative and cultural; health and social care; childcare; and business skills.



TOWN CENTRE JUNCTIONS

£2,320,000

LGF funded housing & employment

Increase operational capacity and traffic flow, assisting the delivery of housing and economic growth.

Social inclusion and workforce skills programme



Skills Support for Unemployed
Move Forward
Action Towards Inclusion

645

Individuals Supported

IMPACT

Support for the unemployed
Programmes aim to address barriers, help individuals to gain vocational qualifications and move closer towards the workplace



NEET

90

Young people

IMPACT

Support for young people not in education, employment or training.



Skills Support for the
Workforce

142

Businesses

527

Local employees
accessing skills training

IMPACT

Support to help business analyse their training needs and access training in key priority sector skills

Scarborough case study – young people and careers

The Opportunity Coast has a bright future. We're investing in raising aspirations for young people in the area, by creating high tech learning environments & supporting careers education.

FLAMINGO LAND APPRENTICES

Leon Elsworth & Bobbi Finch have been making a difference at Flamingo Land. Both Level 3 Engineering students, they have taken on apprenticeships with Flamingo Land's Engineering team that allow them to divide their time between studying at Scarborough TEC and putting their skills to use in real situations at the park.

Both students were enthusiastic about the scheme, saying that it had given them the confidence to move forward in their field. Phil Pritchard, Park Executive for Flamingo Land, said, "The standard of the young technicians is excellent and demonstrates great opportunities in today's high-tech development & manufacturing industry."

ANN HARDY, PRINCIPAL OF SCARBOROUGH TEC

"The funding we have received from the York, North Yorkshire and East Riding LEP has given us the opportunity to build facilities that rival and exceed industry standards, turning Scarborough TEC into the successful College we are today."

BOBBI FINCH SAYS

"At school I was pushed towards subjects you would normally associate with females, but I love Science and Maths and doing more practical work, so Scarborough TEC was the obvious choice for me.

"I now want to go on to study for a Foundation Degree in Mechanical Engineering and would really like to go on to work for a company locally in a managerial position. Scarborough TEC has given me the skills I've needed to be able to get this job and understand what needs doing and how to do it."



Scarborough engineering week

Scarborough Engineering Week is an informative and interactive event, aimed to inspire young people towards careers in Science, Technology, Engineering and Maths. In 2018 the York, North Yorkshire and East Riding Enterprise Partnership sponsored the event, which is coordinated by NYBEP in partnership with Scarborough Business Ambassadors. Scarborough Business Ambassadors is a business forum engaging local businesses and employers to take a driving role in the regeneration of Scarborough.



Main LEP Board (to March 2019)

- David A. Kerfoot** MBE DL
LEP Chairman

Sam Alexander
Your Consortium

David Dickson
Family Business Matters Limited

Catherine Dixon
Askham Bryan College

Peter Emery
Electricity North West Limited

Jane Lady Gibson
Make It York
- Professor Karen Stanton**
York St John University

Professor Colin Mellors OBE
Higher Education

Richard Shaw
Ellis Patents

Dr Ruth Smith
PM Management Consultants

ClIr Ian Gilles
City of York Council

ClIr Carl Les
North Yorkshire County Council
- ClIr Jonathan Owen**
East Riding of Yorkshire Council

ClIr Mark Robson
Hambleton District Council

ClIr Richard Cooper
Harrogate Borough Council

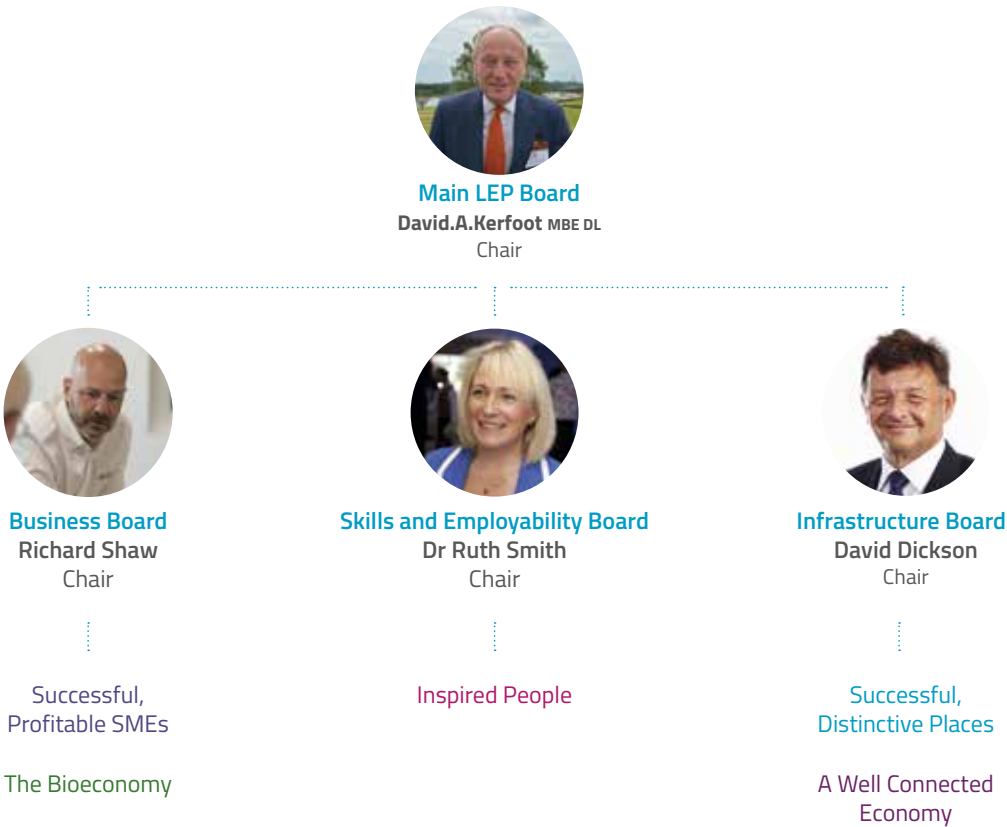
ClIr Derek Bastiman
Scarborough Borough Council

Meet the team



Our LEP team are fantastic professionals, working to make a difference through our core values of collaboration, integrity, person-centred and passion and pride. Get in touch with our team at enquiries@businessinspiredgrowth.com

Board structure



Finances 2018/19

YNYER LEP INCOME & EXPENDITURE STATEMENT OUTTURN

| INCOME | TOTAL LEP (000'S) | EXPENDITURE | TOTAL LEP (000'S) |
|---------------------------------------|-------------------|-----------------------------------|-------------------|
| BEIS Contribution | -£500 | Staffing (Salary + on costs) | £1,005.7 |
| Goverment Grant/other Contribution | -£1,606.8 | Other Hired & Contracted Services | £349.6 |
| Staff Recharges | -£124.6 | Staff Travel | £15.5 |
| Bank Interest | -£242.2 | Staff Recharges | £125.8 |
| Internal Recharges | £ | Training | £3.3 |
| Transferred to/released from reserves | £477 | Recruitment Costs | £4.7 |
| | | Rent | £34.8 |
| | | Venue/Room Hire | £10 |
| | | Entertainments & Refreshments | £10.9 |
| | | Subscriptions/Sponsorships | £25.7 |
| | | IT | £3.3 |
| | | Marketing | £145.6 |
| | | Pool Car Chargers | £1.9 |
| | | External Audit Fees | £1.5 |
| | | Other General Expenses | £7.3 |
| | | Professional Fees | £154 |
| | | Grants Paid | £97 |
| TOTAL INCOME | -£1,996.60 | TOTAL EXPENDITURE | £1,996.60 |

CASE STUDY

Step up to leadership

The Plastic Card People, based in Stillington, has taken advantage of the Skills Support for the Workforce training to help their new managers settle into their roles. They were able to access the Step Up to Leadership scheme, which helps train and empower women to take active leadership roles in organisations.

The bespoke course was a hit, with all three team leaders saying they had developed new skills and strategies that they couldn't wait to put into action. Director Gary Taylor said, "It was a seamless and positive process which our team really enjoyed."



Women are under-represented and not fulfilling their potential across the economy. There are proven and considerable economic benefits to ensuring that women are able to reach their full potential within the workforce.

In July 2018 the Government published Strengthened Local Enterprise Partnerships, setting out the role and responsibilities of Local Enterprise Partnerships in driving local growth and productivity. As part of that review, government said 1/3 of every LEP Board will be women by 2020, and 1/2 of every LEP Board by 2023. Many LEPs have already met or exceeded this, including ours, whilst others are working on action plans to improve gender diversity on their boards.

Our LEP Board has appointed Dr Ruth Smith as our Diversity Champion, to ensure that we are adhering to government targets at board level and championing diversity as we engage with our stakeholders.

Building on the success of Women in Leadership programmes as part of Skills Support for the Workforce, we have committed £1.5m to a Women in the Workforce programme which aims to deliver change both within businesses and for individuals. The programme will launch later in 2019.

The programme offers support to businesses and individuals. Businesses will be supported to take an organisational view, address gaps and bias and generate action plans. For individuals, leadership training, network building and support for women returning to work will be the central focus. Schools and colleges will also take on programmes to raise aspirations and break down barriers for young women entering into STEM careers, with their sights set on senior leadership.

Women in the workforce

Future market towns

A singular, city focus for Government policy is a trend set to change. Guidance given for developing Local Industrial Strategies states that strategies should set out "clearly defined priorities" for how cities, towns and rural areas will maximise their contribution to UK productivity. Identified as one of the five foundations of productivity, LEPs are encouraged to ensure that "places" make the most of their distinctive strengths - irrespective of whether they are cities, towns, rural or coastal.

Unprecedented changes in shopping habits and the retail landscape have seen a strong decline in many towns functioning as traditional retail destinations. The Future High Streets Fund (FHSF) is a £675m fund, released by government to enable local leaders to transform their high streets and town centres, so that they are fit for the future. This fund, should be seen as a component of a bigger solution, which involves towns developing a clear vision for the future and the type of projects and initiatives needed to ensure success.

We have taken a collaborative approach to the FHSF, working locally to envision how towns can be catalysts for future growth, whilst addressing key economic challenges, namely an ageing demographic, low wage economy and the high cost of housing. Working with market town representatives we have collectively agreed a research programme, which will be undertaken in 2019. As well as providing benchmarks of socio-economic data and town centre health, the research will identify gaps in our evidence base that can be targeted in future research and analysis.

A second piece of work will seek to identify future trends in how people will work, live, shop and behave in areas such as ours, given technological and societal changes. Using examples of good practise from the UK and beyond, it should take the data and groupings from stage one and identify how our towns will need to evolve and change to ensure that they remain successful and distinctive places in the 21st century. In particular, we want to raise productivity in towns and ensure that they are appealing and relevant places to live, work and visit.

"The future of market towns is an intriguing blend of futurism and getting back to basics – putting people and public spaces at the heart of regeneration. We're lucky in our region that so many of our towns have environment to draw on, but that shouldn't mean we should rest on our laurels. The future of market towns isn't about maintaining the status quo – it's about forging a future that's good for all."

David.A.Kerfoot MBEDL

Towns in our LEP area bidding into the Future High Streets Fund:

Harrogate, Skipton, Northallerton, Selby, Scarborough, York, Malton, Catterick, Goole.



Photo credit: Joe Dodsworth | Visit Helmsley & Helmsley in Business

A new economic model to tackle climate change

In 2019 York declared a climate change emergency and made a commitment to be carbon neutral by 2030.

York leads the way for the wider region, setting an ambition that as a LEP we want to mirror at a regional level. Working jointly with Leeds City Region, we have commissioned the Tyndall Centre to investigate setting a carbon budget for North and West Yorkshire and forecast different scenarios on how such budgets can be achieved.

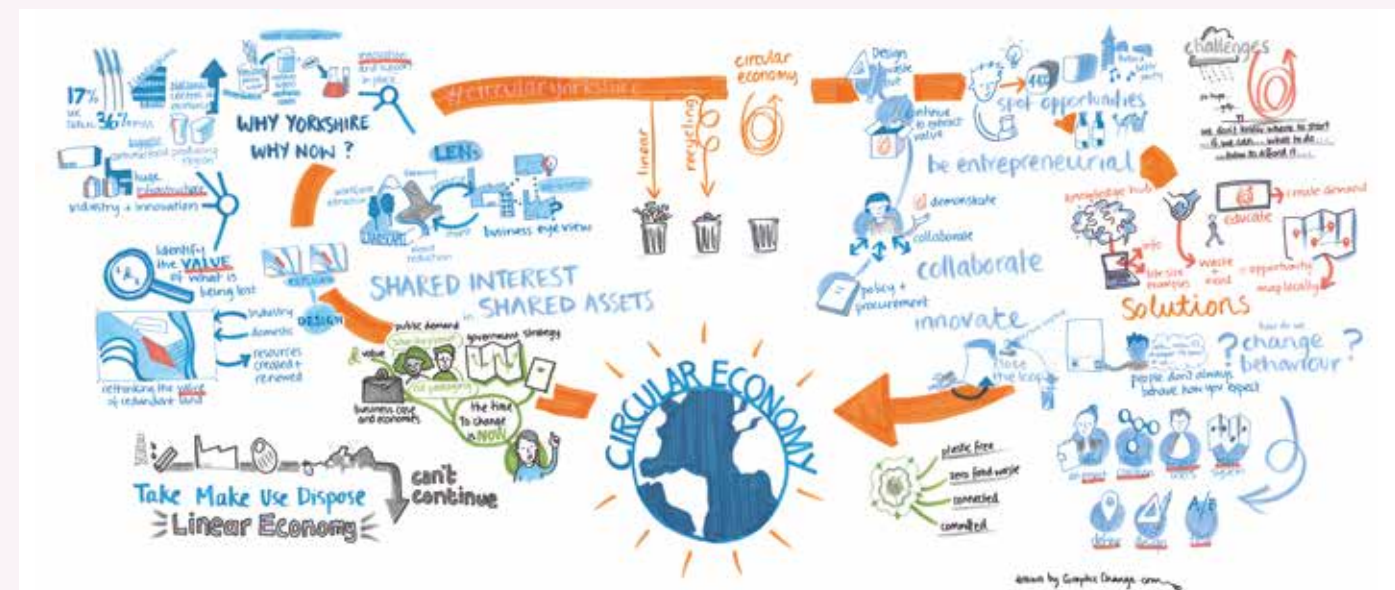
One way that we can achieve significant change is to develop a new economic model to tackle climate change, and this is what the circular economy represents. Applying circular economy principles can accelerate reductions in carbon emissions and bring substantial economic benefits.

WHAT IS THE CIRCULAR ECONOMY?

Our current linear economy, where we 'take' materials out of the ground, 'make' stuff, 'use' items for a short amount of time and then 'dispose' of them, results in a vast amount of waste, environmental damage and economic loss. There is a growing global momentum, across a whole spectrum of

businesses, governments and communities, to move towards a new economic model – the circular economy – which is restorative and regenerative by design. The circular economy fosters effective systems, maintains resource stocks and fundamentally decouples economic growth from resource extraction. In a circular economy, materials and resources stay circulating in the economy for as long as possible, and at their highest value.

In Yorkshire, we're applying circular economy principles at a regional level to develop a more competitive economy that provides benefits for businesses, society and the environment.



FUTURE FOCUS

Digitally underpinned rural economies

In 2019 the Lord's Rural Select Committee report sent a clear message to Government, condemning the lack of support and disproportionate allocation of funding for rural communities as 'systemic and structural'. It's time for a level playing field, one in which we can protect and prepare the rural economy for future challenges and ensure that the gaps between rural and urban economies are bridged.

Our submission to the final report keenly stressed the double bind rural communities face in relation to the advancements of our digital age. A lack of digital and mobile infrastructure sees rural communities not only losing out to the digital revolution and the advances it brings, but alarmingly rural communities are now being further disadvantaged and isolated by the move of service provision onto online portals that they're unable to access. Digital infrastructure should underpin and be central to any rural strategy.

Across our patch we're making progress to build digital connectivity. As our urban centre, York enjoys its status as the country's most digitally connected city and our rural towns are capitalising on this. Both North Yorkshire County Council (NYCC) and East Riding have made significant investments into ultrafast broadband. Last year NYnet (owned by NYCC) was awarded £15m to create networks across 16 of our market towns with ultrafast broadband – that means city centre broadband speeds in rural market towns. Local Growth funding has also been used across North Yorkshire, to increase 4G mobile capability and reduce 'not-spots'.

Our investment in a C4Di Digital Hub on former prison site in Northallerton marks a route forward for market towns looking evolve a future more fit for purpose. The digital innovation hub will create a cluster of digital businesses in the town centre with wider benefits for the area, bringing together entrepreneurs and small businesses from key sectors to employ new technologies and raise productivity.

Agri-tech is a growing industry driven by advancements made by university research and innovation right here on our patch. As the digital sector appeals to a younger age group, an agri-tech focussed digital hub would be a shrewd bringing together of IT advancements and sector skills. Digital technologies are central to retaining a younger workforce in the region, and as such we have made significant investments in both digital and agri-tech skills across the patch at York College, East Riding College, Bishop Burton College, Scarborough Tec and Askham Bryan.



With the right digital infrastructure, we'd have the potential to grow and substantiate the offering for young people to learn advanced digital skills in a college close to home. To capitalise for future growth, we need to stimulate industry now and create a pipeline of opportunity that extends across our key sectors and broad geography. Our Local Industrial Strategy will play a key role in advancing the role of digital in the future of our rural economy.

A scenic view of a town, likely Exeter, featuring a prominent stone tower (Exeter Cathedral) rising above a dense forest of green trees. The town's rooftops are visible in the mid-ground, and the background shows rolling hills under a blue sky with scattered white clouds. A vertical dotted line runs down the left side of the image.

Future focus

We have a great asset base and this is a potentially transformative moment. Through our Local Industrial Strategy we have the opportunity to prioritise the needs of people, places and the planet, in a way which delivers real economic growth.

David. A. Kerfoot MBE DL

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