

MAKING A REAL DIFFERENCE



Annual Report 2017

The York North Yorkshire and East Riding Enterprise Partnership

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A view from the Chair



Barry Dodd CBE LL
Chairman

“ Surprisingly, some of the biggest impacts achieved here at the LEP do not directly involve taxpayers’ money. It’s not all about investing in big new shiny projects that everyone can see. Very often our influence takes place behind the scenes much more subtly.

Any period of change brings uncertainty, but it is only those that focus on the opportunities that will succeed.

This influencing of our key partners and decisions is what I call soft power, and was the focus of my speech at the LEP’s national conference recently. In York, North Yorkshire and East Riding, it’s one of the things we do really well. In previous years here we helped all parties see the huge positive impact a Potash Mine would bring to our area economically. Planning permission was received, and I was delighted to see the project officially start at its mine naming ceremony. Appropriately the mine was named Woodsmith after the geologists who discovered the seam.

Importantly, our investment in extending nearby Whitby Business Park enables more supply chain companies to locate close to the mine creating even more growth opportunities. So you see, assisting and enabling is what we do as a LEP, thinking about growth strategically

And look at how this anchor investment has further benefitted Scarborough, one of our priority communities. It has a new university campus, advanced engineering University Technical College and improved rail services with York soon to be. These are testament to the transformational change such a major investment can bring.

Bridlington Marina is another great example of partners coming together to dramatically improve growth for many local businesses. This ambitious project had stalled for several years, however, working closely with East Riding of Yorkshire Council and the Bridlington Harbour Commissioners, we’ve helped these partners get the project back on track and investment ready.

I spoke last year about the impact of flooding here. We have worked tirelessly with partners and have been able to respond. The reopening of Tadcaster Bridge made national headlines, but equally, one of our area’s best business parks, Dalton Industrial Estate has been blighted

for years with flooding making it inaccessible at times. This puts the businesses and jobs located on the site at risk. We have worked closely with the businesses and both Hambleton District and North Yorkshire County Council to develop a solution which is now being implemented. This will not only protect existing businesses and jobs but also create new inward investment opportunities on our A1/A19 Growth Corridor.

Looking forward, our investment to create capacity at the junction of the A1/A59 is already making an impact. On the back of this increased capacity, a further project unleashing the potential for 2400 new jobs has had its planning application approved. The existing junction does not have the capacity to handle extra traffic and the development would not go ahead without our investment.

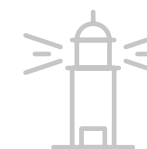
As we look forward we must also consider Brexit. Whether you voted in or out, we must focus on the opportunities. Any period of change brings uncertainty, but it is only those that focus on the opportunities that will succeed.

One sector which will change most will be agriculture, where the EU’s Common Agriculture Policy has been dominant for years. There is now an opportunity to do things differently.

We must ensure the support for our agricultural areas reflects not just their agricultural use, but also rewards the role marginal upland farms play underpinning our world class tourism offer, and in reducing flooding in our towns and cities.

Another example of our soft power, is where we are working closely with key stakeholders including the National Farmers Union and Country Landowners Association. We are developing proposals helping government to implement a solution which understands and makes the most of our rurality.

So, it’s been a very busy year and with Brexit on the horizon we expect it to be even busier still. To quote Government Minister Sajid David: ‘I don’t think there’s ever been a better, more exciting time to be involved with Local Enterprise Partnerships.



Profitable & Ambitious Businesses
Leading the Bioeconomy
Skilled and Inspired People
Successful and Distinctive Places
A Well Connected Economy

Chief Operating Officer's review

// Brexit ensures this year will never be forgotten, but despite the uncertainty, we have once again exceeded our targets. More importantly, our investments are delivering real change and impact to local people and businesses.



Our investments are about making a difference. They are about ensuring the infrastructure is in place so that businesses can grow, and people can access the help they need, creating more, better quality jobs and a local workforce with the skills they need.

First the hard numbers. It's really important for a small LEP like ours to deliver on our promises to government. We need to ensure we have a reputation for making things happen so that when bidding opportunities arise, our track record demonstrates we are ambitious and capable of delivering real impact in the region. I am pleased to report we are doing so.

Our target this year was to invest an ambitious £23.7m in Local Growth Deal funding, and we have exceeded that by investing £27m. We are ahead of schedule, and great schemes such as Malton Agri-Food Park and North Northallerton are underway.

Elsewhere, we have supported 4,570 businesses mainly through our Growth Hub How's Business, which has yet again exceeded target this year. In addition, 49 schools are now actively engaged in our Careers & Enterprise Programme, ensuring the link between education and employment is stronger than ever before.

With £45m of new business support and skills programmes launched this year, people and businesses across York, North Yorkshire and East Riding are now able to access the help and support they need to grow, increase productivity and secure good quality jobs.

Making the investment is just the starting point however. The real satisfaction comes when developments are completed delivering real impact on the ground. 2016/17 has seen some key developments finish.

Probably the highest profile has been Tadcaster Bridge. The whole of the country saw the footage of the bridge collapsing in the December 2015 floods, splitting the town in two. We worked with local partners and government, not only to rebuild the bridge, but to widen it, making it easier for residents to access the high street, supporting the great small businesses which trade there. This has been a real success story. Out of adversity, the town has pulled together and bounced back stronger. In April, the town hosted the start of the Tour de Yorkshire, bringing much needed visitors and more publicity to the town.



James Farrar
Chief Operating Officer

On the same day as the bridge re-opened, we also celebrated the opening of the Askham Bryan Agri-Engineering Centre. These world class facilities provide the training and skills for the next generation of agricultural engineers, supporting our widespread agricultural sector so important to our economy.

With our investment in Harrogate College also complete, we have been fortunate to see two fantastic new training facilities opening, creating the opportunity for the next generation of workers to get the skills our economy needs, in a modern, state of the art learning environment.

Elsewhere on the Yorkshire Coast, houses at Middle Deepdale are being built and sold, just at the time when work at York Potash, having secured its planning permission, has started. As the project moves from concept to reality, delivering new jobs and opportunities, it is important we are able to offer good quality houses for a growing, high calibre workforce.

Of course none of this would happen without our partners. We are incredibly fortunate to enjoy a strong relationship with all our local

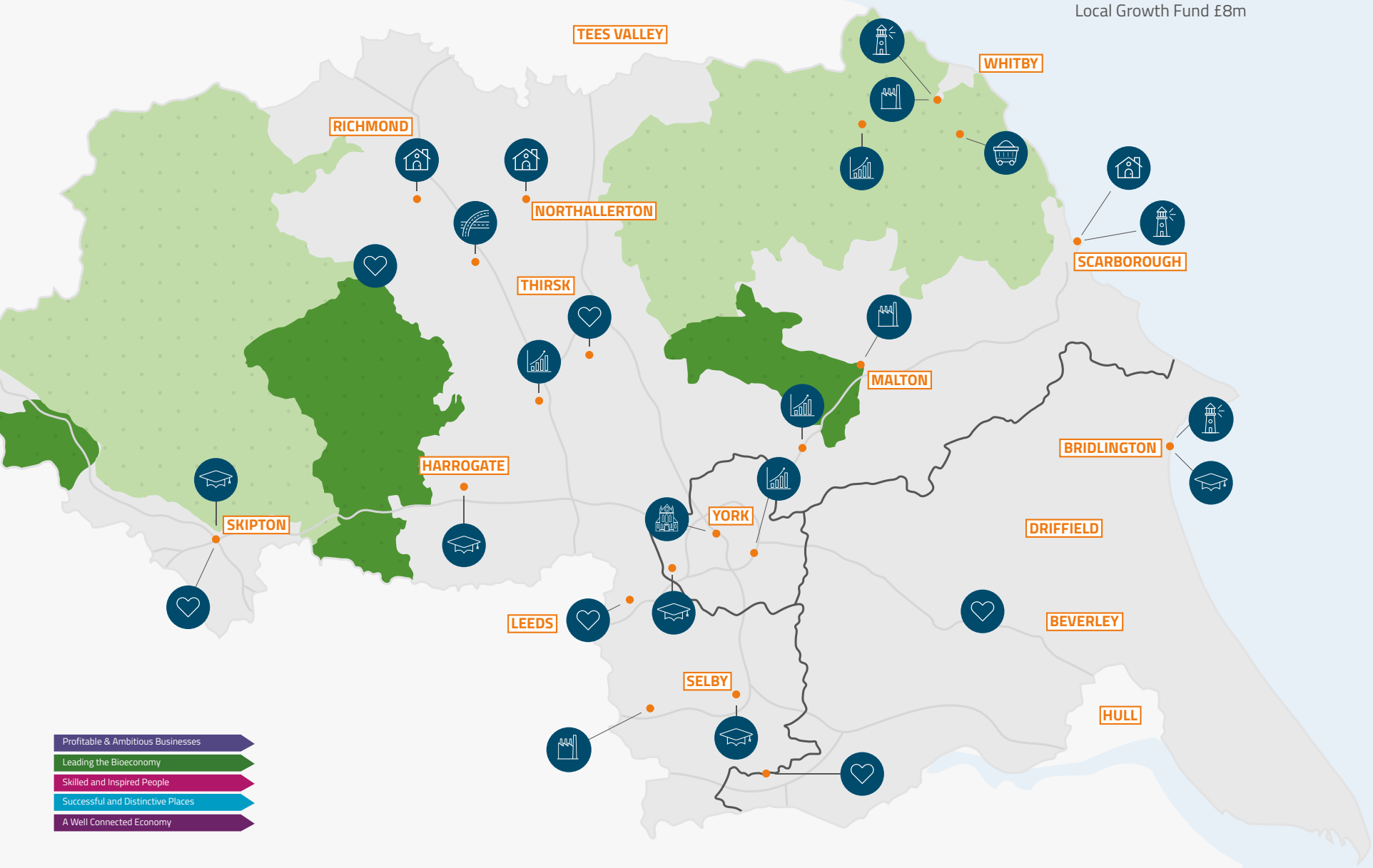
authorities, whilst the area review of our further education colleges demonstrates high quality provision, increased partnership and collaboration.

2017 promises to be another great year. A new Industrial Strategy alongside Brexit will create new opportunities. As a region delivering on its promises, with world class assets and real ambition, we are ready to capitalise when the opportunities arise, continuing to deliver the real growth opportunities our area deserves.

// As a region delivering on its promises, with world class assets and real ambition, we are ready to capitalise when the opportunities arise.



Making a real difference



- Profitable & Ambitious Businesses
- Leading the Bioeconomy
- Skilled and Inspired People
- Successful and Distinctive Places
- A Well Connected Economy



Transformation of Our Opportunity Coast

Enabling over 1000 new homes to be built in Middle Deepdale, Scarborough. Redevelopment of Bridlington Harbour and enabling an extension to Whitby Business Park to support potential potash supply businesses.

Total Investment

Local Growth Fund £4.1m
Growing Places Fund £2.4m (loan)



Building more homes

Unlocking housing sites delivering over 2000 new homes at Northallerton and Catterick.

Total Investment

Local Growth Fund £8m



Skills Capital Programme

Ensuring we have the best environment for learning and skills, addressing skills shortages and supporting our growth sectors.

Total Investment

Local Growth Fund £5m



Business Growth

Helping to support businesses to grow, particularly in the agri-tech economy and food processing.

Total Investment

Local Growth Fund £1m
Growing Places Fund £3.2m



A Resilient Economy

Ensuring that we have a resilient economy by investing in improvements to our road network across the LEP area and flood alleviation schemes at Skipton and Pocklington and protecting businesses and unlocking further development opportunities at Tadcaster and Dalton near Thirsk.

Total Investment

Local Growth Fund £22.1m



East-West Improvements

Connecting growth through transport improvements – new Bedale Aisnew and Leeming Bar By Pass.

Total Investment

Local Growth Fund £16m



Enterprise Zone

York Central Enterprise Zone, one of Europe's largest regeneration projects.

Total Investment

Local Growth Fund £1m
Growing Places Fund £3.2m



High Value Employment

Creating 600 new jobs at Malton Agri Business Park, enabling further employment creation at Melmerby, Whitby Business Park & Sherburn and establishing Yorkshire's only Food Enterprise Zone.

Total Investment

Local Growth Fund £2.1m
Growing Places Fund £2.5m (loan)



£1.7 billion

Potash mine investment. The largest private sector investment in the North.

Our ambitions

By 2021 our ambitions are to have



20,000 new jobs



£3 billion in growth



Doubled house building



Better jobs to increase wages and productivity

Our priorities



Successful and distinctive places
Enhanced growth and opportunities in targeted locations



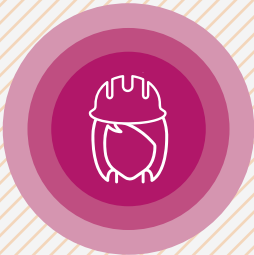
Profitable and ambitious small businesses
Ambitious businesses supported to innovate, improve and grow



A global leader in the bioeconomy
Driving growth by building our international reputation in agri-food and biorenewables



A well connected economy
Businesses with strong connections to their customers and markets



Inspired people
Growing businesses able to access ambitious people with the right skills and the right attitude

How we are making a real difference



What we did in 2016/17



4,570
business supports



48,015
business engagements



£27m
of help for businesses launched



23
business network collaborations



Profitable and ambitious small businesses

Ambitious businesses that are supported to innovate, improve and grow



£62
Cost of £62 per business for those supported by How's Business



98%
satisfaction with Popup Business Cafes



What we did in 2016/17



£10m
Bioeconomy Growth Fund launched



£100,000
extra funding secured



Northern Bioeconomy Science & Innovation Audit led by the University of York



130
large arable, farmers benefitting from the Sustainable Futures programme



Food Innovation Network launched by Minister



A global leader in the bioeconomy

Driving growth by building our international reputation in agri-food and biorenewables



What we did in 2016/17



£20m
in European Structural Investment Funds being delivered to develop skills



£5m
of investment projects in new skills training facilities and equipment now completed.



49
schools working with the Careers Enterprise Adviser Network



Inspired People

Growing businesses are able to access ambitious people with the right skills and the right attitude

How we are making a difference



What we did in 2016/17



£6.3m
Local Growth Funding for housing and employment at Northallerton, Malton and Catterick



£2.8m
Local Growth Funding at Dalton and Tadcaster for resilience particularly from flooding



£24m
additional Local Growth Deal funding attracted from Government



5,076
new homes were built across our area in 2016/17, equal to 94% of our target and double the number of new homes built here in 2013/14



Successful and distinctive places
Enhanced growth and opportunities in targeted locations



What we did in 2016/17



£11.8m
in Local Growth Funding to improve local roads to our growth centres



Bedale/Aiskew/Leeming Bar Bypass opened



£1m
invested in broadband infrastructure



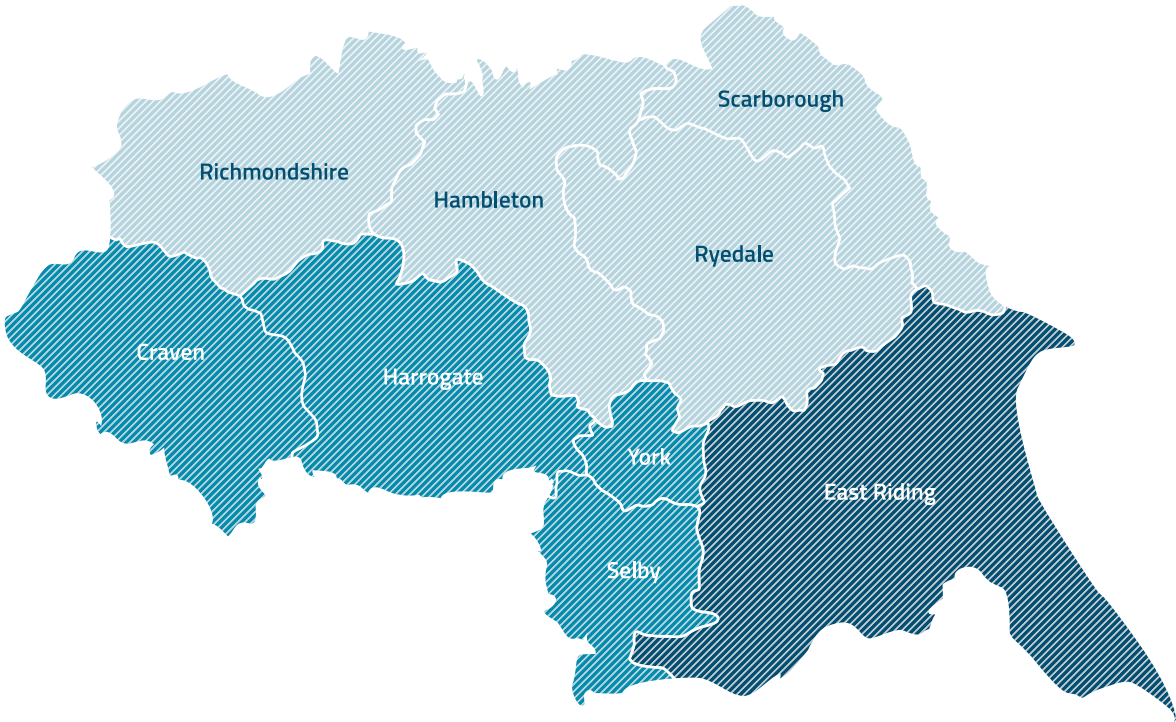
A well connected economy
Businesses with strong connections to their customers and markets

Our area

We are the largest local enterprise partnership by geographic size, benefitting from a diverse economy including two National Parks, the Yorkshire Coast and the City of York.

Our area overlaps with two other local enterprise partnership boundaries and we continue to work closely with both Leeds City Region and the Humber LEP.

Partnership is at the heart of what we do and working closely with our local partners is essential to deliver the best outcomes for the region.



Overlap with Leeds City Region
Overlap with Humber LEP

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- Leading the Bioeconomy
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Profitable, ambitious businesses and leading the global bioeconomy



David A. Kerfoot, MBE LL
Deputy LEP Board Chair and
Chair of our Business Growth
Programme Board

// I have always been passionate about business and in particular supporting those that are growing. It stems from when I became a BBB or Back Bedroom Boy as we used to be known. Then, together with my wife and just £300 capital, we built a Group with sales of over £80 million exporting to 52 countries.

The one thing I learnt along that path is that business never fails to challenge, surprise or teach you a lesson or two. Some lessons are very hard and sometimes you pay heavily. But with passion, dedication, sacrifice, innovation, luck, drive and a little help on the way, you really can do it.

So that's why some six years ago, I got involved with the new LEPs and became a board member. Part of me said this is a great opportunity to give something back, while helping

create a new exciting organisation to drive business growth.

And what a journey this has been. Our region is very special and covers the largest land area of any LEP with rurality at the heart of what we do.

The challenges of distance, smaller communities, communication and resources are all very real. But the reality is that we consistently make a difference to many of our businesses and last year was outstanding.



I am so very proud of our How's Business Growth Hub – our business support service. It truly is unique. The concept of Popup Business Cafes where you can meet local experts at no cost in a relaxed atmosphere with no sales pitches has been nationally recognised as excellent. When I started out in 1980, it was so different and daunting for a budding entrepreneur with hardly any support mechanisms. Add to this our extensive work on business networks giving peer support and real benefit to members, an amazing range of eBooks, and staff who really care about growing businesses – and we have a real recipe for success. We have reached 48,000 business, and helped over 4,500, which confirms it's a winning approach. Though as we only have 50,000 businesses in the patch, I suspect some enterprising types are making good use of our help!

While 98.5% of our businesses are classified as SME's, we still recognise the importance of mid corporates and larger businesses. As well as supporting small businesses, How's Business disseminates information and support to help larger and growing businesses grow further. It remains a challenge which we need to look at further, to ensure we are providing the right kind of services which stimulates innovation and growth in the larger business sector.

Another area of activity has been the bioeconomy where a great deal of work has been done to see where we can really make a difference. We have helped launch the Food

Our Growth Hub is truly unique.

Innovation Network with a ministerial visit as well as securing funding for an energy strategy. However this area remains a challenge and we intend to refocus our efforts in the coming year.

One key difference which is perhaps not readily seen is what I call connectivity. With a mix of private and public sector board members working together with our staff, we have provided an avenue for many organisations to connect directly with business and enable further growth. Networking and connecting with the right people can make a huge difference and we seem to be very good at it.

We face many challenges and like any organisation we have weaknesses. But we face the future in a positive mode eager to develop new ideas for the benefit of all. There are many people who have contributed to our success so far, and have helped make us what we are today and you see this reflected in the examples above. I just wish that the people I work with and the schemes we have evolved could have been around in 1980 when I was a BBB. I am certain I would have grown quicker and importantly received the advice and support I badly needed – practical people delivering results.

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Profitable & Ambitious Businesses

Leading the Bioeconomy

Skilled and Inspired People

Successful and Distinctive Places

A Well Connected Economy

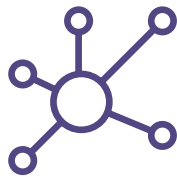
Business support boost

This year saw a significant boost in help for businesses, with the launch of £27m in EU programmes. This included loan and equity finance from the £400m Northern Powerhouse Investment Fund; support for business innovation; grants for food manufacturers and tourist attractions; help for manufacturers; support for start-ups and measures to up-skill employees.

These programmes are being delivered by a range of organisations, which can be confusing. Our Growth Hub plays a vital role, promoting and co-ordinating activities, helping to match those with growth potential or who are looking for support.

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We make this support simpler to access and more efficient.



How's BUSINESS

SparkFund



Yorkshire Apprenticeship HUB



 Biorenewables Development Centre







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Let's Grow grants retained

Our area benefits from the Let's Grow business grants programme, which would have closed at the end of March this year had we not stepped in with a further £2m from the Local Growth Fund.

Given the frequency which support initiatives come and go, we were pleased to support this highly efficient support programme, which creates one new job for every £5000 invested.



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Let's Grow funding fills investment gaps when banks can't lend the entire cost, and has already created 600 jobs in our area.



The Heck Food team
A family run businesses who have benefited from the Let's Grow Fund

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Cost effective support

As the LEP covering the largest land area, providing help for all the businesses here is a real challenge, but one we have risen to with How's Business our Growth Hub. The service combines online information and advice, with events run with 23 of our local business networks.

Since the launch of EU funded programmes, this year the service has also begun to support larger and more growth oriented businesses, whilst still helping small and micro businesses too.

By adopting best practices in digital marketing, and ruthlessly focussing on the real needs and interests of business people, we have driven an incredibly cost efficient model.



Our Growth Hub How's Business produces a variety of free to download eBooks

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In 2017, we supported 4570 businesses at a cost of just £62 per business.



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Satisfied customers

One of the main ways we work with our area’s 23 business networks is by organising Popup Business Cafes. These low-cost high-impact events see local business professionals providing free advice in an informal setting to the local network members.

This provides benefits all round as the professionals demonstrate their value, whilst attendees pick up useful knowledge for free, with the networks providing additional tangible help to their members.

The success of the cafés is the way they are managed, by providing practical advice and networking that meets the needs of the attendees.



Our Popup Business Café visits Pocklington with free, impartial business advice from local experts.



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98% of attendees rate Pop Up Cafes good or very good.



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£10m Bioeconomy Growth Fund

To support the growth of our priority sector, we put capital funds from our Local Growth Fund towards a dedicated £10m Bioeconomy Growth Fund. We invited businesses to submit proposals to drive major growth, or improve infrastructure to drive a step change in the sector.

We had positive response from industry and will make the most of the opportunities that came forward subsequently. Several applications and appraisals are currently underway.



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Such a significant fund catalysed a number of proposals and highlighted our bioeconomy strength.



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Food manufacturing growth

We set the strategic direction for EU Investment Funds, including funds for agricultural and rural development. Recognising our area has twice as many food and drink businesses as the UK average, we prioritised funds for food manufacturers.

These businesses not only employ thousands of people and contribute significantly to our economy, they also greatly increase the value of our area's raw agricultural produce, sparking new supply chains too. Boosting these businesses impacts positively on the wider economy.



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Our £5m Call was the second largest Call for food processing grants in England.



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Sustainable Futures programme

This was our final year backing the Sustainable Futures programme, bringing together some of our area’s largest landowning farmers to learn best practice in farming sustainability from home and abroad.

The programme was supported by global food brands such as PepsiCo, Muntons and Heineken, who connected their growers into the initiative, ensuring a ready market for sustainably grown produce.



Looking at soil health near Howden

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A Sustainable Futures supply chain partner visit to innovative farming facilities

We engaged 130 of the largest farmers in our patch on sustainability improvements.



A Sustainable Futures farm visit where supply chain partners communicate and share information

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Food Innovation Network ministerial launch

Secretary of State for Environment, Food and Rural Affairs, Andrea Leadsom officially opened the national Food Innovation Network this year. Following our funding contribution, this national programme is based at the National Agrifood Innovation Centre. It will help ensure our food industry will be the first to benefit from its support tackling the major food chain issues.

Not only does the programme benefit local industry, it has also ensured our area is highly connected into government, major brands and supply chains such as Sainsburys, Compass Group, Mondelez and Golden Fry.



MAKING A REAL DIFFERENCE

We brought the Food Innovation Network to Yorkshire to benefit our farmers and food manufacturers.



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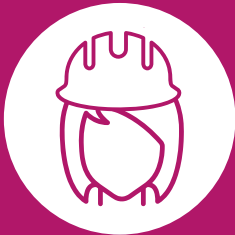
Skilled and inspired people



Dr Ruth Smith
Skills and Employability
Programme Board Chair



“As a coach working at Board level, I’ve visited many organisations, and highly productive ones are very inspiring to see. When you walk in you notice the difference immediately. Employees are confident, skilled and energised, and it’s one of the reasons our work here fascinates me.



Having a skilled workforce makes the difference between successful businesses that drive our economy, and ones that don’t. Achieving this underpins our work here at the LEP. Our investments support projects connecting businesses to people, making sure they have people with the right skills, not just in their own workforce, but also from those they recruit. We also invest in projects helping more vulnerable people get into work, and in helping employers access training for a really effective workforce.

This year on the macro level, Brexit has dominated the landscape. Organisations are concerned about its implications and what

it means for skills availability. The question around how businesses access and develop their workforce’s skills has intensified and become more of a priority. Skills has moved up the agenda for a lot of businesses which is exciting to see.

Here in York, North Yorkshire and East Riding, we have our own particular challenges – for example an ageing workforce and young people studying subjects that don’t match job opportunities. We are working on projects to encourage people to stay here, and go into higher value employment in growth sectors like the bioeconomy, construction and engineering. With the largest private sector investment in the North – the Potash mine here, there will be many engineering opportunities for the workforce near our coast. To match our diverse workforce, we are also encouraging employers to be more flexible in their working practices and modern in their approach.

The biggest achievement in our work this year has undoubtedly been the launch of £20m in projects from the European Structural Investment Fund. There are nine projects in total and a massive investment across four work areas. These programmes will support over 9000 people to gain new skills and qualifications.

If you look at young people, careers guidance is absolutely crucial. Under our Careers Enterprise Company initiative, we have now got 45 schools engaged and being matched with local business leaders.

This year, we introduced our apprenticeship strategy. In the past young people have looked more to universities for their advanced training needs, but we want them to aspire to the new higher and degree level apprenticeships similarly. Employers have long since

appreciated increases in productivity from employing apprentices at levels two and three, and we want to boost this even more.

For those already in employment, as well as encouraging apprenticeships, we have launched our Skills Support for the Workforce project. This improves skills in small and medium sized enterprises, micro businesses and self-employed enterprises in our growth sectors. It means businesses are in the driving seat and they can select the training that suits them best.

It is easy to forget that barriers to employment are varied, and not everyone finds it easy to obtain and hold onto work. This year, to help communities prosper, we launched projects helping people find work, returning to the workplace or to lead healthy, independent lives. This is our untapped workforce, who with the right support and work practices, have enormous potential to work effectively.

Our work is not just about investing in people; we also invest in state of the art equipment and facilities. Our local employers like to know our students have been trained to the highest standards.

This year, we were delighted to see new facilities finished at Harrogate College and Askham Bryan. We also invested in new equipment at Selby College, and there is a pipeline of skills infrastructure projects going forward. These range from a trailblazer project in automation training at Selby College; higher technical IT courses at York College; a mechatronics workshop at East Riding College in Bridlington and an animal management centre at Craven College. Not only will this help attract people to these courses, it will also increase our area’s higher value work.



Having a skilled workforce makes the difference between successful businesses that drive our economy, and ones that don’t.



£2.4m centre in precision farming opened

A £2.4m agriculture and engineering hub at York's Askham Bryan College officially opened in February, enabling students to become proficient in precision farming.

Among the new facilities are lecture rooms with the latest technology, offices and a 900 square metre work shop with specialist equipment.



The Lance Gilling Building, Askham Bryan College's new £2.4m state of the art agri-tech innovation centre and land based engineering workshop

ASKHAM BRYAN COLLEGE



Campus Principal, Dr Tim Whitaker said:

"Askham Bryan College has been a trailblazer in providing first class education and practical experience for young people. It is vital our students graduate with a deep understanding and all the technical competencies needed in precision agriculture and on the connected farm."

The LEP has invested and developed the bioeconomy and agri tech within the Yorkshire region substantially. This building, as a LEP joint venture is tangible proof of that."

MAKING A REAL DIFFERENCE

Our funding enables students to train in state-of-the-art facilities on cutting edge technology ensuring that our future workforce has the technical skills needed in our land based industries.



A teacher and students using Askham Bryan's new facilities.



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Leading the Bioeconomy
Skilled and Inspired People
Successful and Distinctive Places
A Well Connected Economy

Industry leading facilities completed at Harrogate College

Providing industry standard training facilities which students can use as soon as they enter employment was behind the thinking for our £3million investment at Harrogate College.

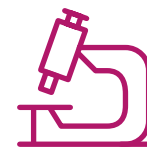


Among the new facilities are a replica high street with a training café and beauty salon, state of the art science laboratories, and a technology centre with motor vehicle, electrical, welding and joinery workshops.



Harrogate College Principal Deborah Forsyth-Conroy said:

"The investment supports our commitment to securing increased employment opportunities in the area, and enhancing our ability to develop career packages with a curriculum which meets local priorities."



MAKING A REAL DIFFERENCE

Our funding has transformed the college providing facilities for trades and technology training as well as invigorating the learning environment to help students prepare for the world of work.

Profitable & Ambitious Businesses

Leading the Bioeconomy

Skilled and Inspired People

Successful and Distinctive Places

A Well Connected Economy

£20m skills training package launched

As part of our European Social Fund, £20m in funding packages was launched to help businesses improve their workforce skills, connect people to the world of work and to support young people to make the right choices. This has amounted to nine different skills projects across our area.

- 1. Skills Support for the Workforce
- 2. Higher Level Skills
- 3. Apprenticeship Services
- 4. Careers Education Information Advice and Guidance
- 5. Not in Education, Employment or Training – NEET/Improve Your Prospects
- 6. Skills Support for the Unemployed
- 7. Access to Employment / Move Forward
- 8. Building Better Opportunities
- 9. Community Grants



MAKING A REAL DIFFERENCE

This significant investment is transforming thousands of people’s lives by improving employability skills; providing in-work training, and helping to connect young people with apprenticeships.



- Profitable & Ambitious Businesses
- Leading the Bioeconomy
- Skilled and Inspired People
- Successful and Distinctive Places
- A Well Connected Economy

Working in partnership with our high performing colleges

Our colleges are vital to our economy as they produce the next generation of leaders and entrepreneurs. We work in effective partnership with all the high quality colleges in our area and invest in state of the art equipment to ensure that young people are trained in the latest, industry standard skills.

We've identified that engineering is an important driver for economic growth and requires substantial investment in new technology. In response to calls from employers and with our investment, one of our top performing colleges, Selby College has upgraded a suite of engineering equipment to encourage a growth in apprenticeships and to meet the growing demand for jobs in food and drink production and construction.



Our investments in engineering equipment ensure that students are work ready when they leave college and are proficient on industry standard machinery.



Allan Stewart OBE, Principal and Chief Executive, of Selby College
"Our focus on STEM subjects was purposely directed towards industries in our area particularly meeting the skills training needs of the local power industry"

MAKING A REAL DIFFERENCE

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Successful places and a well connected economy



David Dickson
Chair of the Infrastructure Board



Our largely rural area means we have a very scattered population, who need better access to roads, mobile and broadband. With our coastline, two national parks and areas of outstanding beauty, our area appeals to home workers and new digital nomads who can decide where to live. It's partly why we have 50,000 small businesses who we're encouraging to scale up.

Like the rest of the UK, we're living through a housing crisis. To help tackle this, we're doubling our house building rates to help families and those priced out. With our ageing population, having appropriate, affordable housing is essential to keep future generations here to work.

Around 1,000 new homes are being built at Middle Deepdale in Scarborough after our previous investment improving access to the site. We have another massive site at Northallerton, where work also started this year. Near the A1 growth corridor and with its military base, it has a lot of young people and a workforce our economy needs.

Whilst larger housebuilders grab all the headlines, we're trying to encourage the smaller house builders here too. If you're in a Yorkshire market town, you may only need 10 houses on a smaller site. This year our team has been reaching out to these smaller organisation, improving links and trying to break the blockages.

With our size and landscape come many opportunities. Work started at York Potash this year, which the former Northern Powerhouse Minister Andrew Percy also came to see. With the adjoining Whitby Business Park and opportunities to help our coastline communities, this project is a massive achievement – nationally. Current calculations estimate it has the potential to bring in thousands of jobs, £2 billion in exports and hundreds of millions in tax payments.

Other highlights from this year include the Skipton Flood Alleviation Scheme, which will lead to more employment land being available additionally. Work also started on site at Sherburn2, a strategically important site with 2,550 jobs potentially. Located on the A1M growth corridor, it's a vital route to the north and particularly attractive to the logistics industry.

So much of Yorkshire is rural by nature, it's not surprising the food industry is so strong here. It's one of the reasons why we're investing in Malton Agri Business Park, with a new roundabout and access road. We're very proud of its potential as Yorkshire's only Food Enterprise Zone.

The opening of the Bedale and Aiskew By-Pass will improve the connection to the newly upgrading A1M, easing access to the Leeming Bar Industrial Estate that specialises in major food production. It will

also ease traffic issues in Bedale and across the Yorkshire Dales. In addition, we have major programmes in North Yorkshire and East Riding to improve the road network around our growth centres.

In our work, there is nothing more satisfying than helping our communities. This year we invested £1.4m in the widening of Tadcaster Bridge after it was ruined by flooding. We're hoping it will bring an increased footfall back to the town to help what has become a very strong community.

To be trusted with government funding, it is important to deliver against your promises and that is something we continue to do. We received an additional £24m in Growth Funding from the government this year, and we invested £25m of Local Growth Funding this year, hitting our target for the second year running.

With all these achievements, looking ahead the challenge is to deliver against these activities. It means helping get jobs on employment sites, and continuing to lobby for improved telecommunications. A lot has been done, but there is still much more to do.

We're unlocking key sites to create the most economic growth.



Profitable & Ambitious Businesses

Leading the Bioeconomy

Skilled and Inspired People

Successful and Distinctive Places

A Well Connected Economy

Ensuring a resilient economy

In January 2017, Tadcaster Bridge was re-opened to the delight of local businesses, residents and the national media too.

The bridge had collapsed from flooding at the end of 2015, leaving behind a devastated community.

Working with North Yorkshire County Council, we invested £1.4m to widen the bridge and increase vital footfall to the high street. Our funding was in addition to £3m from the Government who also declared it a priority.



The repaired Tadcaster Bridge



The re-building of Tadcaster Bridge



MAKING A REAL DIFFERENCE

The LEP's contribution towards the widening of the bridge is to help increase vital footfall to the area's businesses to help them come back even stronger.



The official Tadcaster Bridge re-opening



Profitable & Ambitious Businesses

Leading the Bioeconomy

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Unlocking land for over 1,000 jobs in Skipton

Work has finished on a £13m flood alleviation scheme in Skipton to protect the town and unlock much needed land for redevelopment.

The employment land, which will require around £24.2 million of private investment to develop, will help create 24,898 sq. metres of commercial office space and up to 1,155 jobs. It includes 8.05 hectares of floodplain that will be made available once the defences are in place.



The completed slipway at the Skipton flood alleviation project



David Smurthwaite, Craven District Council’s Strategic Manager, said:
“This scheme will help keep jobs in the area, allowing existing businesses to develop and grow and attracting new employers to the district – vital for the vibrancy and sustainability of Craven.”



An aerial view of construction work and the slipway at the Skipton flood alleviation project

We provided £1.2m of investment to enable the building of a major flood alleviation project that has opened up new employment land in the town.

MAKING A REAL DIFFERENCE

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2,600 new jobs

Work is now complete at Malton agri-food business park and livestock market near Eden Camp in Malton. The agri-food business park was located near the livestock market to increase their connectivity driving further growth opportunities.

It is the only site in Yorkshire to be awarded Food Enterprise Zone status, and will create around 600 jobs directly and over 2000 from other Ryedale businesses.

The project was part funded by a £2.1m Local Growth Fund grant with developers Commercial Development Projects and Ryedale District Council.



This investment will enable the agri-food park to build on the success of the Malton Food Lovers Festival.

MAKING A REAL DIFFERENCE

Our investment enabled the building of a new roundabout and the key infrastructure to open up the site.



Charles Vyvyan of Commercial Development Projects said: "This is a major investment in Malton which we hope will be the catalyst to creating a successful Food Enterprise Zone."

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Work started at Sherburn2 with potential for 2,500 jobs

Work started on site at the new Sherburn2 Business Park in March this year, where we provided a £3.1m loan to kick start the development.

Within our A1(M) and A19 growth corridor, the business park has easy access to the North/South (via A1M) and East/West (via M62).

The development had stalled as the commercial finance sector would not loan the funding for the site infrastructure until 170,000 sqft of pre-lets had been achieved. Potential occupiers of the site, however, were not prepared to locate on site until the site infrastructure was guaranteed.



Our infrastructure Board Chair David Dickson, Jeremy Nolan Director of Glentool Estates Group and Investment Manager Adrian Green as work begins on site at Sheburn2

Director Jeremy Nolan from Glentool Estates Group leading the project said:
"Our development, which is already attracting strong interest from potential occupiers, will lead to significant inward investment for many years to come. The tremendous support of Selby Council and the Local Enterprise Partnership has enabled this project to get off the ground and we are determined to make them proud of what we achieve here."



Without our Growing Places Fund loan this important site wouldn't have happened.



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Building more new homes

In March, construction teams from Persimmon Homes and Taylor Wimpey started work on site in North Northallerton to create 1000 new homes. The site has also been earmarked for businesses, a school, retail space, sport and recreational areas and a new road.

The scheme, kickstarted with our £6m investment, has been in development for several years. Our investment will add capacity to local roads and provide an alternative route through the town avoiding the Low Gates level crossing.

Strategically, the scheme is a vital for our objective to double the number of homes built across York, North Yorkshire and East Riding.



An artist's impression of North Northallerton



Work has started at North Northallerton for 1,000 new homes.



MAKING A REAL DIFFERENCE



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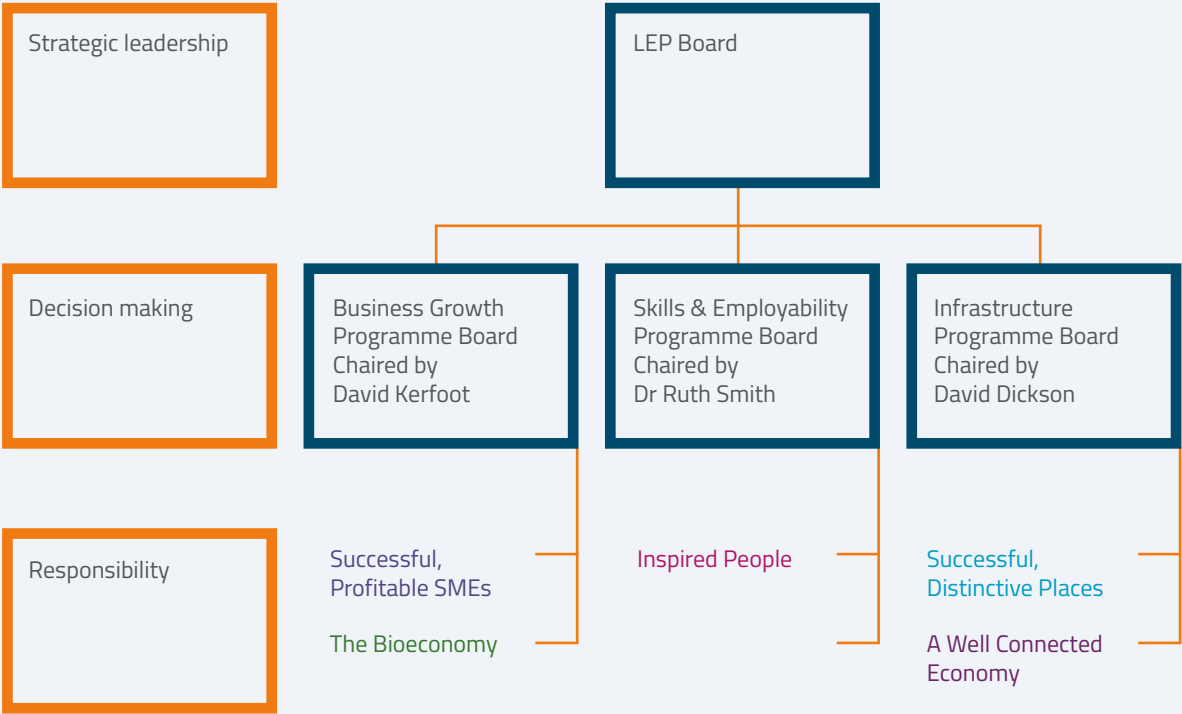
Governance

Our main LEP Board



- | | | | | | |
|--|--|---|--|---|--|
| Cllr Derek Bastiman
Leader
Scarborough
Borough Council | Cllr Mark Robson
Leader
Hambleton
District Council | David Kerfoot
MBE DL
(Vice-Chair)
Kerfoot Group | Cllr Carl Les
Leader, North
Yorkshire County
Council | Colin Mellors OBE
Higher Education | Nigel Pulling
Yorkshire
Agricultural
Society |
| Cllr Richard Cooper
Leader,
Harrogate
Borough Council | Dr Ruth Smith
PM Management
Consultants Ltd | Peter Emery
Electricity
North West | Barry Dodd
CBE LL
(Chairman)
GSM Group | Cllr David Carr
Leader, City of
York Council | Jane, Lady Gibson
Make It York |
| David Dickson
Family Business
Matters Limited | Koen Lamberts
University of York | Cllr Jane Evison
East Riding of
Yorkshire Council | Richard Shaw
Ellis Patents Ltd | | |

Our governance structure



Transparency and decision making

At all times we ensure a high level of transparency by publishing corporate documents on our website, including meeting agendas and minutes, and key reports such as funding plans and programme/project updates.

Our Assurance Framework describes in more detail how we work and the processes we follow to provide strong and transparent decision making and project delivery for all of our Government funding.

- This covers:
1. LEP Governance and Decision Making Structures
 2. How the Local Authority Partnership Works Across the LEP
 3. Transparent Decision Making
 4. Accountable Decision Making
 5. How We Ensure Value For Money and the Processes Applied in Selecting and Scrutinising Project Business Cases.

The Assurance Framework is on the LEP website under About Us.

Our Boards

Our 2016/17 Programme Boards prioritise and approve individual investments at a programme level, and deliver in accordance with our Strategic Economic Plan. Each Programme Board is chaired by a full York, North Yorkshire & East Riding Enterprise Partnership Board Member.

The Skills and Employability Programme Board



Dr Ruth Smith (Chair)
LEP Board Member



Allan Stewart (Vice Chair)
Selby College



Maxine Squire
City of York Council



Matt Parsons
Sirius Minerals



Charles Lane
FERA Science



Margaret Hicks-Clarke
Independent



Jo Corney
DWP



Sue Gradwell
NYBEP



Paul Brennan
North Yorkshire County Council



Sam Alexander
Your Consortium



Emma Smailes
Federation of Small Businesses



Craig Gaskell
Coventry University, Scarborough



Paul Bell
East Riding College

The Business Growth Programme Board

This Board consists of the same membership as the full LEP Board.

The Infrastructure Programme Board



David Dickson (Chair)
LEP Board Member



Cllr Peter Wilkinson
Hambleton District Council



Cllr Rebecca Burnett
Harrogate Borough Council



Cllr Yvonne Peacock
Leader of Richmondshire District Council



Cllr Linda Cowling
Leader of Ryedale District Council



Cllr Derek Bastiman
Leader of Scarborough Borough Council



Cllr Mark Crane
Leader of Selby District Council



Cllr Chris Metcalfe
North Yorkshire County Council



Cllr Ian Gillies
City of York Council



Cllr Jane Evison
East Riding of Yorkshire Council



Cllr Richard Foster
Leader of Craven District Council



Andrew Scott
North York Moors & Yorkshire Dales National Park Authority

How we spent our funding

Growth deal capital expenditure

Our project investments in 2016/17.

Income	2016/17 Actual £
Section 31 Grant (DCLG)	12,922,184
Section 31 Grant (DfT retained)	11,780,000
Total S31 payments	24,702,184
Expenditure	
Business Growth Capital	
York Bio-Hub	948,442
Total	948,442
Skills Capital	
Harrogate College	198,401
Selby College Trailblazers	73,621
East Riding College Mechtronics	225,000
Total	497,022
Infrastructure Capital	
Growth at Catterick Garrison	800,000
Housing and Employment at Northallerton	4,044,000
Malton Agri Business Park	1,483,007
Tadcaster Bridge	1,400,000
Dalton Bridge	233,984
Bridlington Harbour	1,900,000
North Yorkshire Rural Connectivity (NYCC Highways)	1,615,729
Total	11,476,720
Total DCLG Section 31 Expenditure	12,922,184
Transport (DfT Retained)	
North Yorkshire Rural Connectivity Grant (DfT)	7,000,000
East Riding Road Maintenance Scheme (DfT)	4,780,000
Total	11,780,000
Total DfT Section 31 Expenditure	11,780,000
Total Growth Deal Expenditure	24,702,184

Income and expenditure statement

York, North Yorkshire & East Riding Local Enterprise Partnership
2016/17 Income & Expenditure Statement (unaudited).

Income	2016/17 Actual £
BEIS Contribution	500,000
LA Contributions	438,360
Programme Income	512,528
Bank Interest	116,007
Transfer from reserves	130,309
Total Income	1,697,204
Expenditure	
Staffing	1,122,944
Accommodation/Meetings	46,446
Subscriptions	7,895
Marketing	27,102
Other Office Costs	5,588
Fees (Consultant, Professional, Studies, Audit)	79,592
IT Costs	44,485
Programme Delivery Incurred	363,152
Total Expenditure	1,697,204

Our team



The lovely people at the LEP who are helping make all this happen.

Elizabeth Barker Enterprise Partnership Officer	Penny Coles LEP Marketing & Communications Lead	James Gilroy Local Growth Fund and Transport Officer	Annabel Jelley Head of Skills	Louise Lunn Enterprise Coordinator	Pam Preston Technical Support/Finance Officer
Sarah Barkey Leadership Support Officer	Beth Ellin Growth Hub Digital Communications Assistant	Adrian Green Head of Assurance	Pete Johnson Enterprise Partnership Officer	Alex McDonnell Growth Hub Digital Communications Officer	Dr Gesa Reiss Agri-food & Bioeconomy Development Officer
Hannah Beever Enterprise Partnership Officer	James Farrar Chief Operating Officer	Mark Haynes Business Support and Inward Investment Officer	Simon King Growth Hub Development Manager	Kate McHugh Growth Hub Digital Communications Officer	Matt Roberts Strategy and Research Officer
Pip Betts Programme Funding Coordinator	Tim Frenneaux Head of Business	Maria Hill Commercial Contracts & Procurement Solicitor	Jude Knight Enterprise Partnership Officer	Helen Patchett Enterprise Partnership Officer	Julian Rudd Housing & Planning Lead
Karen Booth Enterprise Partnership Officer	Samuel Gaunt LEP Communications Officer	Norma Hood Technical Support Officer	Andrew Leeming Head of Infrastructure and Strategy	Liz Philpot Local Growth Fund and Coastal Officer	

