



# ANNUAL REPORT 2015



**ENTERPRISE  
PARTNERSHIP**

York / North Yorkshire / East Riding

**Business  
Inspired  
Growth**





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# A VIEW FROM THE CHAIR



As the Chair of the York, North Yorkshire and East Riding Local Enterprise Partnership (the LEP), it is my privilege to share our successes and progress so far.

We are the LEP with the largest geographical area, encompassing two national parks, the stunning historical city of York as well as one of the UK's most famous coastlines. We have a wealth of small and micro-businesses as well as some world-class business assets – from the innovative carbon capture and storage technology, to the cutting edge National Agri-Food Innovation Centre, through to the recently approved £1.7 billion investment into the potash mine, near Whitby.

The potash mine is by far the largest private sector investment in the north of England and will boost North Yorkshire's economy by 6 per cent, around £1 billion each year. It's a chance that our area couldn't miss and I'm proud of the LEP's role as principal economic consultee. We provided key evidence, stating the exceptional economic case of the mine and outlined these benefits at the planning meeting. We're delighted with the decision to grasp this opportunity and approve the mine.

And it's not just the potash mine that's a reason to celebrate, food, agriculture and bioeconomy currently provides over 10 per cent of York, North Yorkshire and the East Riding's economy and it is flourishing. We are home to the world-class FERA Science, a global leader in food and crop science, based just outside York and with the world leading innovation at University of York and the Biorenewables Development Centre we are quickly developing York's reputation as the 'Cambridge of the North'.

And we haven't stopped there, we are making significant capital investments in

the sector including; the Malton Agri-Business Park, the National Agri-Food Innovation Centre, the York Biohub and Askham Bryan College. Coupled with our skills programmes which range from crop health to precision agriculture to upland farming we are delivering on our ambition to be a global leader in this sector.

Our business support continues to be a source of pride for myself and the other LEP board members. Our region has an abundance of small and micro-businesses and they all have a great deal to contribute towards the success of our region. Our approach – through our Popup Business Cafés – has been recognised nationally and is a low-cost and high-value approach. We work with partners to connect local business owners and professionals in an informal setting, to provide the practical advice people running businesses want, for free.

People are our most valuable asset, so we are working to make sure we can provide a quality workforce for our growing businesses. And quality is at the heart of all we do. We want all our schools to provide quality careers advice and links to business, we want good quality apprenticeships and high quality skills programmes which really meet our local businesses' needs. This is already underway through our Skills Support for the Workforce and Local Response Fund programmes and we have more coming in the future.

We have developed a track record for delivering, our Growing Places fund is fully invested, our Business Grant Programme exceeded all targets and



this was instrumental in us securing a £122.2 million Local Growth deal from government. Delivering this major capital programme will be a challenge and can only be done through true partnership and collaboration. The principle of being stronger together has been at the heart of how we have operated and we will continue to work with our public and private sector partners, who are committed to delivering our ambitions.

With devolution and the Northern Powerhouse being so acutely in the public eye, our area, with its multi-billion investments in potash and carbon capture and storage, is well-placed to be a driving force; demonstrating the importance of rural economies in delivering long term sustainable growth. We have taken great pride in being a business-led LEP and the growth in our area is driven by businesses delivering good quality jobs and opportunities.

We understand that these major growth opportunities provide benefits across the wider region and we will continue to work closely with our neighbours in Leeds City Region, Humber and Tees Valley to maximise the potential for supply chain and inward investment.

The future in York, North Yorkshire and the East Riding looks bright and this report shows how our programmes of work have progressed and how we plan to meet our ambitious targets in the coming years.

**Barry Dodd CBE**  
Chair



# EXECUTIVE SUMMARY

Our priorities at the York, North Yorkshire and East Riding Enterprise Partnership cover five key areas:

## 1 Profitable and ambitious small businesses

Ambitious businesses that are supported to innovate, improve and grow.

## 2 A global leader in the bioeconomy

Driving growth by building our international reputation in the Agri-tech and biorenewables.

## 3 Inspired People

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

## 4 Successful and distinctive places

Enhanced growth and opportunities in targeted locations.

## 5 A well connected economy

Businesses with strong connections to their customers and markets.

The LEP in numbers:



Our economy has grown by 6.9% to

# £21.7bn

Between 2010 and 2014



We secured

# £122.2m

In Local Growth funding



We have supported

# 2,026

businesses through our business support initiatives



We have enabled over

# 1,600

people to get trained in our key industries



## Over the past twelve months we've made some real progress on delivering our ambitions.

Growing our economy is about balanced investments. We need to put the infrastructure in place to support growth, whilst also providing the support direct to our businesses to help them to grow and create jobs.

We have secured our Local Growth Deal, enabling a £122.2 million investment package into key infrastructure whilst also gaining more than £90 million in EU funding. We're also retaining our strong focus on supporting the many small and micro businesses in our region. In the past year, we've directly invested in 42 businesses creating 420 jobs, and helped over 2,000 businesses receive help, advice and other funding

Our Popup Business Cafés ensure businesses can get help and advice from professionals in a local setting. This approach is getting more and more recognition nationally, with a number of other LEPs wanting to use the informal, peer-to-peer support structure. The feedback from local businesses has been outstanding and we know that the businesses that get external help are twice as likely to grow as those that don't.

And we have backed this support up with funding through our £4 million Business Grant Programme which has been a major success and made some great investments. From food to furniture the funding has supported capital investment in small businesses. The programme was fully invested and supported 42 businesses creating more than 420 skilled, sustainable jobs across our area, from Scarborough to Settle.

Our key sector is the bioeconomy, which covers food, agri-tech and bio-renewables. We have invested £2.7 million in the National Agri-Food Innovation Campus and its anchor tenant FERA Science lies at the heart of the UK's first Industrial Strategy for Agri-tech. Our ambition is to create 800 new jobs on site and we are targeting further investment in industry-led innovation assets.

One of our key challenges is ensuring we have a high quality skilled workforce to support our growth. In total, over £3.4 million has been invested in ensuring our growing businesses can access the training they need. Over 1,600 people have been trained in industries as diverse as upland farming to precision agriculture through to care and hospitality. This investment in skills is fundamental to improving productivity in our businesses and will continue into future years.

The LEP's £8.6 million Growing Places Fund provides loans for capital infrastructure projects. This loan fund is now fully invested and we have already had repayments of over £1 million, which have been reinvested. These loans are unblocking and accelerating infrastructure projects, which supports the delivery of long term growth across the region.

2014-15 has been a great success and provides the perfect foundation for increased investment in 2015-16. The challenges we face for the coming year are making our commitments into a reality.

Our track record provided government with the confidence in us to deliver the £122.2 million Local Growth Deal and we now need to implement the projects and programmes which will make local growth accelerate in the years to come. One of the key strategic risks we face is the ability to launch the EU funded programmes to support business, innovation and skills whilst the funding is managed centrally by government.

The York, North Yorkshire & East Riding Enterprise Partnership has the largest area of all the 39 LEPs across England, and with that comes diversity. This means that strong partnerships are at the heart of our success. I am proud of the relationships we have with our local partners and these strong links mean we're well placed to have the capacity and resources to deliver our ambitions.

**James Farrar**  
Chief Operating Officer

# ABOUT YORK, NORTH YORKSHIRE AND EAST RIDING

## £21.7 billion

The total value of our economy

£

### £1.7 billion

potash mine investment

Yorkshire Dales  
National Park

North York Moors  
National Park

## Food Enterprise Zone

Malton became Yorkshire's first Food Enterprise Zone, a status given to the area from Defra.

## World-class research facilities

Aspiring to make York the Cambridge of the North, with world class research facilities

### £2 billion

investment in biomass and carbon capture and storage at Drax Power station

## 18 Local Growth Fund projects including

- A** Skipton Flood Alleviation scheme
- B** Housing in Scarborough
- C** Newland Bridge maintenance scheme
- D** Employment and housing in North Northallerton
- E** Increasing capacity on junction 42 for A59/A1

# 48,210

Total number of businesses



## OUR AMBITIONS

By 2021 we will achieve



**£3 billion**  
in growth



**20,000**  
new jobs



**Connect**  
every student to business



**Double**  
house building

## WHAT WE HAVE ACHIEVED

In 2015 the government awarded us with **£122.2 million** for programmes of work from now to 2021.

These programmes of work will help us to achieve our ambitions.

**2,026**

businesses were supported through our **Popup Business Cafés** and other business support initiatives.



Our business support model has received national praise and is an exemplar for rural economies.

The **Business Grant Programme** had provided:



**£3.9m**

in grants, supporting...



**42**

businesses, creating...



**420**

jobs and rising.

For every **£1** spent by the programme...  
**£4** was invested from the private sector



In March 2015, Malton became Yorkshire's first **Food Enterprise Zone**, a status given to the area from Defra.

Over **1,600** people have had training through our Skills Support for the Workforce and Local Response Fund programmes.



Investment through the Growing Places fund exceeded its target of **£8.7 million** and was actually **£9.6 million**, through reinvestment of the recycled loans.



Building homes increased by **38%** in 2014-15 with

**3,523 built**

**£8.7 million** target

**£9.6 million** actual

**Target exceeded by 10%**

# THE PROGRESS SO FAR

## Profitable and ambitious small businesses

Ambitious businesses that are supported to innovate, improve and grow.



of businesses seek advice, but the businesses that do seek advice are twice as likely to grow



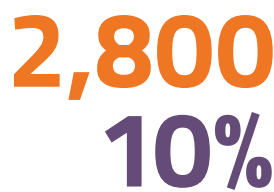
of our businesses have less than ten employees



businesses

## A global leader in the bioeconomy

Driving growth by building our international reputation in the agri-tech and biorenewables.



people, double the national average, working on research and development in the sector



of our economy is from the agri-tech, agri-food and biorenewables sector, collectively known as the bioeconomy



## Inspired People

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



benefits bill, due to not addressing the needs of claimants, especially those seeking work



Poor careers guidance means that good quality apprenticeship vacancies remain empty

**Objectives**

To increase the number of businesses who get support, by increasing the number of Popup Business Cafés we hold and rolling out the Growth Hub that will help to achieve our ambition to connect more businesses to the support they need to grow.

**Progress in 2014/15**

**2,026**  
businesses supported



Received backing from government to establish a growth hub



Awarded grants to 42 businesses, creating 420 jobs and investing £3.9 million through our Business Grant Programme

**Objectives**

Create a biohub to drive bioeconomy innovation and growth

Connect our agricultural sector to agri-tech and biorenewables expertise and opportunities

**Progress in 2014/15**

**£2.7m**

invested in National Agri-Food Innovation Centre

**£5m**

invested into the University of York Biohub



Developed a funding strategy for future EU investment in supporting innovation and growth

**Objectives**

Equip our people so they can take on high quality jobs

Invest in the infrastructure of our colleges

Investing in workforce skills that meet local priority sectors

Every student connected to business

**Progress in 2014/15**

**£3.4m**

invested in skills for our workforce

**1,600**

people have been trained in our key industries as diverse as agriculture to care and hospitality

**£5m**

attracted to invest in our FE colleges

Attracted **future ESF funding** to invest in our skills

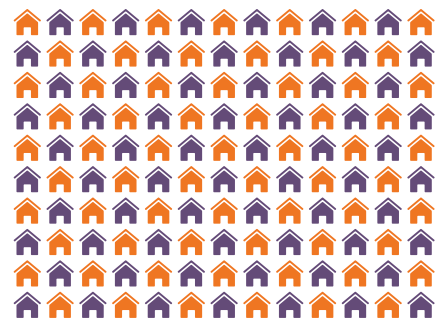
# THE PROGRESS SO FAR

## Successful and distinctive places

Enhanced growth and opportunities in targeted locations.

There's a lack of affordable housing in our region

We need to double our rate of housing



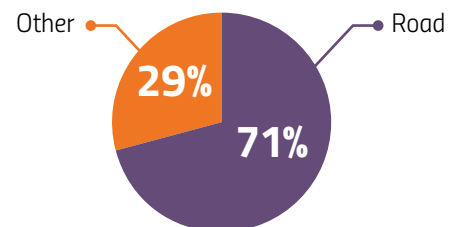
## A well connected economy

Businesses with strong connections to their customers and markets.

Road congestion needs to be reduced in York and Harrogate

Improvements are needed for our railway lines

How our commuters travel to work



Growing our economy is about balanced investments. We need to put the infrastructure in place to support growth, whilst also providing the support direct to our businesses to help them to grow and create jobs.

James Farrar,  
Chief Operating Officer

**Objectives**

To double house building rates by unlocking key housing sites.



To create new job and business opportunities through unlocking employment sites.

**Progress in 2014/15**

**£8.7m**

Invested from our Growing Places Fund at Whitby, Sherburn, Melmerby and North York Moors Railway

**£24m**

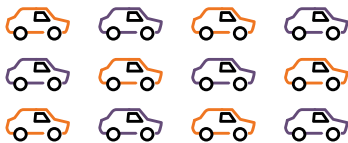
Future investment attracted in infrastructure to unlock housing and employment opportunities

**3,523**

homes were built in 2014-15 and increase of **38%**

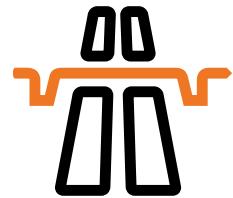
**Objectives**

Ease congestion in York and Harrogate and improve East-West road and rail connections

**Progress in 2014/15**

**£80m**

Attracted for future investment in our roads and rail.



Projects like the Newland Bridge maintenance scheme the Bedale Bypass and the upgrading of the A1079

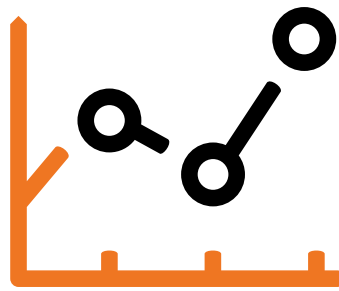


## PROFITABLE AND AMBITIOUS SMALL AND MICROBUSINESSES

We have a strong focus on helping the people running established small and micro businesses, for good reason: we have half as many large businesses as the UK average.

We estimate that around 30 to 40 per cent of these businesses have the untapped potential to improve and grow, creating jobs and wealth as they do. It's our goal to realise this potential, making this the best place in the country to start and grow a small business. It's a tall order, but one we are working our way towards, starting by listening to people to understanding the reality of being in business.

We know that when people get advice their businesses outperform those who don't. So our aim is to increase demand for support, and make sure we and our partners are serving that effectively. Our innovative approach has generated praise from partners such as the Federation of Small Businesses and interest from Government as well as other LEPs: we don't work from the service backwards, we start by understanding our business people and what they want and need.



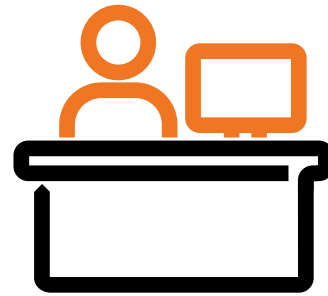
## Developing sustainable business support

Our approach led to the development of a high-value, low-cost, business support programme: Popup Business Cafés. They connect local business owners and professionals in an informal, low-key setting, to provide the practical advice people running businesses want, for free.

In 2014-15, our first full year of Popups, the emphasis was on learning and refining. We had a target of engaging with 2,000 businesses through these and other means. We delivered: helping 2,026 in total.

Popup Business Cafés are accompanied by a variety of business resources on our website, including a business events calendar, articles and listings for support as well as stories about people in business. We had 42,000 unique visits over the year. If each business in our patch visited just once, that would equate to half our entire business community. The desire for better business solutions is out there and our innovative approach is working.

In late 2014 we secured £300,000 from the Department for Business, Innovation and Skills to establish our own Growth Hub: "How's Business". This augments our Popup events and digital resources, with a greater emphasis on peer learning and networking, and provides us with the chance to build on the learning of previous years. With our one year of funding we aim to have a high impact, establishing a sustainable long term solution, which is owned and shaped by our business community.



## The Business Growth Programme

Between January 2014 and 31 March 2015 we delivered the Business Growth Programme, funded by the Government's Regional Growth Fund (RGF). This led to more than 420 jobs being created across our area, by providing almost £4 million in grants. These grants ranged between £5,000 and £620,000 and helped 42 businesses to support their growth plans. For every £1 given by the programme, at least £4 was provided through the private sector: a great example of how the partnership between the LEP and businesses works. Unfortunately, due to changing RGF eligibility rules, we were unable to establish a successor, despite delivering solid investments and robust outputs from a standing start.

## Challenges ahead

This year, with the roll-out of How's Business, we aim to stimulate 2,800 extra people to get help with their business, which we estimate will create 280 jobs. We also plan to scale up our Popups, creating more local chances to take part and expanding Popups across a number of different LEP areas.

## The Popup Business Café evolution

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We held our first Popup Business Café in late 2013. The idea was simple: we appear in an informal, easy-to-reach location and bring along some experts who can answer business questions for free.

Business owners pop along, have a coffee and get some great ideas, advice and reassurance from local expert, without being hit with a sales pitch or bill.

For the first outing of the Popup Business Café we went to Pickering with a handful of experts, who gave a few hours of their time for free. Local business owners took the opportunity to chat to experts on issues ranging from making the most of their website and raising finance, to making sure staff have the skills they need and social media.

After the first Popup and each event since, we reflect, learn and tweak for the next one and then we go and do it again somewhere else.

We want to make sure that we give the right support to the right people, in the right way. We do that by working with a local contact who is well networked in the immediate area and knows what local businesses want and need. Between us we recruit experts who can answer questions on a range of subjects, because

experience shows once someone opens up, they will gladly talk customer relationship management tools and cascading style sheets with an accountant or research and development tax credits and balance sheets with a web developer.

Since the Pickering Popup, we've been to more than ten different locations across our patch, from Selby to Settle. We have worked with a range of partners, from cafés and hotels to local authorities and major brands. In Flaxton, near Malton we held a Popup in conjunction with a Google Juice bar, where businesses can find out about digital marketing and more wider subjects from the Popup Business Café.

Feedback illustrates that our business community love the informal Popup approach: it helps them make time to take advice, and they know they will get a straight answer with no strings attached.





*Since the Pickering Popup, we've been to more than ten different locations across our patch, from Selby to Settle.*



Free, brilliant advice, no sales pitch and lots of patience for all my questions"

Business owner, after attending a Popup Business Café in 2014

## THE BIOECONOMY

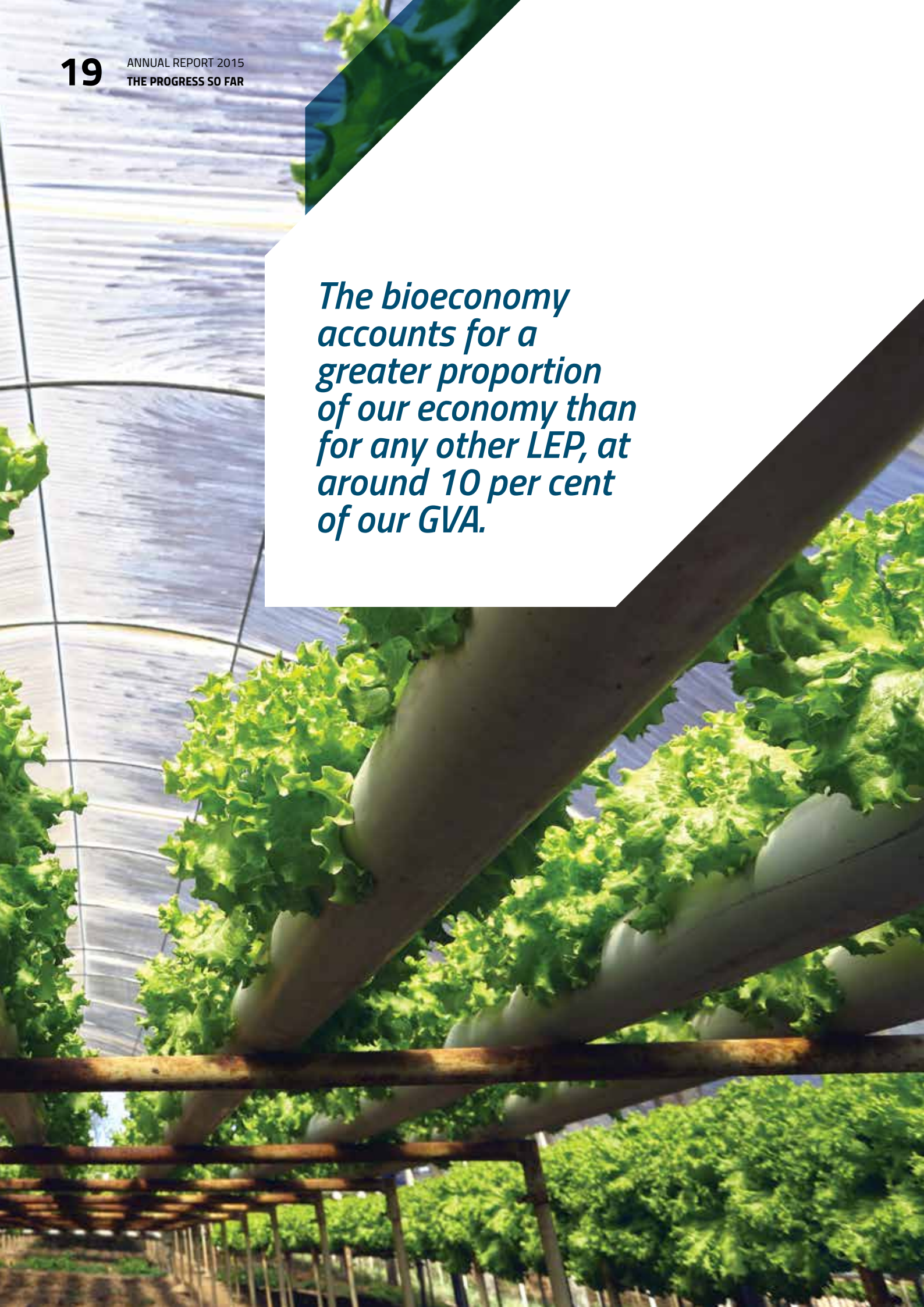
A global leader in food manufacturing, agri-tech and biorenewables. The Bioeconomy is a catch-all term for businesses involved in producing food, energy and other materials from crops or biological waste.

It is our sole sector priority, reflecting its importance to our area: at around 10 per cent of our GVA, it accounts for a greater proportion of our economy than for any other LEP. Plus we have 2,800 people, double the national average, working on research and development in the sector, in industry and world renowned institutions like FERA Science, Stockbridge Technology Centre and the University of York.

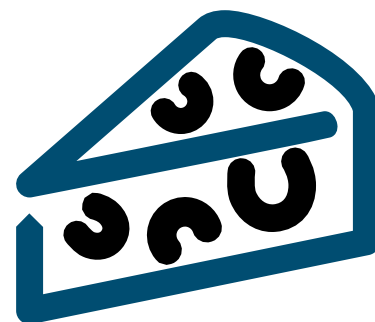
We intend to be a global leader in this area and with our partners have made some steps forward in making that a reality.



*The bioeconomy  
accounts for a  
greater proportion  
of our economy than  
for any other LEP, at  
around 10 per cent  
of our GVA.*







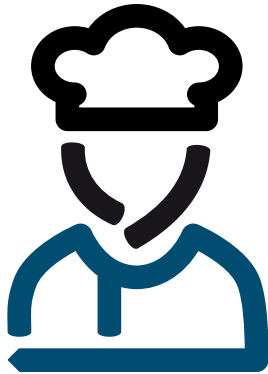
***York is becoming a  
hub for innovation,  
research and  
technology***

## **The National Agri-Food Innovation Campus**

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York is becoming a hub for innovation, research and technology: 'the Cambridge of the North'. The LEP is investing in the refurbishment of the National Agri-Food Innovation Campus, the home of FERA Science, at Sand Hutton outside York. The aim is to ensure the site is an attractive location for new and expanding businesses, maximising the wider economic benefits from the campus' global reputation in Agri-Food innovation. To date we have invested £2.7 million from our Growing Places Fund, as part of a larger investment, totalling over £17 million.

In addition, the LEP has supported £40 million of bids by FERA Science for new facilities on the site. These should lead to the Campus becoming home to a Centre of Excellence in Crop Health as well as becoming a Centre of Excellence in Livestock Innovation, cementing the Campus' pivotal role in the sector.



## Yorkshire's first Food Enterprise Zone

Food Enterprise Zones support existing local businesses to expand, as well as encouraging new businesses to start up in the area, by loosening planning red tape and providing other support.

In March, Malton became the first Food Enterprise Zone in Yorkshire, the first step in development of a new agri-food park which will employ over 500 people. Plans for the site include relocating Malton's livestock market to a purpose-built facility. The Food Enterprise Zone will have close links to our world-leading work at the FERA Science and Stockbridge Technology Centre. The LEP will be investing in local roads and junctions around the agri-food park, which will enable the developments to go ahead.



## Getting up to speed with the technology

As part of the Skills Support for the Workforce programme and our Local Response Fund we are providing local people with the skills that will meet the needs of this sector. Bishop Burton College have used this funding to establish courses on precision farming, providing arable farmers with the skills to use technology to maximise the crop yield from a minimum of inputs.

The Biorenewable Development Centre are using this funding to provide courses on how to generate income from natural waste by turning it into a valuable bi-product.



## What's next and challenges ahead

We are working with our partners to ensure that the research and innovations in the bioeconomy provide real commercial benefit for those businesses. This is where the Biovale innovation cluster becomes an essential player and at the LEP we are keen to support the different elements of the sector come together and collaborate in a coherent way.

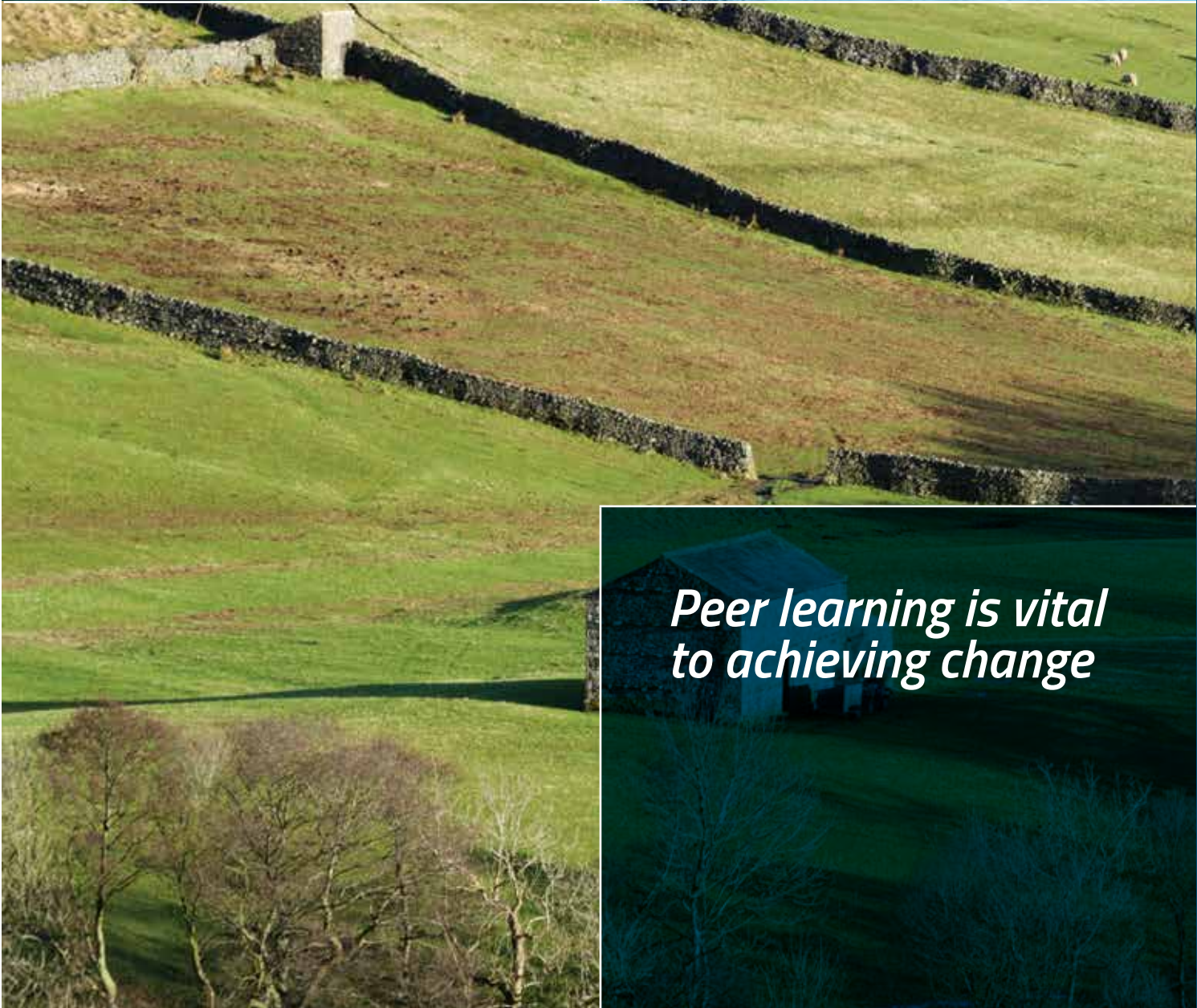
Investment from the Local Growth Fund in York's Biovale Centre building will further our plans to become world leaders in the bioeconomy. Ensuring that these investments are made in the right way, so that they further the development of the sector is a key priority for the LEP.

The lack of flexibility with European Structural and Infrastructure funding may well lead to further challenges in the coming years. But with our partners in the sector, local authorities and our neighbouring LEPs, we are well placed to meet those challenges head on and make the most of the funding we have available now and in future.





*Getting serious  
about sustainability*



*Peer learning is vital  
to achieving change*



## Profit from sustainability peer learning platform

Amidst the wealth of academic literature and commercial trials there are a variety of approaches to improving the sustainability of agriculture and food production. At the same time, global food brands are being driven by consumers to get serious about sustainability.

This presents a win:win opportunity: better agricultural practices tied to established and robust food chains. However, promoting change within agriculture can be difficult, as traditions are embedded and there is often a reticence to invest in doing things differently.

To draw these trends together, the LEP supported Future Food Solutions to establish the Profiting from Sustainability programme. This included conferences for growers to hear from leading food brands including Heineken, Coca Cola, Muntons, and Pepsico on their approach to sustainability, augmented with local peer groups to discuss how different practices have been implemented.

The peer learning element is vital to achieving change, as has been demonstrated by the Dutch Skylark Programme. Initially a gathering of 10 farmers to discuss how they could farm for greater profit with less impact on the environment, the skylark programme has grown to around 400 growers, all learning from each other about how best to employ new skills and technology. Thanks to the work of Future Food Solutions, support from the LEP and interest from global food brands, there is excitement about the potential to build on this test model by securing involvement from brands and their supply chains, to scale it up across our area and beyond.



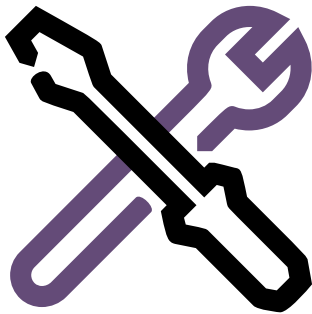


A young man and woman, both wearing blue work shirts, are looking at a clipboard held by the woman. They are in a workshop or factory setting, with various pieces of equipment and machinery visible in the background. The man is looking down at the clipboard, and the woman is looking up at him. The background is slightly blurred, showing shelves with various items and a workbench.

## INSPIRED PEOPLE

People make a business, so successful businesses need people with the right skills and qualities in order to flourish and grow. These same skills help people to get jobs and progress in their careers.

We know that on average, businesses that invest in training perform far better than those that do not. Likewise, people with better skills are far more likely to be employed and to earn more. Skills are as vital to jobs and inclusion as to business success. Our work looks to make sure that those who are in work get the training they need to maintain and improve their prospects and those that are seeking work get the help and support to secure a lasting job. In 2014-15 over 1,600 people have been trained in our key industries as diverse agriculture to care and hospitality through our funding.



### Increasing productivity by investing in workforce skills

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The LEP has invested over £3.5 million in workforce development through its Skills Support for the Workforce and Local Response Fund (LRF) contracts. Local colleges and learning providers deliver training that businesses – in particular focussing on small and micro-businesses – say they need, and those business are from right across the area. The LRF focuses on emerging skills needs and looks at how today's workforce needs to be trained to deal with the high-tech and high-growth industries that are evolving in our area.



### Increase employability by connecting business to education

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Without effective careers guidance in schools young people cannot make the right decisions about their future education and career plans. The LEP is investing in projects to ensure that careers guidance in schools and colleges is of a high quality, reflecting the needs of the local labour market and is this is backed by a recognised quality kite mark.

The LEP is committed to enabling every student to connect to business by rolling out employability charters across the areas. These charters are pledges between businesses and education; they create and sustain practical working relationships that bridge the world of work and the world of study.

A photograph of a man and a woman in industrial workwear. The man, on the left, is wearing a grey work jacket and is looking down at a component. The woman, on the right, is wearing a blue work jacket and is also looking down at the same component. They appear to be in a workshop or factory setting. The image is partially covered by a large, diagonal purple graphic element that runs from the top right towards the bottom left.

*Over 1,600 people have been trained  
in our key industries*

## Local Growth Funding

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### Build skills, attitude and ambition to help people access jobs

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The Local Enterprise Partnership has procured a £3 million EU contract with the Department for Work and Pensions, supporting people to get and keep good, sustainable jobs.

### Develop strong communities and active inclusion

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Building Better Opportunities is the Big Lottery programme that into which the LEP is investing a total £7.67 million. The programme aims to provide support to the most disadvantaged groups within the LEP area. It looks at those who are furthest from the labour market and who experience significant barriers to work.

### Deliver a skills capital programme

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The LEP has secured £4.6 million of Local Growth funding to support three skills capital projects.

£3 million will be used to rebuild and refurbish Harrogate College and £1.6 million will be used on two specialised centres at Askham Bryan College. The Agritech Skills Centre and Agri-Engineering Centre will enable students to become proficient in the latest techniques and technologies in precision farming. The state of the art facilities will provide our local students with the skills needed in today's agricultural industries.

### What's next and challenges ahead

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The current funding landscape is becoming piecemeal and fragmented due to the difficulties faced by channelling funding through 39 LEPs across England, rather than national programmes. This provides us with a challenge to ensure we align our activities with our neighbouring LEPs to maximise the benefit for those who need our skills programmes across our area.







***Derwent Training Association scooped three National Apprenticeship of the Year awards***

## **Supporting high quality apprenticeships and internships**

One of our ambitions is to support high level apprenticeships and internships.

We will increase the number of sustainable opportunities for the people in our area so they can develop advanced skills in the sectors that are a major part of our economy. At Derwent Training Association in Malton, such work is already underway and reaping the rewards.

The training centre scooped three National Apprenticeship of the Year awards. One of the deserving winners was Hatti Sonley who is a production engineer at James Fisher Nuclear in Malton. Hatti won the award for her exemplary work in completing an advanced apprenticeship and has now progressed onto a higher level apprenticeship which is the equivalent to a foundation degree.

Natasha Pitts also won an award for her apprenticeship at Dale Power Solutions, based in Scarborough, Natasha is completing her level 4 NVQ with Derwent Training Association and is hoping to move onto a degree course. Finally, Richard De Sadeleer of Micro Metalsmiths in Kirkbymoorside won the Metal Industry Apprentice of the Year Award.

These apprenticeships are a great example of how young people can acquire great skills which make them well-placed for long and successful careers, while meeting the needs of the local industries.



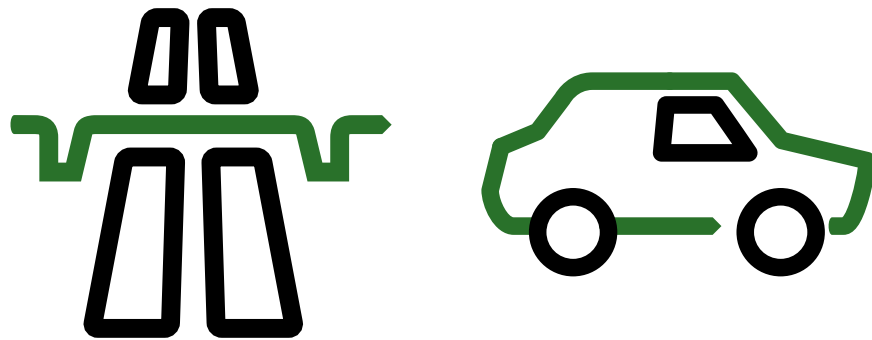


## SUCCESSFUL AND DISTINCTIVE PLACES

With the largest geographical area of any of the 39 LEP areas across England, two national parks, stunning scenery and a beautiful coastline we are already well placed with some successful and distinct places.

As well as these established locations we have great assets and opportunities for future growth across our region.

And we want to do more, we know that businesses locate to where they can access good customers, markets and supply chains. We have committed to doubling house building and creating 20,000 new jobs by 2021. To do that we are unlocking growth and development prospects across the area in line with our other priorities.



## Developing our growth corridor

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Our growth corridor runs through the heart of our LEP area benefiting from excellent connectivity, the A1, A19 and East Coast Mainline giving the area fast access to eight of the UK's ten largest cities within two hours. Our growth projects will create new homes and job opportunities along this corridor to support our ambitions.

In the south of our growth corridor around Selby there is major investment from the new technologies in biomass and carbon capture and storage that will drive economic growth. There is also the Olympia Park site that has been allocated funding from the Local Growth Deal, totalling £11.5 million which includes investment from Leeds City Region LEP as well. Within the plans the development will unlock more than 800 new homes and create around 2,000 jobs.

Development of the site will radically improve the entrance into Selby from the north, providing a modern feel. The investment from the LEP will address one of the site's exceptional costs, supporting a new bridge over the railway line which is part of the site's access requirements. The LEP is also investing £2.95 million of Growing Places Funding to open up further employment land at Sherburn.

In the north we're enabling major growth at Catterick Garrison, one of the largest military bases in Europe; its footprint is strikingly different to the other rural towns in the LEP area. Our £1.2 million investment is part of a major investment in the area which will create 1,900

new homes and hundreds of jobs. The LEP's investment will upgrade the local road network that will enable further development and growth building on the existing expansion of the Garrison, including the creation of a modern town centre, and the A1 upgrade. It is a real opportunity for local growth.

The north Northallerton development site has the potential to build 950 homes and create around 600 new jobs in the area, as around 8.5 hectares of employment land – in addition to the already successful north Northallerton Industrial Estate – will be created. It's a priority in the North Yorkshire Housing Strategy and Local Investment Plan.

To enable that growth, the LEP is contributing £6 million of Local Growth Funding which will add capacity to the local road network. This will be done by building a road which will include a bridge over the railway, therefore reducing the amount of traffic which will need to cross the current level crossing and then pass through Northallerton town centre.

Along our growth corridor, as part of our Growing Places loan investments we have provided £0.9 million for the expansion of A1M50 Melmerby Business Park, near Ripon. This funding will contribute to site infrastructure works (creation of site access road from the main road, utilities, drainage et cetera) to create serviceable plots to attract prospective tenants. Once unit plots are sold or leased by the Developer the loan will be repaid creating a sustainable investment fund.

## Major Housing Growth

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**1,300  
HOMES**



**92 ACRES**

Middle Deepdale development:  
over 1,300 on 92 acres

## New opportunities along our coast

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Scarborough is a hive of activity in three different areas; a new university campus, approval of the £1.7 billion potash mine development and new sea-front attractions, expected to attract an extra 500,000 to the resort.

With these developments will come new jobs and at the LEP we are working with partners to unlock major housing growth in the area. Middle Deepdale has 92 acres of developable land, with the potential to build more than 1,300 homes. The LEP's £2.3 million allocation from the Local Growth Deal aims to support the site access highway infrastructure changes required that will unlock the full potential of the site.

There has also been investment in Whitby Business Park, where a £2.5 million loan was provided through the Growing Places Fund. The loan was utilised to improve the site's infrastructure, including new access roads to open up further plots of the business park to attract new investment and prepare the site for the potential benefits of the potash mine development.

In Skipton the LEP provided

# £1.2 million

towards the £13.8 million project which will  
reduce the risk of flooding to more than

# 500

homes and businesses in Skipton town centre

## Supporting the rural economy

The Growth Deal investments agreed in January 2015 provided funding for the Skipton flood alleviation project, which is already on its way.

In Skipton the LEP has provided £1.2 million towards the £13.8 million project which will reduce the risk of flooding to more than 500 homes and businesses and road and rail routes in Skipton. The better flood protection is vital to the local economy; it will open the doors for potential business development and expansion in the area. The work has already started and the project will enable eight hectares of land situated to the west of the town to be developed.

As well as this, the Growing Places fund put £0.5 million into an infrastructure works investment programme on the North Yorkshire Moors Railway, which supports our work with the Whitby Business Park as well as the potash mine development.

Malton agri-business park has been approved, which will employ over 500 people and includes Malton's livestock market relocating to a purpose-built facility. The business park will enable businesses to start, develop and grow.

The LEP is also working in partnership with the two National Parks and the two areas of outstanding natural beauty in developing a programme of activity that will support sustainable economic growth in our protected landscapes.

## Future challenges

For successful growth in a region, long-term planning is essential. Developing our future investment plans for growth towns and rural areas is a key priority for the LEP and its partners. In this case, having the whole picture is far more valuable than the individual parts, so spatial planning and looking at housing and employment with the local authorities is one of our key roles to be able to plan and shape the future of our area.



## Sherburn 2 Business Park

As part of our Growing Places investments, we have agreed to provide a £2.95 million loan to kick start development for a new business park - Sherburn2 - in the Selby District.

As with much of the Growing Places portfolio, the funding will enable the creation of the site's infrastructure, so that new fully serviceable plots for sale or lease will be available and the repayment of the loan (and interest) coming when those sales or leases are completed.

With £70 million in private investment expected, the capital value of the completed scheme will be around £95 million, opening up the potential for around 2,000 new jobs and realising an additional £2.8 million in business rates each year.

Investment in this scheme has only been possible because of the ability to recycle receipts from other loan investments and demonstrates the value of creating a sustainable revolving fund.



*Potential to create  
2,000 new jobs*



**£2.95m**

loan to kick start development in Sherburn



Expected to bring in  
**£2.8m**

in business rates each year



## A WELL CONNECTED ECONOMY

At the LEP it is one of our five priorities to enable businesses to improve their connections to customers and markets, through our transport, mobile and broadband networks.

Making these connections easy will in turn enable thriving, prosperous places for local businesses to flourish and grow.

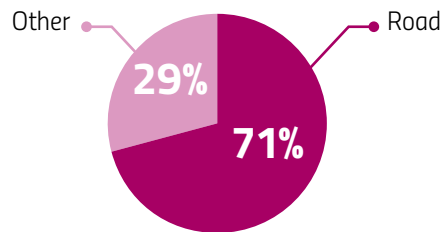
Improving east to west connections through road and rail networks and easing congestion in York and Harrogate are the core outcomes we hope to achieve. Our Growth Deal has enabled a number of projects to be confirmed which will support those goals.

Almost three quarters of North Yorkshire's network is rural, this is vastly higher when compared to a typical local authority which has around 29 per cent of its network classed as rural. By investing in our rural network and improving transport links we will support our small businesses, two-fold. Firstly by reducing their fuel costs, this equates to £240 million for SMEs each year. The second factor is around rural businesses' competitiveness, this is reduced when transport links are poor, by an estimated £150 million.



## How our commuters travel to work

## Progress in 2014/15




**£80m**

Attracted for future investment in our roads and rail.

## Easing congestion in York and Harrogate

One such project is our work in Harrogate, looking to improve the connections through the railway network, increasing the capacity of the line so more trains can go between York, Harrogate and Leeds as well as enabling frequent trains that go directly from Harrogate to London.

As well as this, we're working with partners to increase the capacity and reduce congestion around junction 47 of the A1, improving the connection between the main north – south link road to Harrogate, promoting growth and reducing travelling time for businesses.

In York, the outer ring road is still a regular congestion black spot and the LEP has continued to lobby both locally and nationally to dual the outer ring road to ease congestion around and into the city.

## Enhancing the reliability of the existing road networks

Between now and 2021 the LEP will be investing over £40 million in to the maintenance of our rural roads in North Yorkshire and the East Riding. This work is being carried out with North Yorkshire County Council and the East Riding of Yorkshire Council, who are contributing to the programme of work. We'll be focusing on priority areas, to ensure that the rural roads that feed into our main growth centres are maintained and enhanced where possible.

The LEP has also agreed to invest in major improvements to Newland Bridge, this Bridge provides the main route between the M62 and Drax. The funding will enable major structural repair work to take place which will enable the A645 to stay open, supporting Goole and Selby's economies.

## *Upgrading the A1079 will decrease congestion and unlock potential growth from east to west across our area*

### Improving connectivity

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Following the most recent growth deal, plans have been put in place to upgrade the A1079, the road that runs between York and Hull. Between Barmby moor and Wilberfoss the A1079 will be dualled, supporting our plans to decrease congestion and unlock potential growth from east to west across our area. In total the LEP will be contributing £8 million throughout the lifetime of this work.

As already mentioned, we have been lobbying for improvements to the A64 and the York outer ring road. As well as this, we've lobbied government and rail providers about improvements to the rail network across our area. We will continue to work closely with our partners and lobby for the timely electrification of our rail network.

Enhancing transport links around York is a key priority for our LEP and we will be working with key partners on the dualling of the ring road, to easing congestion and supporting the economies already in the York area and encouraging more businesses to start and grow in the area.

### Where we want to go next

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With our partners we are keen to have a holistic, long-term transport strategy for our area, looking at how we can maximise the impact on economic growth through improving our transport links. This will work in collaboration with the spatial planning already mentioned in the successful and distinctive places section.

We'll be continuing to lobby on better transport links, both on the road network, most notably the York outer ring road and our rail network.

Telecommunications and broadband is a hot topic and as a LEP we have been supportive of the Super Fast North Yorkshire programme of work that has recently ended. It is extremely important that rural areas have access to quality broadband, as connections for 21st century businesses must be virtual as well as physical.





# £1.5m

to maintain the Newland Bridge

## Newland Bridge

We have confirmed our plans to spend £1.5 million to maintain the Newland Bridge; which needs structural repair work so it will remain functional and enable the A645 to stay open.

This bridge has a significant impact on the economies of Selby and Goole, as it is a major through road.

The bridge is also a key component in the transport links for Drax power station. Without these maintenance works the biomass and carbon capture and storage projects would be jeopardised. The work on the bridge will be completed by the end of the 2015-16 financial year.



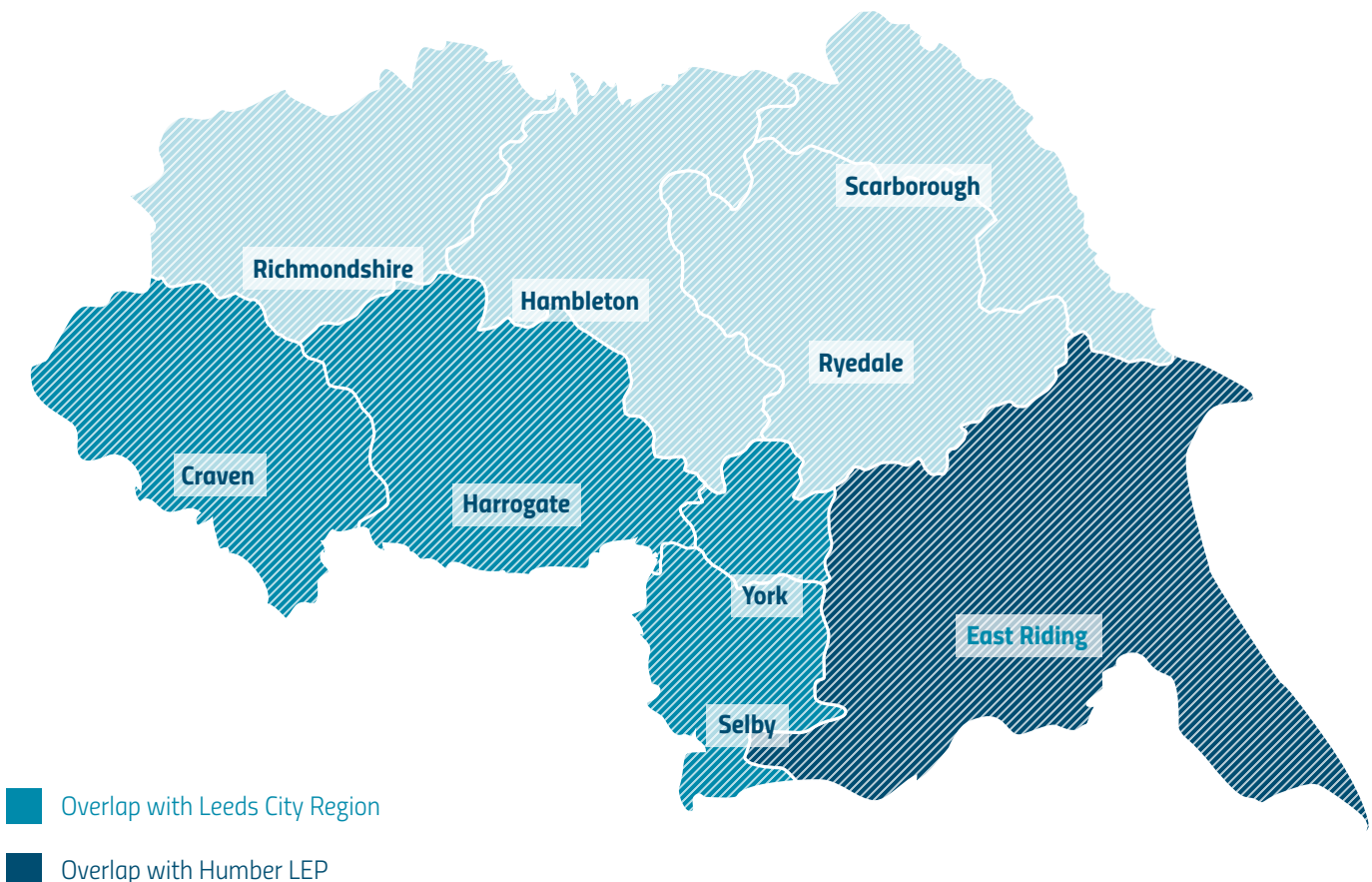
# ABOUT THE LEP

## HOW WE WORK

The role of the LEP and its governance structures will be to set the vision and outcomes (set out in the Strategic Economic Plan) that will guide the allocation of resources at a project level, and to monitor and ensure results achieve intended outcomes.

The LEP Board will provide overall leadership and guide key decisions and are responsible for ensuring overall delivery of the Growth Deal and other funding programmes rooted through the LEP. This includes the balance between themes, programmes and strategic review. The LEP Board however delegates all decisions on individual projects to the relevant Programme Board.

The LEP area overlaps two other Local Enterprise Partnership boundaries. The local authorities of Craven District, Harrogate Borough, Selby District and City of York are also within the Leeds City Region area, the local authority of East Riding is also within the Humber area.



## WHO'S WHO IN THE BOARD





# STRUCTURE AND TERMS OF THE BOARD

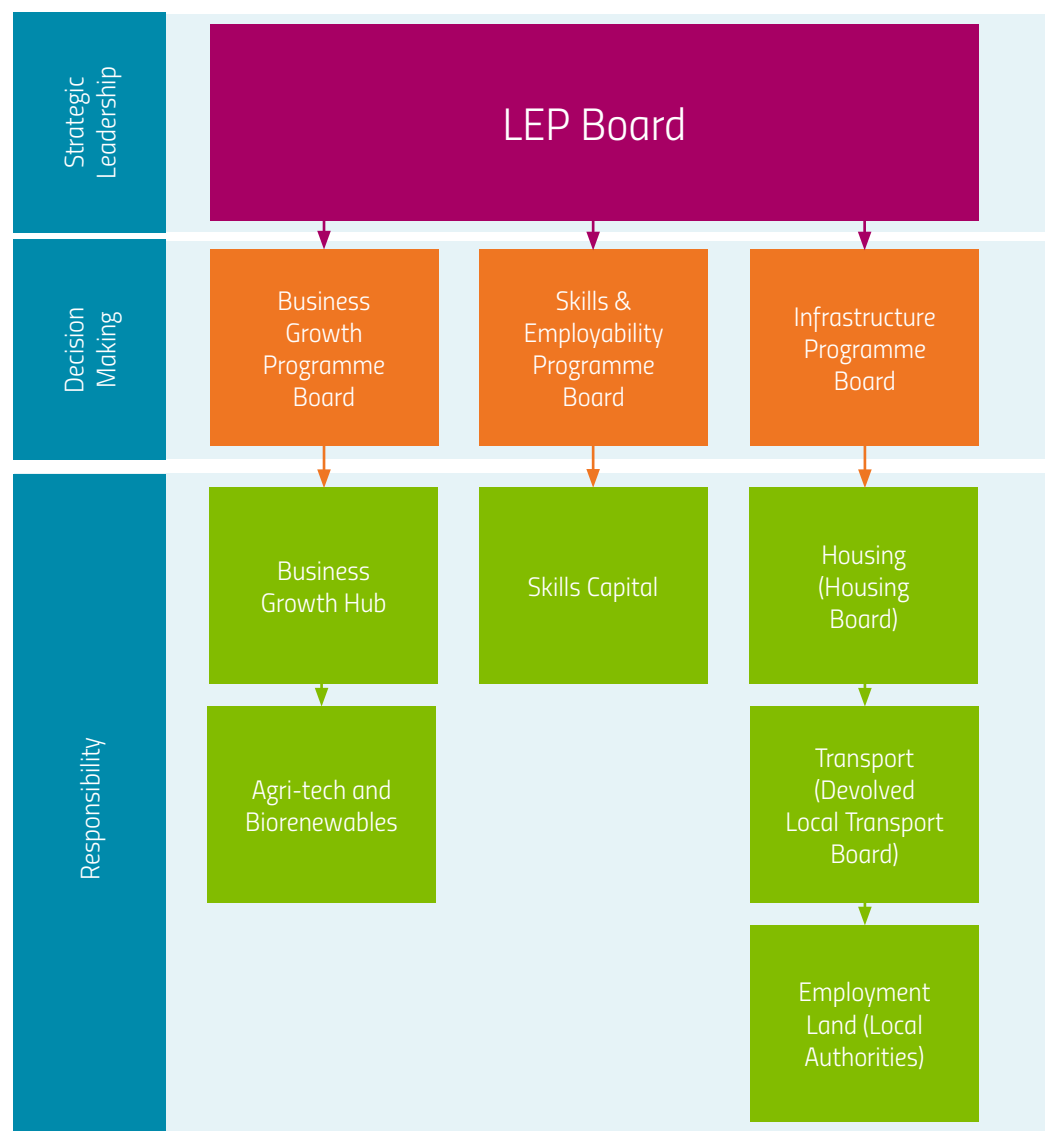
## LEP governance structures

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## LEP Board membership and role

The LEP Board will provide overall leadership and guide key decisions and are responsible for ensuring overall delivery of the Growth Deal and other funding programmes rooted through the LEP, including the balance between themes, programmes and strategic review. The LEP Board however delegates all decisions on individual projects to the relevant Programme Board.

## The structure of the LEP



## LEP Programme Boards

The LEP Programme Boards prioritise and approve individual investment at a programme level and ensure delivery in accordance with the Strategic Economic Plan. Each Programme Board is chaired by a full York, North Yorkshire & East Riding LEP Board Member.

Each of The LEP Programme Boards is responsible for the following strategic priorities, they report directly to the LEP Board on performance against the objectives set out in the SEP and the direction given by the LEP Board.

In total we have three programme boards who are responsible for our five priorities.

Programme Board	Strategic Economic Plan Priority Responsibilities
<b>Business Growth Programme Board</b> chaired by David Kerfoot	1. Successful, profitable SMEs 2. The bioeconomy
<b>Skills and Employability Programme Board</b> chaired by Rob Miller	3. Inspired people
<b>Infrastructure Programme Board</b> chaired by David Dickson	4. Successful, distinctive places 5. A well connected economy

## Transparency and decision making

The LEP will ensure a high level of transparency and the involvement of the public and stakeholders by publishing corporate documents on the LEP website as well as publishing agendas, meeting papers, minutes and other associated reports on the LEP website. As well as that we publish all funding plans on the LEP website and provide regular programme updates.

# ANNUAL REPORT 2015

## **York, North Yorkshire & East Riding Local Enterprise Partnership**

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