

Hull and East Yorkshire Combined Authority

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Date: Wednesday, 15 October 2025

Dear Member,

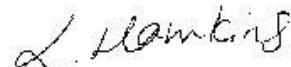
HEY Combined Authority

The next meeting of the **HEY Combined Authority** will be held at **10:00** on **Wednesday, 22 October 2025** in **Ergo, Bridgehead Business Park**.

The Agenda for the meeting is attached and reports are enclosed where relevant.

Please Note: It is likely that the public, (including the Press) will be excluded from the meeting during discussions of exempt items since they involve the possible disclosure of exempt information as described in Schedule 12A of the Local Government Act 1972.

Yours faithfully,



Democratic Services Officer



Town Clerk Services, Hull City Council,
The Guildhall, Alfred Gelder Street, Hull, HU1 2AA

Hull and East Yorkshire Combined Authority

To: Membership:

Luke Campbell, Mayor of Hull and East Yorkshire
Councillors Ross (Hull City Council)
Councillor Dad (Hull City Council)
Councillors Handley (East Riding of Yorkshire Council)
Councillor Tucker (East Riding of Yorkshire Council)
Jonathan Evison, Humberside Police and Crime Commissioner
Jason Speedy, Chair of HEY Business Board
Jayne Adamson, Chair of HEY Skills Board

Officers:

HEY Combined Authority

Alan Menzies, Interim Chief Executive
Tony Maione, Interim Monitoring Officer
Julian Neilson, Interim Finance Director
Louise Hawkins, Democratic Services Officer (x3)

For Information:

Reference Library (public set)

HEY Combined Authority

10:00 on Wednesday, 22 October 2025

Ergo, Bridgehead Business Park

A G E N D A

PROCEDURAL ITEMS

1 Apologies

To receive apologies for those Members who are unable to attend the meeting.

2 Declarations of Interest

To remind Members of the need to record the existence and nature of any Personal and Discloseable Pecuniary interest in items on the agenda, in accordance with the Member Code of Conduct.

3 Minutes of the Meeting held on 26th September 2025 7 - 24

To approve the minutes as a true and correct record.

4 Announcements from the Mayor

To receive any announcements from the Mayor.

5 Public Questions

There will be a period of up to 30 minutes during which members of the Authority will answer questions put by members of the public on matters for which the Combined Authority has a responsibility.

Any person or organisation wishing to put a question should contact Louise Hawkins, Democratic Services Officer for guidance on the procedure.

6 Reports from any Other Committee of the Combined Authority

To receive any reports from other committees of the Combined Authority.

NON-EXEMPT ITEMS

7	HEYCA HR Policy Framework	25 - 96
	The purpose of this report is to request approval of Policy Framework and current completed policies by the Executive Board to enable HEYCA to implement them immediately.	
8	Hull & East Yorkshire Local Get Britain Working Plan – Edition 1	97 - 156
	The purpose of this report is for HEYCA Board to approve the Draft Get Hull and East Yorkshire Working Plan (Edition 1).	
9	Local Growth Plan Development: Stage 1 Consultation	157 - 210
	The paper outlines the overall approach and current activity to developing a Local Growth Plan for Hull & East Yorkshire Combined Authority through an initial stage 1 consultation.	
10	Combined Authority Investment	211 - 220
	The report provides an update on the development of the Strategic Investment Framework, outlining the work underway and progress on each of the workstreams.	
11	Business Case for Hull & East Yorkshire Community Investment Fund	221 - 276
	This report presents the business case for the establishment of a Community Investment Fund (CIF) by the Hull & East Yorkshire Combined Authority (HEYCA).	
12	Adoption of the Key Route Network for Hull and East Yorkshire	277 - 282
	This report presents the final Key Route Network (KRN) for Hull and East Yorkshire.	
13	Exclusion of the Press and Public	
	To consider the exclusion of the press and public for the items listed as exempt.	

14 Update from Employment Panel

To receive an update from the Employment Panel held on 25th September 2025.

EXEMPT ITEMS

OFFICIALHull and East Yorkshire Combined Authority26th September 2025 11:00amAura, Bridgehead Business Park, HesslePRESENT:-

Mayor Luke Campbell, Councillors Handley, Ross, Tock (substituting for Councillor Dad), and Tucker, J. Evison (Humberside Police and Crime Commissioner), J. Adamson (HEY Skills Board Chair) and J. Speedy (HEY Business Board Chair).

IN ATTENDANCE:-

A. Menzies (Interim Chief Executive minute 28 onwards), J. Neilson (Interim Director of Finance), T. Maione (Interim Monitoring Officer minute 29 onwards), and L. Hawkins (Democratic Services Officer).

S. Skelton (Investment Lead) minute 31, A. Hewitt (Strategic Programme Lead - Employability & Health) minute 33, W. Dunnett (Interim Strategic Transport Advisor) minute 34, and J. Pemberton (Sustainable Environment Manager) minute 35.

APOLOGIES:-

Councillor Dad.

Minute No.	Description/Decision	Action By/Deadline
PROCEDURAL ITEMS		
24.	DECLARATIONS OF INTEREST No declarations of interest were received in relation to the items that follow below.	
25.	MINUTES OF THE HULL AND EAST YORKSHIRE COMBINED AUTHORITY EXECUTIVE BOARD MEETING HELD ON 25TH JULY 2025 Agreed – that the minutes of the Hull and East Yorkshire Combined Authority Executive Board held on 25 th July 2025 be approved as a true and correct record.	

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26.	<p>ANNOUNCEMENTS FROM THE MAYOR</p> <p>The Mayor explained that he did not have any announcements for the meeting.</p>	
27.	<p>PUBLIC QUESTIONS</p> <p>The Democratic Services Officer confirmed that a number of public questions had been received.</p> <p><u>Question from Mr David Ostler</u></p> <p>I am a member of the Hull Civic Society and also a board member. Our remit is to help preserve the heritage of the city and influence improvement and raise awareness of the city heritage and that of the East Riding also. Primarily though, it is the city we look at discussing and objecting if required, to some planning applications. We also take part and promote the Heritage Open Days which take place in September every year, giving people the chance to look at some of our fine heritage and go behind the scenes. We also have a presence with the CAAC Committee.</p> <p>I would like to establish some kind of link with the board so we can relay information as to what is happening around the area as we go through the year. This is to keep our members informed of what is going on.</p> <p>We intend to pursue further, matters from the Council in regard to the bridge network of the city though what we have gathered so far, is encouraging.</p> <p>Although we have a raft of questions I would like to start off with just two.</p> <p>1. If we were to look at the Beverley to York rail link, are we being realistic that this will happen? We know that Mr. Graham Stuart has been championing this for a while now. I ask because is it possible that funding from HEYCA be made available in the future for it?</p>	

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2. For the city, are there future plans for modification of the Southcoates Lane and Marfleet Lane roundabouts/junctions, as these are now causing long tailbacks during the day and at certain times of the day? The road surface of Marfleet Lane especially needs renewing and lane discipline is poor. Perhaps a box junction may be a start to alleviate congestion?

The Hull Civic Society is concerned about all aspects of the city through transport/housing/education/history and culture. It is not our intention to antagonise anyone but constructive criticism should be welcomed at all levels. Ultimately, our goals should be the same in that we want a city to be proud of and a surrounding area that can adequately support our needs. We should always be looking for continuous improvement.

The Mayor asked Councillor Tucker to respond to the member of the public's question. Councillor Tucker provided the following response –

That in relation to the first question around the Beverley to York line there have been many feasibility studies undertaken in the past and nothing is off the table.

In relation to the second question I will look into the issue and, following discussions with Councillor Ieronimo the Portfolio Holder for Transport and Infrastructure (Hull City Council), a response will be provided.

Question from Mr Paul Brayford

Before the election, you said your second of three top priorities was to 'Fix the bus network'

You claimed that "fares are going up, routes are being cut, and timetables are going down" and said: "I think it's time for us to take back control now. Control the fares, control the bus routes and the quality of service," reportedly looking at the work done in Greater Manchester where the Bee Network, an integrated public transport network, has been established bringing all buses under public

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	<p>control. Your electorate got the impression that you would take steps to start bring the buses across Hull and East Yorkshire back under public control. Last year, the West Yorkshire Mayor brought buses back under local control and the North East Mayor confirmed on their first day in office that they had instructed officers to start the process. This year the South Yorkshire Mayor also started the process of bringing buses in their region back under public control.</p> <p>You will be aware of the people living in primarily rural areas where poor bus services mean that residents have difficulty accessing employment opportunities that arise in the urban areas, especially if they do not have access to their own vehicles. You will be aware that an excellent and well used public transport network will have a significant effect on residents' quality of life and health outcomes, as well as a stronger local economy and improved environmental sustainability.</p> <p>In the papers for the September 2025 HEYCA Executive Board we see an agenda item "Notification of Intent – Exploration of a Combined Enhanced Bus Partnership Agreement (EBPA)". Reading that report, I do not perceive that it meets your previously expressed intention of "taking back control", aiming for a weaker outcome than those your peers in other regions are aiming for. Why is that?</p> <p>The Mayor provided the following response –</p> <p>We are working on our long term ambition and we are currently looking at what we can do now. We are exploring an integrated bus ticket that can be used across the bus companies and at lowering bus fares for under 18s and over 65's.</p> <p>Councillor Tucker also explained that safety of passengers would also be looked at, in particularly the safety of women and girls, and the Combined Authority would work with the Police and Crime Commissioner.</p>	
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28.	<p>URGENT ITEM - APPOINTMENT OF AN INTERIM CHIEF EXECUTIVE</p> <p>The Interim Director of Finance submitted a report which sought approval of the designation of a new Interim Head of Paid Service for the Hull and East Yorkshire Combined Authority with immediate effect.</p> <p>The Interim Finance Director explained that the current Interim Chief Executive was due to leave the Authority and there was a duty to appoint to the position.</p> <p>Members of the Board thanked the Interim Chief Executive for his work over the past seven months.</p> <p>Agreed – that the Board approves the designation of Alan Menzies as Interim Head of Paid Service for the Combined Authority, with immediate effect.</p> <p><u>Reasons for Recommendations</u> To comply with the statutory requirement to designate a Head of Paid of Service.</p>	
29.	<p>URGENT ITEM - APPOINTMENT OF AN INTERIM MONITORING OFFICER</p> <p>The Interim Director of Finance submitted a report which sought approval of the designation of a new Interim Monitoring Officer for the Hull and East Yorkshire Combined Authority with immediate effect.</p> <p>The Interim Finance Director explained that the current Interim Monitoring Officer was due to leave the Authority and there was a duty to appoint to the position.</p> <p>Agreed – that the Board approves the designation of Tony Maione as Interim Monitoring Officer for the Combined Authority, with immediate effect.</p> <p><u>Reasons for Recommendations</u> To comply with the statutory requirements to designate a Monitoring Officer.</p>	

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30.	<p>REPORTS FROM ANY OTHER COMMITTEES OF THE COMBINED AUTHORITY</p> <p>The Interim Monitoring Officer confirmed that there were no reports to be considered.</p>	
31.	<p>THE HEYCA GAMEPLAN – DRAFT FOR CONSULTATION</p> <p>The Interim Chief Executive submitted a report which provided the Board with the draft HEYCA Gameplan for consideration and approval for further consultation.</p> <p>The Investment Lead informed the Board that there were four main priorities which were (i) good jobs, (ii) more connectivity, (iii) improving health and (iv) affordable homes; that it was the early stages of setting up in the Combined Authority and it was important to maintain momentum; that the Gameplan would evolve over time and would remain a living document, and that a policy sprint had been held over three days and had been very well attended.</p> <p>A discussion took place around the draft Gameplan and members of the Board raised the following matters –</p> <ul style="list-style-type: none"> i. That in relation to affordable homes there was a need to define safety and pride. The Police and Crime Commissioner was able to provide data in relation to safer neighbourhoods; ii. That the birth of new businesses was not necessarily a good indicator of growth and it was suggested that continuing businesses was a better indicator, and iii. That there needed to be reference to existing businesses and supply chains however it was felt that this issue would be picked up during the consultation exercise. 	

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The Investment Lead explained that the outcome framework was likely to evolve the most; that the groups that had been set up as part of the policy sprint would be reconvened as part of the consultation; that the Authority would also work with the constituent councils to engage with their existing consultation groups.

Agreed –

- a. That the Board endorses the draft HEYCA Gameplan (Annex A) for further consultation with Portfolio Holders, the Overview and Scrutiny Committee, Business Board, Skills Board, and other stakeholders and partners, and
- b. That the Board received an updated version of the Gameplan for further consideration and adoption at a future meeting.

Reasons for Recommendations

- On adoption, the HEYCA Gameplan will act as the 'keystone' of the Combined Authority's strategic framework and will:
 - Describe, to stakeholders and the public the role of the Combined Authority and its organisational priorities, governance arrangements and ways of working;
 - Act as an early statement of what the Combined Authority will do, through statements of policy aspiration and initial Portfolio delivery plans that commit to near-term and medium-term actions; and
 - Establish a framework of outcomes across the range of HEYCA activity, against which future progress can be assessed.
- As such, it is appropriate to ensure the final plan benefits from consideration by the Overview and Scrutiny Committee and is

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	<p>based on feedback from key stakeholders and partners.</p>	
31.	<p>MAYORAL COMMUNITY INVESTMENT FUND</p> <p>The Interim Chief Executive submitted a report which asked the Board to note the creation of the Mayor's Community Investment Fund.</p> <p>It was confirmed that the report had been considered by the Overview and Scrutiny Committee and its recommendation had been included within the report.</p> <p>A discussion took place and members of the Board commented that –</p> <ul style="list-style-type: none"> i. There could be challenges in allocating £1m of funding in a 12 month period; ii. That the Police and Crime Commissioner received applications to its Community Safety Fund that it could not fund and these could be referred to the Mayoral Community Investment Fund, and iii. That it was important to provide some more information to residents about how the fund would work and to ensure that the fund was not used to duplicate activity that was already taking place. <p>The Interim Chief Executive explained that a detailed business case and point scoring system would be developed and that a marketing and promotion plan would be implemented.</p> <p>Members commented that bid writing was a difficult process and a simple approach was welcomed.</p> <p>Agreed – that the Board notes the creation of the Mayor's Community Investment Fund.</p> <p><u>Reasons for Recommendations</u></p> <ul style="list-style-type: none"> • The Mayor's Community Investment Fund is intended to support delivery of the HEYCA 	

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	<p>Gameplan by developing greater community capacity and social capital in targeted areas.</p> <ul style="list-style-type: none">• Many people living in the region experience worse social and economic outcomes than those living in other parts of the UK. This inequality poses a significant risk to realising the full potential of the powers and investment opportunities presented by the Hull and East Yorkshire devolution deal. We know that strong cohesive communities and inclusive sustainable growth go hand in hand. Positive economic outcomes are underpinned by a wide range of social factors, from physical and mental health to community safety and access to affordable childcare. The success of our region and its economy is inextricably linked to the collective wellbeing of our people and places.• Many of our more deprived areas are less likely to have levels of existing social capital that equip them to secure resources or take on services and facilities. This is reinforced by recent national research overlaying deprivation and community capacity to identify 'left behind areas'.• National and local findings point to the importance of developing social capital in order to bring about growth that is inclusive in nature, rather than entrenching existing inequalities. There are a number of areas within the HEYCA region that face the dual challenge of deprivation and lack of community and voluntary organisations with the capacity to take ownership of solutions and 'help themselves'. To achieve HEYCA's objective of inclusive growth, communities need to be equipped to play an active role in shaping and seizing future opportunities.• Small charities and community groups are the building blocks of cohesive, inclusive and resilient communities, and prosperous regions. They work with residents furthest	
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	<p>from the labour market and most at risk of being left behind. These organisations are experiencing increasing demand on their services due to the cost-of-living crisis. They are also experiencing increasing running costs. They often have limited resources to be able to compete for funding and tend to miss out on commissioning processes that favour bigger regional or national charities.</p> <ul style="list-style-type: none"> • Local Authorities play a pivotal role in supporting community activity, but devolution provides additional opportunities to invest in the work of small charities and community groups working at a hyper-local level to create opportunity and fight inequalities. • The Mayor's Community Investment Fund is intended to make direct investment in the ideas and activities of our communities and help make the things that matter to local people a reality. <p>Fund Design</p> <ul style="list-style-type: none"> • A detailed business case detailing the Fund's design, and grant evaluation criteria, will be brought back to Executive Board prior to programme delivery. However, the following principles will apply. • The Mayor's Community Investment Fund will invest up to £1million in its first year in a new small grants programme supporting activities delivered by small charities and grassroots community groups. Funding will be targeted at organisations delivering activity that supports inclusion, cohesion and resilience in some of our most socially and economically deprived areas. • The Mayor's Community Investment Fund aims to build and strengthen community capacity and develop existing and new community and voluntary groups and networks, focusing on areas where the current capacity and infrastructure is limited 	
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	<p>and where there are significant challenges of social mobility, deprivation and inequality.</p> <ul style="list-style-type: none">• The Mayor's Community Investment Fund will:<ol style="list-style-type: none">i. Primarily benefit residents at risk of social and economic exclusion, contributing towards the Mayor's commitment to tackling poverty, deprivation and health inequalities;ii. Support the Mayor's commitment to work with local businesses, community leaders and the Voluntary, Community and Social Enterprise (VCSE) sector, as well as public service partners, to support and invest in the health, wellbeing and aspiration of local communities, recognising the role of the VCSE sector in supporting some of our most vulnerable residents by helping them get out of poverty;iii. Promote aspiration, opportunity and pride through volunteering and community-led campaigns;iv. Champion initiatives that improve public health and wellbeing;v. Support strong communities, building civic pride, tackling isolation, and strengthening the social fabric of places across Hull and East Yorkshire;vi. Work with partners to reduce poverty, including addressing the root causes of deprivation and supporting access to opportunity and work;vii. Engage with local VCSE organisations, volunteers and anchor institutions to unlock the energy and capacity of local people and communities;viii. Support the Combined Authority's wider commitment to supporting strong and connected communities
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	<p>that help to reduce inequalities and improve wellbeing for all;</p> <p>ix. Recognise the value of active and engaged communities in delivering HEYCA's ambitions for the region.</p> <ul style="list-style-type: none"> • In seeking to empower and provide communities with greater agency, the fund will be targeted at tackling one of the key barriers to inclusive growth that has been widely identified, nationally and locally. • Recognising the limited impact that top down and over-prescribed programmes can have in tackling the barriers identified, this funding is intended to be neutral regarding the form that the increase in capacity and community confidence takes. It may be that investment in community development results in groups being formed in order to run or influence local services, bid for funding for projects, support local volunteering, manage or take ownership of local assets or participate in wider networks. • Similarly, the formal structure of any groups formed could be a charity, community interest company, co-operative or social enterprise. These would not be prescribed, since the focus and form would depend on the outcome of the development and capacity building work, rather than being determined in advance. This approach also allows for local partners to align the investment with current or planned programmes that seek or rely on similar outcomes within the targeted areas. The overriding impact sought is that communities have greater agency to contribute to and benefit from inclusive growth. • Grants management and administration will be undertaken by East Riding of Yorkshire Council's Grants Management System (which provides an end-to-end grant 	
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	<p>management solution from application to due diligence checks, appraisal, grant panels, grant award, monitoring, evaluation and through to close down) together with the skills, knowledge and expertise of their highly experienced Grant Programmes Team, whose services will be provided to HEYCA as part of a Service Level Agreement with ERYC for the provision of Finance Services.</p> <ul style="list-style-type: none"> • The Mayor, or a representative of his choosing, will be invited to chair the grant assessment panels, which will be supported by stakeholders including relevant constituent council officers. • A communications strategy will also be developed to clearly explain the rationale for the fund's targeted approach. 	
32.	<p>FINANCIAL POSITION STATEMENT 2024-25 AND BUDGET OUTLOOK 2025-26</p> <p>The Interim Director of Finance (Section 73 Officer) submitted a report which informed the Board of the budget outturn position of the authority for 2024-25 and the forecast financial position for 2025-26.</p> <p>The Board was informed that –</p> <ul style="list-style-type: none"> i. The Combined Authority had only existed for the last two months of the previous financial year; ii. That the mayoral election, staffing, and Service Level Agreements with the constituent councils had been the most significant costs to the Authority to date, and iii. That there was a provisional surplus of £324,000 for 2024-25, and iv. A balanced budget position was forecast for 2025-26. <p>The Interim Director of Finance explained that the Authority was required to maintain a general reserve and it was recommended that the surplus was</p>	

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	<p>moved to that reserve. The level of general reserve would be reviewed when the 2026-27 budget was set.</p> <p>A discussion took place around the capital budget and the Interim Finance Director confirmed that the Local Transport Grant, the Integrated Transport Block and the Shared Prosperity Fund would be transferred to the constituent councils and were expected to be fully committed by the end of the financial year.</p> <p>It was acknowledged that the transport related grant funding allocated to the constituent authorities was based on a formula.</p> <p>Agreed –</p> <ol style="list-style-type: none"> a. That the Board notes the 2024-25 outturn position; b. That the Board approves the transfer of the 2024-25 surplus to the general reserve; c. That the Board notes the 2025-26 revised budget; d. That the Board approves a supplementary revenue budget of £1.450m for the Mayoral Renewables Fund, and e. That the Board approves a supplementary capital budget of £26.497m for Highways Maintenance Block grant from the Department for Transport. 	
33.	<p>HULL & EAST YORKSHIRE LOCAL GET BRITAIN WORKING PLAN – BACKGROUND AND STRUCTURE</p> <p>The Strategic Programme Lead - Employability & Health submitted a report which provided the Board with a synopsis of the published Local Get Britain Working Plan (LGBWP) guidance and expectations from the Department of Work and Pensions (DWP) alongside information on how Hull and East Yorkshire Combined Authority and partners are planning to structure the local plan, developing governance and timelines for completion of the document.</p>	

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	<p>The Board was informed that –</p> <ul style="list-style-type: none"> i. As the Combined Authority had not been in existence when the DWP had announced the LGBWP in April 2025 and as a result the deadline for the submission of its plan had been extended to the end of October/early November 2025, and ii. That a three pillar approach had been developed in order to deliver the LGBWP and work was being undertaken to understand the current delivery. <p>Agreed – that the Board notes the content of this report and approves the suggested structure of three key pillars for completion of the Local Get Britain Working Plan.</p> <p>Reasons for Recommendations</p> <ul style="list-style-type: none"> • It is important that the board are aware of the background of the Local Get Britain Working Plan as this is key document which will contribute to the alleviation of health deprivation and positively impact the desire to support residents to play a full role in the labour market. The structure of this document has been designed to best deliver the requirements of this plan to meet the needs of DWP as laid out in their 'guidance for developing get Britain Working Plans' but also to capture the maximum local value from the process to inform other strategic documents which are currently being prepared, namely the Local Growth Plan, and Employment & Skills Plans. 	
35.	<p>NOTIFICATION OF INTENT – EXPLORATION OF A COMBINED ENHANCED BUS PARTNERSHIP AGREEMENT (EBPA)</p> <p>The Chief Executive submitted a report which sought approval from the Hull and East Yorkshire</p>	

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	<p>Combined Authority Executive Board to commence formal exploration into establishing a Combined Enhanced Bus Partnership Agreement (EBPA) across the Combined Authority area, incorporating the administrative areas of Hull City Council and East Riding of Yorkshire Council.</p> <p>The Interim Strategic Transport Advisor explained that the legislation relating to buses was evolving; that currently Hull and East Yorkshire were operating two separate EBPA's; that the formation of a Combined EBPA would provide a better partnership for the region; that the Buses Bill was expected to be laid before Recess in 2026, and that consultation with bus operators would start over the Autumn and feedback would be provided to the Board in 2026.</p> <p>A discussion took place and members commented that highways and transport was a priority for residents and that the Police and Crime and Commissioner had a pivotal role and needed to be included within the consultation.</p> <p>Board members queried how much funding would be needed to undertake the consultation. The Interim Strategic Transport Advisor explained that some additional support could be required to develop the policy document and that the consultation and policy document would help the authority to determine the longer term financial commitments.</p> <p>The Interim Finance Director confirmed that the Authority has received £634,000 to develop its Transport strategies.</p> <p>Members of the Board suggested that the voice of businesses would need to be included within the consultation particularly in relation to accessibility to new development sites.</p> <p>Agreed –</p> <p>a. that the Board approves the intention to explore the development and opportunity created by a Combined Enhanced Bus</p>	
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	<p>Partnership Agreement (EBPA) for Hull and East Yorkshire;</p> <p>b. that the Board authorises officers to commence a consultation process with local bus operators, key stakeholders and organisations that represent the public in accordance with the Transport Act 2000 (as amended by the Bus Services Act 2017), and</p> <p>c. That the Board ensures a legal and financial review is undertaken to assess the implications of forming a Combined EBPA, and</p> <p>d. Notes the relevance of the forthcoming Buses Bill and agrees to incorporate future statutory changes into the process as appropriate and under guidance from the Department for Transport.</p> <p><u>Reasons for Recommendations</u></p> <ul style="list-style-type: none"> • The development of a Combined Enhanced Bus Partnership Agreement represents a strategic opportunity to improve bus governance and services across Hull and East Yorkshire. It will support the MCA's ambitions for integrated and sustainable transport and respond proactively to the evolving national policy environment. • Subject to Board approval, officers will begin the formal consultation and preparatory work, with a further detailed proposal to be brought forward in early 2026. 	
36.	<p>HULL AND EAST YORKSHIRE LOCAL NATURE RECOVERY STRATEGY</p> <p>The Interim Chief Executive submitted a report which asked the Board to acknowledge the Combined Authority's role as a Supporting Authority.</p> <p>The Sustainable Environment Manager explained that the LNRS was a legal requirement under the Environment Act 2021; that East Riding of Yorkshire</p>	

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	<p>Council had been designated as the Responsible Authority and that Hull City Council and the Combined Authority had been designated as Supporting Authorities; that a 28 day consultation had taken place, and that the publication of the LNRS could be expedited if the Combined Authority was in support of its contents.</p> <p>A discussion took place and members of the Board acknowledged the role that connecting with nature could help in supporting mental health and the benefits it provided to the health and wellbeing of residents and communities.</p> <p>Agreed –</p> <ol style="list-style-type: none"> a. That the Board acknowledges the Combined Authority's role as a Supporting Authority and agrees to review the Hull and East Yorkshire's (HEY) Local Nature Recovery Strategy (LNRS) as part of the Supporting Authority consultation process prior to publication, and b. That the Board agrees if appropriate to confirm in writing that it supports the content of the HEY LNRS in advance of the consultation deadline, confirming that there are no objections to publication. <p>Reasons for Recommendations</p> <p>The HEY LNRS has been developed following all regulations and statutory guidance and has the support of statutory agencies in moving to publication. Pre-publication consultation with Supporting Authorities is a statutory element of the LNRS development process.</p>	
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Report to the Hull and East Yorkshire Combined Authority Executive Board

22nd October 2025

HEYCA HR Policy Framework

Report of the Interim Strategic Director of HR and OD

Report Status:

This report is not exempt

This is not a key decision

1. Purpose of the report

1.1 The purpose of this report is to request approval of Policy Framework and current completed policies by the Executive Board to enable HEYCA to implement them immediately.

2. Recommendations

2.1 That the Executive Board approve the attached draft policy framework for adoption by the Combined Authority along with the timeframes for adoption of individual policies.

2.2 That the Executive Board note that the following policies have been approved as an officer decision and adopted by the Combined Authority:

- Health and Safety Policy
- Display Screen Equipment Policy
- Fire Safety Policy
- First Aid at Work Policy
- Manual Handling Policy
- Corporate Complaints Policy

2.3 That the Executive Board approve the attached draft HR policies for adoption by the Combined Authority, namely:

- Disciplinary
- Grievance
- Bullying and Harassment
- Annual Leave

3. Background

- 3.1 The establishment of the Hull and East Yorkshire Mayoral Combined Authority (the MCA) is a legal requirement of the devolution deal agreed by Kingston upon Hull City Council and East Riding of Yorkshire Council with the UK Government in September 2024.
- 3.2 The MCA is a separate legal entity to the two councils, holding its own budget and it will employ its own staff. It is essential that robust and clear employment policies are in place, in line with employment legislation and best practice to provide a safe, legal and well led environment for staff.
- 3.3 The MCA maintains robust and transparent decision-making to support public accountability. It has established a constitution and adopted a Corporate Governance Code and Framework which aligns with best practice guidance and is based on six core principles of good governance - including transparency, accountability and integrity.

4. Policy Framework Priorities

- 4.1 Work has been undertaken to prioritise requirements of the MCA during its start-up phase, considering relevant legislative and MCA Constitutional requirements, as well as general system rules and process expectations.
- 4.2 A number of key areas are already covered by the Constitution and are therefore deprioritised accordingly.

5. Other Considerations

- 5.1 Members will note that references are made in these HR policies to Trade Unions. As HEYCA does not yet have any substantive staff, there is not yet a Trade Union Recognition and Partnership Agreement in place. It is planned that this will be remedied by the November board, and a paper will be brought to that meeting in this regard.
- 5.2 Members will similarly note that references are also made in these HR policies to Occupational Health Services. These services are also not yet in place for HEYCA. A procurement process is currently being run to remedy this gap and will be formalised through the normal mechanisms.

6. Next Steps

6.1 Over the coming months, members can expect to see a series of policies being brought to the Executive Board for authorisation, with an ultimate aim of a full compliment of relevant policies within 6 months.

6.2 It is expected that the following policies will be brought before the Board in November 2025:

- Absence Management
- Other Leave (including Maternity leave, Paternity Leave, Adoption leave, Bereavement leave and Family leave)
- Managing Work Performance
- Recruitment and Induction

7. Legal Implications and Statutory Officer Comments

7.1 The recommendations in this report align with relevant applicable best practice and regulation.

8. Financial Implications and Statutory Officer comments

8.1 There are no direct financial implications arising from this report.

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Officer Interests:

None

Appendices:

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Background Documents:

ANNUAL LEAVE POLICY

Authorship:	Strategic Director of HR & OD (Interim)
Committee Approved:	Executive Board
Approved date:	22/10/2025
Equality Impact Assessment:	10/2025
Target Audience:	Hull and East Yorkshire Combined Authority Employees
Policy Number:	HEYCA A/L 1
Version Number:	v1.1

The on-line version is the only version that is maintained. Any printed copies should, therefore, be viewed as 'uncontrolled' and as such may not necessarily contain the latest updates and amendments.

AMENDMENTS

Amendments to the policy may be issued from time to time. A new amendment history will be issued with each change.

New Version Number	Issued by	Nature of Amendment	Approving body	Approval date	Date published on website
1.1	Strategic Director of HR & OD (Interim)	New Policy	Executive Board	22/10/2025	N/A

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1 Introduction

Hull and East Yorkshire Combined Authority (the Combined Authority) is committed to providing a high quality and productive work environment that supports the delivery of its principles and promotes the wellbeing of its staff. This includes adopting and maintaining a comprehensive suite of staff and human resource policies.

2 Purpose and Scope

This Annual Leave Policy sets out the annual leave provisions for the Combined Authority and outlines the discretionary options available to employees regarding annual leave. The Policy ensures a uniform and equitable approach to the calculation of annual leave and general public holiday entitlements.

Other discretionary forms of leave are available and may be granted by the appropriate manager, in accordance with the Other Leave Policy.

This policy applies to all employees who are employed by the Combined Authority. This includes employees on temporary contracts and fixed term contracts. Staff who are seconded from other employing organisations are not within the scope of this policy, nor are contractors. Agency Workers who meet the 12-week qualifying period will receive the same entitlement to annual leave as an employee and should request annual leave in the same way (in line with regulations 6 and 7 of the Agency Worker Regulations 2011).

Members of the Combined Authority are not entitled to annual leave.

3 Roles and Responsibilities

3.1 Line Manager's Responsibilities

Every Combined Authority line manager has a duty to:

- Make accurate annual leave calculations and ensure this policy is adhered to
- Record, monitor and authorise the annual leave of their employees and ensure that should an employee transfer to another department or leave the organisation the correct amount of annual leave has been taken
- Recalculate annual leave and Bank Holiday entitlements where an employee either increases or decrease their contractual hours and to ensure this information is communicated to the employee concerned
- Ensure that employee's annual leave entitlement remains consistent with their reckonable service and any local collective agreement which may be agreed from time to time
- Consider all leave requests fairly, taking into consideration an employee's entitlement and the Combined Authority's needs
- Ensure relevant cover, as required, during the requested annual leave period
- Encourage employees to take annual leave to which they are entitled and endeavour to ensure that their workload does not prevent this

3.2 Employee's Responsibilities

All employees of the Combined Authority have a duty to:

- Ensure annual leave is taken in accordance with the processes outlined in this policy.
- Request annual leave in a timely manner giving adequate notice
- Ensure that as far as possible, they plan to take the whole of their annual leave entitlement within the year that it is due. Failure to do this could result in the loss of entitlement
- Discuss annual leave plans with their team colleagues to co-ordinate holidays and cover arrangements
- Ensure they have their annual leave approved by their manager prior to making any holiday bookings
- Be aware that leave taken in excess of their entitlement may be investigated in accordance with relevant policies and processes
- Communicate to their line manager when they are due an increase in their annual leave entitlement, in accordance with their reckonable service or any local collective agreement which may be agreed from time to time (approval for such increase may require confirmation via review of their contract of employment)

Both employees and line managers have a responsibility to read and understand this policy. Any breaches of this policy may be investigated and may result in the matter being considered as a disciplinary matter under the Combined Authority's Disciplinary Procedure.

3.3 Annual Leave Period

The Combined Authority's annual leave period shall run from 1st April to 31st March, with the annual leave entitlement resetting on 1st April of each year.

Annual leave will be taken by mutual agreement between employees and the line manager who has the authority to grant their annual leave (authority will not be unreasonably withheld), except in services where there may be an agreement that holidays may be taken during particular periods. All employees should be given the facility to take annual leave during the summer period, wherever possible.

Authority will not be unreasonably withheld for a maximum continuous leave period of up to two weeks. Requests for longer continuous leave can be requested in exceptional circumstances, such as significant anniversary or family events. Such requests will be considered by the Chief Executive (Head of Paid Service) or Strategic Director of HR & OD.

3.4 Request for Leave

All leave requests must be submitted in advance and in writing by employees and should be presented with sufficient time for the line manager to reasonably consider the request. Approval shall be recorded in writing and an accurate annual leave form maintained.

3.5 Annual Leave Entitlement

3.5.1 Entitlement for Annual Leave

The entitlement to annual leave for the Combined Authority is as follows:

Threshold	Days per Annual Leave Period
Initial days per annual leave period (wte)	28
Upon reaching 5 years' continuous service* (wte)	30
Upon reaching 10 years' continuous service * (wte)	33

* Continuous service includes service with one or more of the employers covered by the Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999, as amended.

In line with common local government practice, the Combined Authority may seek to enter into a local collective agreement regarding annual leave in due course.

3.5.2 Public and Extra Statutory Holidays

There are 8 English public holidays per annum, as follows:

New Year's Day	Good Friday	Easter Monday	May Day
Late Spring (May)	Late Summer (August)		
Christmas Day	Boxing Day		

In addition to the 8 statutory and general national holidays, employees are entitled to 2 extra statutory days. The timing of these extra statutory holidays is to be determined by the Combined Authority after consultation.

It is agreed that the additional days will be taken at the late spring and late summer public holidays, on the Tuesday and that this will apply until either the Combined Authority propose a change.

In addition, a concessionary day's holiday to be taken during the Christmas period each year. This will be the Friday following Christmas Day, except for when Christmas Day or Boxing Day falls on a Friday, when it will be the following Thursday or Friday respectively.

3.5.3 Leave Calculation for New Employees

New employees of the Combined Authority shall be entitled to annual leave proportionate to the completed months of service during the leave year of entry, that is 1/12th of full entitlement for each completed month of service and thereafter on a normal scale (e.g. commenced 10th June: leave entitlement for that leave year is 9/12ths of total annual entitlement – July to March inclusive). Fractions of a day must be rounded up to the next full day.

3.5.4 Long Service Leave Calculation

Employees with 5 years' continuous service will be granted additional long service leave.

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The additional long service leave will be granted on reaching 5 years' continuous service. In that annual leave year, the additional leave will be based on the proportion of the leave year outstanding. The additional leave will be based on complete months of service and will be expressed in whole days, all fractions of days to be rounded up to the nearest whole number. The following is an example of the calculation to be used.

- **Example long service additional leave**

Appointment on 12th November. 5 years' continuous service completed. Employee entitlement changes from 28 to 30 days i.e. an additional 2 days' leave. 4 complete months following date of anniversary of appointment to end of leave year.

- **Example for in-year anniversary year additional leave calculation**

$$\frac{4 \text{ (complete months)} \times 2 \text{ (additional days)}}{12 \text{ (months in year)}} = 0.67$$

Total additional annual leave granted for the anniversary year
= 1 day (rounded up to the nearest whole number)

Employees with 10 years' continuous service will be granted an additional 3 days' long service leave in accordance with this policy. These should be added to the above for in-year anniversary calculations.

3.6 Leave Carried Forward

Employees are expected to use all their annual leave during the leave year. In exceptional circumstances, up to 5 days annual leave entitlement (pro rata for part-time employees) may be carried forward into the next annual leave year with the authorisation of their line manager.

In exceptional circumstances, employees may draw up to 5 day's annual leave from the subsequent year's entitlement for an extraordinary reason, (e.g. visiting relatives abroad) may do so, up to a maximum of 5 days, with the approval of their line manager.

Prospective parents and adoptive parents should refer to the Other Leave Policy which outlines annual leave arrangements to support new families.

Where a worker has not had the opportunity to take the full entitlement to annual leave owing to certified sickness absence, any remaining entitlement will be carried forward to the next or subsequent leave years (in accordance with current legal case law).

3.7 Sickness During Public Holidays or Annual Leave

Any employee who falls sick during the course of annual leave must notify their line manager immediately, in accordance with the sickness reporting procedure. An employee will be regarded as being on sick leave from the date of the notification to their line manager and

further annual leave will be suspended from that date. Following their return to work, the employee must then take the balance of holiday entitlement before the end of the annual leave period.

Self-certification can be made for the first 7 days' sickness absence, following which a doctor's medical certificate must be submitted.

3.8 Part-Time Employees

The provisions regarding annual leave and public and extra statutory holidays apply equally to part-time employees under the terms of the relevant National Agreements. The underlying principle is that annual leave entitlements are consistent with those of full-time employees of the Combined Authority but applied on a case-by-case pro-rata basis.

Part-time employees have an equal entitlement to public and extra statutory holidays as full-time employees, whether or not they would normally work on days on which public and extra statutory holidays fall, applied on a pro-rata basis which is proportionate to the full-time standard working week.

Annual leave may be expressed in hours over the leave year or the purpose of calculating part-time employees annual leave entitlement.

Where a part-time employee's circumstances change during the leave year (such as through promotion), changes to annual leave entitlement must first be calculated as for an equivalent full-time employee - with the leave entitlement rounded up or down as required, in accordance with the policy. The updated figure is then applied pro-rata to the number of hours worked and finally at that stage expressed in hours, if required.

The formula for calculating a part-time employee's holiday entitlement (in hours) for public or extra statutory holidays on which they are employed is as follows (the example is based on a standard working week of 37 hours).

$$\frac{\text{Hours per Week} \times 7.4}{37} \quad (\text{Average daily working hours}) \times \frac{\text{Number of weeks employed per annum}}{52}$$

Part-time employees who regularly work less than 5 days a week and/or do not work the same number of hours each day of the working week will have their annual leave entitlement calculated in hours using the following formula:

$$\frac{\text{Annual Leave Entitlement (days)}}{5} \times \text{Average weekly working hours}^*$$

(* Average weekly working hours should be calculated over a representative period of 12 weeks)

3.9 Accrued Leave When Leaving the Employment with the Combined Authority

Where an employee leaves the employment of the Combined Authority without being able to take all leave to which they are entitled to at the date of leaving, they may receive payment at the rate of 1/365th of the annual salary for each day of outstanding leave, subject to the provisions set out below.

The National Joint Council recommends payment in lieu in circumstances where an employee has been unable to take their annual leave owing to long term sickness absence up to the date of leaving, where an employer requires an employee to work up to their leaving date due to the exigencies of the service or in redundancy situations.

Where an employee leaves Combined Authority employment through resignation or dismissal for reasons other than ill health (e.g. conduct, capability) they should, where possible, be required to take any outstanding leave during the notice period.

The calculation of the employee's entitlement at the date of leaving should be proportionate to completed months of service during the leave year up to the date of leaving (i.e. 1/12th of full entitlement for each completed month of service) plus any leave carried forward under Section 3.6 of this Policy). Fractions of a day must be rounded up to whichever is the nearer of the next half or the next full day.

Where an employee starts and finishes with the Combined Authority within the same leave year, their leave entitlement will be calculated in actual completed months of service (not in calendar months). For example – an employee who started 12th May and departed 20th August is entitled to annual leave based on 3 months' service. Again fractions of a day must be rounded up to whichever is the nearer of the next half or the next full day.

3.10 Annual Leave in Excess of Entitlement

Were an employee leaves the Combined Authority having taken annual leave in excess of the proportionate entitlement determined by completed length of service, the relevant director will determine whether recovery of pay will be sought, in exceptional circumstances, following discussion with the Section 73 Officer or Chief Executive (Head of Paid Service).

3.11 Retirement on Ill Health Grounds

An employee retiring early on grounds of ill health, other than summary dismissal directly following sickness absence, will receive pay equivalent to the pro-rata leave entitlement for the current leave year, or outstanding leave accrued from the previous leave year, up to a maximum of 5 days.

4 Impact Assessments

4.1 Equality

Hull and East Yorkshire Combined Authority is committed to creating an environment where everyone is treated equitably and the potential for discrimination is identified and mitigated. It aims to design and implement services, policies and measures that meet the diverse needs of

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our service, population, and workforce, ensuring that none are placed at a disadvantage over others.

It is required that an assessment be carried out on a new policy that is likely to impact on staff, visitors, contractors, citizens or anyone else involved in the business of the Combined Authority.

Potential adverse impact on any protected group identified through such assessment will be monitored as part of the routine work to monitor compliance with the policy.

BULLYING AND HARASSMENT POLICY

Authorship:	Strategic Director of HR & OD (Interim)
Committee Approved:	Chief Executive (Head of Paid Service)
Approved date:	22/10/2025
Equality Impact Assessment:	10/2025
Target Audience:	Hull and East Yorkshire Combined Authority Employees
Policy Number:	HEYCA B&H 1
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1.0	Strategic Director of HR & OD (Interim)	New Policy	Executive Board	22/10/2025	N/A

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1 Introduction

Hull and East Yorkshire Combined Authority (the Combined Authority) has zero tolerance for bullying and harassment. It is committed to fair and equitable behaviour in the workplace, in order to attract and retain the best talent to deliver improved services to Hull and East Riding residents by creating an environment where employees reach their full potential.

All employees have the right to be treated with courtesy, dignity and respect. The impact on someone who is the subject of bullying or harassment can be profound; it can threaten an employee's job, limit their capability for promotion and training opportunities, and can adversely affect mental and physical health and wellbeing, as well as work performance.

There is a clear difference between robust management and bullying or harassment. Positive management support or action which responds to poor performance in a fair and consistent manner, and in accordance with Combined Authority policies and procedures, does not constitute bullying or harassment.

2 Purpose and Scope

The purpose of this Policy is to promote the respectful treatment of staff within the Combined Authority and to ensure employees are aware of the support available and the process to follow should they experience or witness unacceptable behaviour.

It sets out:

- The standards of behaviour expected to ensure dignity at work for all
- Examples of behaviour which is not acceptable and won't be tolerated
- The support available to staff who feel bullied, harassed or discriminated against
- The processes to follow, informally and formally, in such circumstances.

This Policy applies to all employees of the Combined Authority, as well as anyone involved in its activities, including contractors. It should also be read in conjunction with the Code of Conduct for Members, in the case of Members of the Combined Authority (Sect 5.1 of the Combined Authority Constitution) and the Code of Conduct for Officers, in the case of Combined Authority Officers (Section 5.2 of the Combined Authority Constitution).

The Combined Authority's Constitution can be found here:

<https://www.hullandeastyorkshire.gov.uk/constitution>

3 Principles

All staff and those involved in the business of the Combined Authority are entitled to work in an environment where they are treated with dignity and respect. Pressures at work or outside of work are not an acceptable reason for treating others without respect. The Combined Authority is committed to:

- Ensuring the dignity at work of all employees and those involved in its business
- Respecting and valuing differences

- Showing its commitment to equal opportunities for all
- Preventing acts of discrimination, exclusion, unfair treatment and other unacceptable behaviours
- Being open and constructive in its communications
- Being fair and just in our dealings
- Promoting positive behaviours throughout the Combined Authority

3.1 Unacceptable Behaviour

The Combined Authority will not tolerate the unacceptable behaviours described in the Definitions (Section 8) of this policy. Sometimes it is very clear when someone's words or actions are not acceptable, and at other times, this can be a matter of individual perception. However it is important to remember that if an individual feels that behaviour is offensive to them, and the behaviour is considered serious or repetitive, it could be deemed as bullying or harassment – even if it was not intended to cause offense.

3.2 Bullying and Harassment

Bullying or harassment can have a devastating effect on people at work, often causing anxiety and loss of confidence which can result in ill health and absence from work. It can also have a damaging effect on the working environment, creating tensions in the workplace which can lead to poor quality work, low morale and high turnover.

3.3 Good Working Relationships

Good working relationships are important to creating a culture of dignity and respect. The Combined Authority is committed to encouraging good, honest, open communication at all levels in work teams and recognises the need to provide support for staff who work in isolation. Poor working relationships can contribute to workplace stress.

3.4 Speak Up and Speak Out

It is up to all of us to speak up and speak out against bullying, harassment, discrimination and any unacceptable behaviour. If we all speak up when we see this sort of behaviour, we can make it clear that it is not acceptable and will not be tolerated. Everyone must take their responsibility to speak up seriously and do so courteously and with respect.

4 Roles and Responsibilities

4.1 Chief Executive (Head of Paid Service)

The Chief Executive (Head of Paid Service) has overall responsibility for this policy, ensuring it's implemented, monitored and reviewed on an ongoing basis.

4.2 Executive and Other Directors

Executives and other directors have responsibility for embedding this policy and procedure within their respective areas, ensuring its implementation and enactment as soon as practicably possible when matters of bullying and harassment are raised. This includes identifying or facilitating suitable capacity to support investigations within their service area in a timely manner.

4.3 Line Managers

All line managers have a responsibility to implement this policy and to bring it to the attention of staff in their work area, in order to establish and maintain a work environment which protects and promotes dignity at work and is free from bullying or harassment.

They must:

- Promote a working environment where bullying and harassment is unacceptable and not tolerated
- Tackle, and where possible, resolve incidents of inappropriate behaviour and bullying and harassment
- Treat each complaint seriously, sympathetically and with an open mind. Dealing with it promptly and confidentially, giving the employee and the alleged perpetrator full support during the whole process
- Set a positive example by treating others with respect and setting standards of acceptable behaviour
- Protect the dignity of all our employees and other individuals
- Provide advice, information and support that protects the dignity of workers
- Consult with an HR representative at any time for advice and support

4.4 Employees

All staff have a personal responsibility for their own behaviour and for ensuring that their conduct is in line with the standards set out in this policy. They are also expected to:

- Set a positive example by treating others with respect
- Be aware of the Combined Authority's policy and comply with it
- Do not accept behaviour that is offensive or unwanted when directed against them or others, and take positive action to ensure that it is challenged and/or reported
- Be supportive of colleagues who may be subject to bullying and/or harassment

All members of staff are encouraged to report incidents of unacceptable behaviour and bullying and harassment to a manager, even if they are not the victim. If you are subject to bullying and/or harassment but do not feel able to talk about it yet, you should keep a record of the incidents including dates and times. You can also contact a specialist HR advisor, a manager from another team or Trade Union representative for advice and support.

4.5 Specialist Human Resources Support

The specialist HR function is responsible for supporting employees and advising on the application and interpretation of the policy to ensure that it is followed, fairly and consistently. It will:

- Advise and support managers on the application of the policy
- Advise and provide support for managers and staff who are involved in incidents of harassment or bullying in the course of their employment
- Provide advice and support to staff that have witnessed possible incidents of inappropriate behaviour or bullying and harassment
- Advise on the effective implementation of the policy

- Monitor incidence of bullying and harassment and initiate appropriate action
- Review and amend the policy as necessary in partnership with trade union representatives and employees.

4.6 Trade Union Representation

Trade Union representatives, where established, provide advice and support for individuals who feel that they are being harassed or bullied or subject to unacceptable behaviour in the course of their employment, or are the subject of a complaint against them. Trade Union representatives may bring the complaint to the attention of the Combined Authority on behalf of an employee if the employee feels unable to do so directly themselves.

5 Implementation

This policy will be available electronically and communicated to staff via team meetings.

Support is available to all Line Managers in the implementation and application of this policy. Breaches of this policy may be investigated and may result in the matter being treated as a disciplinary offence under the Combined Authority's Disciplinary Policy.

6 Monitoring and Effectiveness

The implementation of this policy will be monitored on an annual basis by a report to the executive team. Data will be analysed and, together with review of feedback from any staff engagement and insight work, used to identify trends and interventions needed to address any issues. The policy and procedure will be reviewed and audited periodically by the HR Team in conjunction with Trade Union representatives, as appropriate, and otherwise immediately in the case of legislative or every two years, whichever is the sooner.

7 Associated Documentation

- Equality Act 2010
- Health and Safety at Work Act 1974
- Employment Rights Act 1996
- Protection from Harassment Act 1997
- Crime and Disorder Act 1998
- Employment Act 2002

8 Definitions

8.1 Unacceptable Behaviour

The Combined Authority defines unacceptable behaviour as any form of conduct or behaviour of a physical, verbal or non-verbal nature which is unwelcome and causes detriment and has some or all of the following elements:

- Is unwanted, unsolicited, unreasonable and personally offensive to the recipient(s) (irrespective of the intentions)
- Creates an intimidating, hostile or humiliating work environment for the recipient(s) affecting their dignity whilst at work
- Fails to both respect the rights and recognise the impact that such behaviour may have on others
- Threatens job security or disadvantages the recipient(s) in some way

8.2 Harassment

In general terms, harassment is unwanted conduct affecting the dignity of employees in the workplace. It may be related to age, sex, race, disability, religion, sexual orientation, nationality or any personal characteristic of the individual, and may be persistent or an isolated incident. The key is that the actions or comments are viewed as demeaning and unacceptable to the recipient.

All employees are responsible for their own behaviour and should act at all times in a professional manner in line with the Combined Authority's values. Please note that people's behaviour in the workplace can sometimes vary on a daily basis. This policy is not intended to deal with occasional lapses of good manners unless a pattern of behaviour emerges which is perceived to be offensive or intimidating.

8.3 Bullying

Is characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient. Making the individual feel upset, threatened, humiliated or vulnerable and behaviour which undermines self-confidence and may cause suffering and stress. For practical purposes this is usually defined as something that has happened that is unwelcome, unwarranted and causes a detrimental effect. If employees complain they are being bullied or harassed, then they have a grievance which must be dealt with regardless of whether or not their complaint accords with a standard definition.

Bullying and harassment can often be hard to recognise, symptoms may not be obvious to others and may be insidious. Those on the receiving end may think 'perhaps this is normal behaviour in this organisation'. They may be anxious that others will consider them weak, or not up to the job, if they find the actions of others intimidating.

They may be accused of 'overreacting' and worry that they won't be believed if they do report incidents. People being bullied or harassed may sometimes appear to overreact to something that seems relatively trivial, but which may be the 'last straw' following a series of incidents. There is often fear of retribution if they do make a complaint. Colleagues may be reluctant to come forward as witnesses, as they too may fear the consequences for themselves.

Bullying and Harassment may be an isolated occurrence or repetitive, it may occur against one or more individuals. It may be but is not limited to:

- **Physical contact** – ranging from touching to serious assault, gestures, intimidation and aggressive behaviour
- **Verbal** – unwelcome remarks, suggestions and propositions, malicious gossip, jokes and banter, offensive language
- **Non-verbal** – offensive literature or pictures, graffiti and computer imagery, isolation or non-cooperation and exclusions or isolation from workplace social activities, copying memos that are critical about someone to others who do not need to know and undermining behaviour.

Bullying may also be a combination of all three such as ridiculing or demeaning someone, picking on them or setting them up to fail, overbearing supervision or other misuse of power or position.

Further examples of unacceptable behaviours that can be considered to constitute bullying and harassment are found in Appendix 1.

Bullying and harassment is not necessarily face to face, it may occur through written communications, visual images (for example pictures of a sexual nature or embarrassing photographs of colleagues), email or phone.

For the purposes of this Policy, 'alleged perpetrator' refers to any person who is alleged to have bullied or harassed another.

8.4 Discrimination

There are several types of discrimination, defined under the Equality Act 2010 as:

- **Direct Discrimination** - less favourable treatment because of a protected characteristic (age, disability, gender reassignment, marital status, race, religion or belief, sex, sexual orientation or pregnancy and maternity)
- **Indirect Discrimination** - when there is a policy or decision that applies in the same way for everybody but disadvantages a group of people who share a protected characteristic, and you are disadvantaged as part of this group and there is not a good reason for applying the policy despite the level of disadvantage to people with the protected characteristic.
- **Harassment** - unwanted or offensive behaviour related to a protected characteristic
- **Victimisation** - negative treatment as a result of being involved with a discrimination or harassment complaint

Further information about different types of discrimination is available via the Advisory, Conciliation and Arbitration Service's (Acas) website

<https://www.acas.org.uk/discrimination-and-the-law>

8.5 Cyber Bullying

Cyber-bullying can be defined as, "Bullying, harassment and victimisation conducted through social media such as blogs or social networking." Examples of cyber-bullying include:

- Posting offensive or threatening comments directed at a member of staff, others involved in the business of the Combined Authority or members of the public
- Posting inappropriate photographs, or the posting of sensitive personal information of or about a member of staff, others involved in the business of the Combined Authority or a member of the public
- Pressuring staff, others involved in the business of the Combined Authority or members of the public to join online groups

Cyber bullying in the workplace can extend to your personal social media accounts when information is shared publicly.

9 Procedure

The Combined Authority is committed to achieving informal resolution of complaints relating to bullying and harassment wherever possible. In line with this approach, a series of options have been put into place to enable staff to be supported. This support will be provided to complainants, alleged perpetrators and any witnesses.

- **Occupational health service** - Any member of staff who is involved in an allegation of bullying and harassment may find it helpful to talk to the occupational health service. All employees have a right to self-refer to occupational health.
- **Counselling** - Counselling services are confidential and can be accessed through the Occupational Health Service. All employees can access the counselling service.

Occupational Health details: TBC

- **Trade Unions** - The Combined Authority recognises the important role trade unions and staff organisations play in addressing bullying and harassment and members are encouraged to seek advice from these representatives regarding their concerns. The Combined Authority will work in conjunction with the trade unions and staff organisations in addressing unacceptable and inappropriate behaviours.

The following sections set out the procedures for raising concerns.

9.1 Informal Resolution

Every consideration should be given to achieving an informal resolution. Informal methods are often the quickest and most effective in dealing with unacceptable behaviour. Very often people are not aware that their behaviour is unwelcome or misunderstood and an informal discussion can lead to a greater understanding that the behaviour will cease.

If you feel able you should try to resolve the problem informally by making it clear to the alleged harasser that their actions are unwanted and should not be repeated.

Where possible it is always encouraged that you speak to the alleged harasser directly as this is the most effective way of resolving issues informally. It may be helpful for you to write your concerns down as a personal note to aid you in delivering the message and ensuring you cover all of the relevant points. If you do not feel able to raise your concerns with the person directly, you could write to them stating how you feel, state where and when the incident(s) occurred and how you wish to be treated. Following this, if you feel able to, it is again encouraged that an informal conversation is had between yourself and the alleged harasser. You are encouraged to seek advice from your line manager or senior colleague from another team, or from your trade union representative, or from an HR representative when raising your concerns in writing. A note of the action taken should be kept.

If you feel unable to approach the alleged harasser, you could speak to your line manager (if appropriate), a senior colleague, an HR representative, a trade union representative or occupational health. It is important to remember that the Combined Authority has a responsibility to deal with any concerns raised, bullying and harassment are not only unacceptable on moral grounds but may, if unchecked or badly handled, create serious problems for the organisation.

Informal resolutions may include facilitated conversations with an internal objective facilitator or mediation from an external provider. An individual who is made aware that their behaviour is unacceptable should:

- Listen carefully to the complaints and the particular concerns raised
- Respect the other person's point of view
- Agree the aspects of their behaviour that they will change
- Review their general conduct/behaviour at work and with colleagues

9.2 Formal Resolution

Should the alleged bullying or harassment continue after attempts at the informal resolution stage, and the complainant feels unable to deal with the matter informally, or the allegation is so serious as to prevent use of the informal procedure, a complaint should then be raised formally. This should initially be raised with your line manager, or if you feel unable to do so then you should discuss the complaint with a more senior manager or an HR representative. Ask for advice from your line manager, a senior colleague, trade union representative or HR representative about raising a formal complaint.

9.2.1 Initial Triage

An initial assessment of the allegations raised will be considered by the line manager (or other senior manager where appropriate), together with an HR representative. They will determine the most appropriate route for the complaint to be further considered. It is acknowledged that any alleged bullying and harassment is a concern for that individual, however, to enable Human Resources to determine the most appropriate route for the complaint to be dealt with, careful consideration to the allegation(s) and their content will be made with reference to the definitions of bullying and harassment set out in this Policy. Options available include:

- Referral back for further informal resolution
- Formal Resolution – Route 1 (Grievance Investigation)
- Formal Resolution – Route 2 (Disciplinary Investigation)

Whilst it is not necessary to complete a formal bullying and harassment form, the following provides a useful guide to ensure sufficient and relevant details are provided and will help to ensure the most appropriate route for dealing with the formal complaint is followed.

It is very important that as much detail as possible is included, but as a minimum this should include:

- Clear, specific allegations against the named person(s):
 - Where possible, dates, times and witnesses to allegations

- Any relevant documentary evidence
- Examples of incidents that have occurred:
- Details of any informal action taken to address the issue, and by whom:
 - Include dates of meetings and outcomes
 - Details of those involved.
- The resolution the complainant is seeking.

Where there is insufficient detail provided to reach a recommendation, Human Resources will contact the employee concerned and / or their trade union representative, where identified, to obtain additional relevant factual information or further clarification.

9.2.2 Formal Resolution – Route 1 (Grievance Investigation)

This process will be considered where mediation, restorative practice or other suitable interventions could be explored to aid resolution and where through working together with the relevant parties a resolution to the matters raised may be reached.

9.2.3 Formal Resolution – Route 2 (Bullying and Harassment / Disciplinary Investigation)

A disciplinary investigation will be conducted where the allegations appear at the initial triage stage to meet one or more of the definitions of bullying and harassment as defined in this Policy, or the allegations of bullying and harassment appear to relate to a protected characteristic. Any action arising from the disciplinary investigation will be in accordance with the Combined Authority's Disciplinary Policy (for further detail on process please refer to the Combined Authority's Disciplinary Policy).

Employees may be accompanied by a work colleague not otherwise involved in the case, or a trade union or staff organisation representative at all formal stages of the procedure.

If the allegations and the working situation warrant it, the alleged harasser may be suspended during the formal resolution stage or transferred temporarily pending the outcome of the inquiry to another business area. The decision to suspend the alleged perpetrator can be made at any point throughout the process and a recommendation to suspend by the investigating officer and HR representative to either the Chief Executive Officer (Head of Paid Service) or the Strategic Director of HR and OD.

The investigating officer and HR representative will propose a time frame within which the investigation could reasonably be expected to be completed. However, given the complexities of some issues, this may not always be achievable. In such circumstances, all parties will be kept regularly informed of progress.

10 Protection for those making a complaint or assisting with an investigation

Employees who make complaints or who participate in any investigation conducted under this policy in good faith will be protected from any form of intimidation or victimisation as a result of their involvement.

Any employee who considers that they have been subjected to any such intimidation or victimisation should seek support from their Line Manager, Human Resources or trade union representative. They may alternatively or additionally raise a complaint in writing under this Policy.

With any allegation, the need for a thorough and objective investigation is paramount. Consequently, if through the course of the investigation evidence supports that the allegation has been made maliciously then the individual making the complaint may be subject to disciplinary proceedings.

11 Record Keeping

A record should be kept of the incident following resolution of both formal and informal bullying and harassment complaints. Where an allegation of bullying or harassment was upheld, it is important to check that this has stopped and that there has been no subsequent victimisation. Monitoring will be carried out on a regular basis with both parties.

12 Confidentiality

All employees involved with the investigation and any subsequent process are required to respect the need for confidentiality.

All complaints, associated correspondence and interviews will be treated in strict confidence. Breaches in confidentiality may be subject to disciplinary action. However, it must be remembered that legislation requires the accused to be made aware of the allegations against them and the names of those making the allegations and the name of any witnesses. Alleged victims and witnesses will be protected from victimisation as per Section 10 of this Policy.

13 Appeal

Should the matter not be resolved to the employee's satisfaction, they may appeal the decision to the Chief Executive (Head of Paid Service). The appeal must be addressed to the Chief Executive (Head of Paid Service), with a copy to the HR Team. The appeal must be lodged within 10 working days of the date of receipt of the letter setting out the original decision.

An appeal can be made on any of the following points:

- The person investigating the case at any stage misinterpreted some material fact
- The correct procedure was not followed
- New information has come to light that has a material effect on the case

- The decision was biased or unfair

Should the reason be because new information has come to light, the investigating officer will first be asked to consider whether this would have altered the decision made. If so, then a revised letter will be sent to the employee, and they will be asked if they wish to continue with their appeal.

The Chief Executive (Head of Paid Service) or nominated representative shall consider the grounds for the appeal within 15 working days, reviewing the evidence presented and undertaking any further action deemed necessary.

Should an appeal panel be established, it will comprise a Member of the Executive Board, a Combined Authority Director and HR Representative. No member of the panel shall have been previously involved in the case.

An Appeal Hearing should normally be convened within 10 working days of the decision to do so. If there is any delay the employee and their representative (where applicable) will be advised of the reasons for this. The findings of the Hearing will be confirmed in writing within 5 working days of the meeting taking place and the conclusions reached will be final and will represent the decision of the Combined Authority.

NB If allegations are made against the Chief Executive (Head of Paid Service), this will be considered by the Independent Person (Standards).

14 Impact Analysis

14.1 Equality

Hull and East Yorkshire Combined Authority is committed to creating an environment where everyone is treated equitably and the potential for discrimination is identified and mitigated. It aims to design and implement services, policies and measures that meet the diverse needs of our service, population, and workforce, ensuring that none are placed at a disadvantage over others.

It is required that an assessment be carried out on a new policy that is likely to impact on staff, visitors, contractors, citizens or anyone else involved in the business of the Combined Authority.

Potential adverse impact on any protected group identified through such assessment will be monitored as part of the routine work to monitor compliance with the policy.

APPENDIX A

EXAMPLES OF UNACCEPTABLE BEHAVIOURS WHICH MAY CONSTITUTE BULLYING AND HARASSMENT

- Unwelcome sexual advances
- Bullying by exclusion - this may take the form of social isolation and/or exclusion from meetings
- The deliberate withholding of information with the intention of affecting a colleague's performance
- Unfair treatment
- Unfair and destructive criticism
- Overbearing supervision or other misuse of power or position
- Making threats or comments about job security without foundation
- Intimidating behaviour
- Verbal abuse and spreading of unfounded rumours
- Humiliation or ridicule, picking on someone or setting them up to fail
- Setting of unrealistic targets which are unreasonable and/or changed with limited notice or consultation
- Deliberately undermining a competent worker by overloading and constant criticism
- Preventing individuals progressing by intentionally blocking promotion or training opportunities
- Copying information that is critical about someone to others who do not need to know
- Victimising someone who has made, or supported a colleague to make, a complaint of bullying and harassment

Please note this list is not exhaustive.

APPENDIX B

WHAT IS OR IS NOT BULLYING AND HARASSMENT

Sometimes behaviours and actions which cause us to feel distressed are not examples of bullying, even though they are unpleasant and often require action by an employer or manager. There are some common situations that can be confused with bullying or harassment.

The difference between fair, firm management and bullying or harassment

The differences between a manager who is firm and fair and a manager who is bullying and harassing staff can sometimes seem ambiguous. The table below offers examples of the types of behaviour which distinguish both styles:

Firm and Fair Management	Bullying and Harassment of Staff
Consistent and fair	Aggressive, inconsistent and unfair
Determined to achieve the best results but is reasonable and flexible	Determined to achieve the best results but is unreasonable and inflexible
Knows their own mind and is clear about their own ideas, but is willing to consult with colleagues and staff before drawing up proposals	Believes they are always right, has fixed opinions, believes they know best and not prepared to value other people's opinions
Insists on high standards of service in quality of work and behaviour in the team	Insists on high standards of service and behaviour, but blames others if things go wrong
Will discuss in private any perceived deterioration before forming views or taking action and does not apportion blame to others when things go wrong	Loses temper, degrades people in front of others, threatens official warnings without listening to any explanation
Asks for people's views, listens and assimilates feedback	Tells people what is happening, does not listen
Shares credit appropriately	Plagiarises, takes credit for other people's work or ideas
Respectful and considerate	Disrespectful and inconsiderate
Demonstrably values others and their contributions	Devalues or ignores the contribution of others

DISCIPLINARY POLICY

AND

PROCEDURE

Authorship:	Strategic Director of HR & OD (Interim)
Committee Approved:	Executive Board
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The on-line version is the only version that is maintained. Any printed copies should, therefore, be viewed as 'uncontrolled' and as such may not necessarily contain the latest updates and amendments.

AMENDMENTS

Amendments to the policy may be issued from time to time. A new amendment history will be issued with each change.

New Version Number	Issued by	Nature of Amendment	Approving body	Approval date	Date published on website
1.0	Strategic Director of HR & OD (Interim)	New Policy	Executive Board	22/10/2025	N/A

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1 Introduction

Employees of Hull and East Yorkshire Combined Authority (the Combined Authority) are expected to maintain the highest standards of conduct and behaviour, including those set out within the Code of Conduct for Officers (Sect 5.2 of the Combined Authority Constitution <https://www.hullandeastyorkshire.gov.uk/constitution>).

It has established and maintains a Disciplinary Policy and Procedure to emphasise and encourage improvements in individual conduct and to provide prompt, fair, consistent and effective arrangements in the treatment of employees when dealing with alleged breaches of conduct matters. Wherever appropriate, informal action will be used in the first instance.

2 Purpose and Scope

The Disciplinary Policy and Procedure sets out the process through which cases of alleged personal misconduct by an employee of the Combined Authority will be considered. Matters relating to professional competence, job performance or attendance, except where poor performance or attendance can be attributed to misconduct, are out of scope of this Policy.

This policy applies to all Combined Authority employees. It does not apply to the Combined Authority's Mayor, Members, Co-opted Voting Members or others involved in supporting the business of the Combined Authority who are not directly employed by it.

Matters concerning the alleged behaviour of the Chief Executive (Head of Paid Service) will be considered by the Independent Person (Standards) in accordance with the principles set out in this policy. Their findings and / or recommendations would be received by the Executive Board and a final decision on what action to take, if any, will be approved by them.

3 Principles

Alleged potential misconduct by an employee of the Combined Authority will be investigated promptly, fairly, consistently and effectively. All cases will be dealt with constructively and will balance a just and learning culture with holding to account where misconduct is found proven.

The Combined Authority will, at all times, take account of the potential effects of disciplinary allegations, investigations and hearings on staff, stakeholders and anyone else involved in its business – including those directly involved in the process. Every reasonable step will be taken to maintain a positive working environment and confidence in the organisation whilst dealing fairly and effectively with allegations of misconduct.

Where a matter arises has the potential to require disciplinary consideration, enquiries will be made to promptly establish the facts. A decision will then be made as to whether the issue can be dealt with informally or if it is necessary to enact the formal stages of this Policy.

In cases where formal allegations are upheld, the level of disciplinary sanctions to be considered range from a verbal warning through to dismissal, depending on the seriousness and / or repeated nature of the matters upheld. Every employee will have the right of appeal against any allegations upheld against them.

4 Definitions

For the purpose of this policy, the employee facing the allegations will be known as the Respondent(s). Any reference to the respondent should be taken to include his or her representative. The term “Representative” is used throughout this procedure and shall be taken to include either a Trade Union/Professional Association Representative or another employee who is supporting the respondent (not in a legal capacity).

5 Roles and Responsibilities

Good working relations are vital for the Combined Authority to operate successfully. There is a joint responsibility for management, trade unions and employees to accept the responsibility of working together on issues in good faith and with the shared intention of facilitating good working relations.

All matters of a potential disciplinary nature will be treated in the strictest of confidence.

5.1 Chief Executive (Head of Paid Service)

The Chief Executive (Head of Paid Service) is responsible for:

- Establishing and maintaining this Policy
- Ensuring the fair and equitable application of this policy

5.2 Executive Directors and Other Directors

Executive Directors and other directors have responsibility for embedding this policy and procedure within their respective areas, ensuring its implementation and enactment as soon as practicably possible when alleged disciplinary matters are raised. This includes identifying or facilitating suitable capacity to support investigations within their service area in a timely manner.

5.3 Line Managers

All line managers have a responsibility to implement this policy and to bring it to the attention of staff in their work area.

They must:

- Explain the rules, regulations and standards of conduct which employees are expected to observe / achieve
- Set a positive example by treating others with respect and setting standards of acceptable behaviour
- Promote a working environment where bullying and harassment is unacceptable and not tolerated
- Take appropriate and prompt action with a member of their staff where conduct falls short of that required by the organisation
- Treat all employees fairly by applying the policy consistently and ensuring that any personal information is kept in confidence
- Use the informal stage of this Process wherever possible and prior to any formal action being taken
- Signpost employees who need it to the relevant support.
- Consult with an HR representative at any time for advice and support

5.4 Employees

All staff have a personal responsibility for their own behaviour and for ensuring that their conduct is in line with the high standards expected by the Combined Authority. It is also the responsibility of every member of staff to:

- Read, understand and comply with this policy
- Attend investigation meetings, as required
- Submit statements when requested in a timely way.

5.5 Specialist Human Resources Support

The specialist HR function is responsible for supporting employees and managers in the application and interpretation of this policy to ensure that it is followed, fairly and consistently.

5.6 Trade Union Representation

Trade Union representatives, where recognised, may provide advice and support for individuals who are subject to a disciplinary investigation or who raise concerns that give rise to the disciplinary investigation of another.

They also have a responsibility to ensure that the disciplinary policy and procedure are used properly, fairly and consistently.

6 Implementation

This policy will be available electronically and communicated to staff via team meetings.

Support is available to all Line Managers in the implementation and application of this policy.

7 Monitoring and Effectiveness

. The implementation of this policy will be monitored on an annual basis by a report to the executive team. Data will be analysed and, together with review of feedback from any staff engagement and insight work, used to identify trends and interventions needed to address any issues. The policy and procedure will be reviewed and audited periodically by the HR Team in conjunction with Trade Union representatives, as appropriate, and otherwise immediately in the case of legislative or every two years, whichever is the sooner.

8 Associated Documentation

- Employment Rights Act 1996
- Employment Act 2008
- Discipline and Grievance – ACAS Code of Practice
- Discipline and grievances at work: The ACAS guide
- Hull and East Yorkshire Combined Authority Bullying and Harassment Policy
- Hull and East Yorkshire Combined Authority Grievance Policy

9 Procedure – Part 1 Informal Process and Formal Investigation

9.1 Informal Interviews and Counselling

Every consideration should be given to achieving an informal resolution. Informal methods are often the quickest and most effective in dealing with unacceptable behaviour.

Where an employee's conduct or performance is not acceptable, their line manager should discuss the matter with them. This should take the form of a counselling interview and should attempt to determine whether there are mitigating reasons for the employee's conduct or performance or whether there are any problems facing the employee which can be overcome.

The line manager should ensure that the employee understands the allegations and concerns being raised and that these are being termed in an appropriate way. Counselling represents the first attempt to help an employee and may reveal the need for specific action for this purpose, e.g. training. The aim of counselling should always be to prevent the need for the use of the formal disciplinary procedure.

Minor breaches of discipline, unless persistent, are usually most effectively dealt with on an informal basis by an employee's line manager. Such informal interviews or informal warnings represent a first attempt to help an employee address the inappropriate behaviour or conduct.

9.2 Potential Disciplinary Event

Should an employee's the line manager judge that an incident is more than minor breach of discipline or that the informal resolution is not appropriate, they must seek specialist advice from the HR function immediately to enable them to make a decision about what initial action is appropriate.

In reaching a decision on the appropriate action, line managers and HR should have due regard for the following considerations:

- Whether the matter a conduct or capability issue
- Following a two-way discussion with the employee, is there sufficient understanding of the issues or concerns, and the circumstances relating to them, to provide reasonable grounds for the initiation of formal action or does further information or advice need to be sought
- With due regard to the matters at hand, would the application of a formal procedure represent a proportionate and justifiable response

The following must also be considered where it is concluded that a formal investigation is the most appropriate course of action:

- The potential impact on the health and wellbeing of the individual(s) concerned and on their teams and services, and immediate and ongoing direct support to be provided
- The allocation and maintenance of appropriate resources to a formal process to ensure that it is conducted fairly and efficiently
- The necessary steps to ensure that independence and objectivity is maintained at every stage of a formal process

9.3 Formal Investigation – Prerequisites

9.3.1 Representation

Employees must be made aware of their right to representation at the commencement of a formal investigation, either by a representative of a recognised trade union or professional association, where appropriate, or by a Combined Authority colleague not acting in a legal capacity.

This does not apply to suspension as suspension in itself is not disciplinary action.

Should an employee's chosen companion not be available at the time proposed for a hearing or an investigation meeting by the employer, the Combined Authority should postpone the meeting or hearing to a date and time proposed by the employee, provided that the alternative date and time is both reasonable and not more than five working days after the date originally proposed.

Where the person accompanying the employee under investigation is an employee of the Combined Authority, they shall be entitled to paid time off to undertake this role.

9.3.2 Local Representatives of Recognised Staff Organisations

No disciplinary investigation should be commenced against a local representative of a recognised staff organisation until the circumstances have been discussed with a full-time officer of the organisation concerned. The full-time officer must also be invited to attend any investigative interview conducted.

This does not apply to suspension as suspension is not in itself disciplinary action. However, once a recognised representative of a staff organisation has been suspended; the appropriate full-time officer should be informed of the suspension.

9.3.3 Criminal Charges

Any employee who is charged with, or convicted of, a criminal offence (including receipt of a summons) must inform their line manager immediately. In such circumstances, the line manager should seek advice from Human Resources as to what course of action may be appropriate. Notification about criminal proceedings or a conviction will not necessarily lead to disciplinary action being taken.

Following disclosure, the Combined Authority will determine what, if any, action should be taken after considering the facts of the case and the relevance of the charge or conviction to the job undertaken. Staff who are employed for all or part of their duty as a driver or where the requirement to drive is an essential part of their duties must inform their manager if charged with any driving offence, including speeding.

9.3.4 Suspension

Suspension is not a disciplinary sanction but may be appropriate in potentially serious circumstances where it is considered that allowing the employee to continue working could place the safety/well-being of other staff or the employee themselves at risk or where it is felt that the continued presence of the employee may impair the investigation. Suspension may also be judged necessary in circumstances where police enquiries are made.

In determining whether suspension is an appropriate course of action, it may be necessary to involve the respondent in a preliminary discussion to establish particular facts before a decision can be made.

With the exception of where immediate safety or security issues are identified, the decision to suspend should be proportionate and timebound, and only applied when all alternatives have

been considered. Such options include alternative duties or working from another location/home.

The decision to suspend can only be made by an Executive Director of the Combined Authority.

The following provisions apply during a period of suspension:

- The continued suspension/exclusion of any individual should be subject to appropriate senior-level oversight and sanction.
- Suspension will be on full pay and will be confirmed in writing within 24 hours. Full pay shall equate to the rate applicable as if the employee were working.
- The employee should be seen in person and have the allegations put to them when the decision to suspend is taken. Requests for a representative to be present will not be refused however such action will not be delayed in the event of non-availability.
- In normal circumstances, an employee will only be suspended by a Manager with the authority to dismiss (see Part II, section 4.1), or a manager with delegated authority.
- Suspension will initially be for a maximum of 28 days, after which time the decision will be reviewed by the investigating officer. If investigations are continuing the suspension will be extended and reviewed monthly thereafter. The employee should be written to after each review to confirm the ongoing suspension.
- The continued suspension/exclusion of any individual should be subject to appropriate senior-level oversight and sanction.
- A condition of continued payment during suspension will be that the employee must be available during their normal hours to attend any meeting that may be convened as part of any investigation.
- In cases where a member of staff self-certifies or submits a doctors' sick note whilst suspended from duty, the suspension will over-ride the sick leave.
- The employee will not be allowed to enter the Combined Authority's premises other than with the prior permission of their line manager or suspending manager.
- Other than in exceptional circumstances the employee will be granted permission to enter the premises on request to consult with their representative.

Advice on the potential suspension of a member of staff should be sought from Human Resources prior to the decision being made.

9.4 Formal Investigation

Investigations into alleged breaches of discipline should be carried out without delay to ensure careful collection and assessment of facts.

Allegations should be clearly communicated to the respondent, poor framing of these can impact on the investigation process and the health and wellbeing of the individuals involved. All disciplinary investigations should be guided by the 'Code of Good Practice for Investigations', as attached in Appendix 3.

9.4.1 Communications Plan

A communication plan should be established by the investigating officer with people who are the subject of an investigation or disciplinary procedure. The underlying principle should be that all communication, in whatever form it takes, is timely, comprehensive, unambiguous, sensitive and compassionate. The communication plan ensures that staff are contacted on a regular basis to keep them updated on the progress of any investigation and to check on their health and wellbeing. This plan should form part of the terms of reference for the investigation.

9.4.2 Support During a Formal Investigation

Being notified of a disciplinary investigation and allegations of misconduct can be an upsetting and stressful time for the employee and other colleagues involved. Concern for the health and wellbeing of those involved in investigations and disciplinary procedures should be paramount and continually assessed.

A series of options have been put into place to enable staff to be supported. This support should also be extended to any witnesses involved in the process:

- **Occupational health service** - Any member of staff who is involved in a disciplinary investigation or process may find it helpful to talk to the occupational health service. All employees have a right to self-refer to occupational health.
- **Counselling** - Counselling services are confidential and can be accessed through the Occupational Health Service. All employees can access the counselling service.
- **Trade Unions** - The Combined Authority recognises the important role trade unions and staff organisations play in supporting investigations and staff are encouraged to seek advice from these representatives regarding their concerns. The Combined Authority will work in conjunction with the trade unions and staff organisations in addressing unacceptable and inappropriate behaviours.

9.4.3 Formal Investigation Provisions

Where allegations of misconduct arise, the line manager of the respondent will not normally act as the investigating officer. This will normally be undertaken by a manager from a different department with support from a Human Resources representative. In certain circumstances, such as bullying and harassment cases, and in line with the below paragraph, it may be appropriate to appoint an independent investigating officer external to the Combined Authority. It is imperative that the investigating officer is clear about the allegation(s) they are investigating.

All measures should be taken to ensure that complete independence and objectivity is maintained at every stage of an investigation and disciplinary procedure, and that identified or perceived conflicts of interest are acknowledged and appropriately mitigated. It is the responsibility of the Investigating Officer to ensure that the investigation does not become unnecessarily protracted and is conducted in a timely manner.

The role of the investigating officer is to establish the relevant facts of any particular case and to make recommendations to the manager on whether the case should progress to a formal hearing or whether there appears to be no case to answer. In the event of a formal hearing, the investigating officer will present the facts objectively at a hearing using such evidence or witnesses as they deem necessary in the interests of natural justice.

The investigating officer will, with due notice; interview any complainant(s) and the respondent(s) to determine what further evidence might be required and to estimate the likely timetable for the completion of the investigation.

The respondent is entitled to be represented by a recognised Trade Union/Professional Organisation representative or work colleague (not acting in a legal capacity) in the course of any investigatory interview or subsequent hearing. There is no right to legal representation under this procedure.

Complainants and witnesses will not normally be represented but may, for example in complaints of harassment or bullying, be supported by a recognised trade union representative or Combined Authority colleague (not acting in a legal capacity). Those undertaking a supporting role will not be entitled to take part in the proceedings.

Investigations will be conducted as openly as possible, balancing the dignity and confidentiality of the individuals concerned with the wider interests of the Combined Authority and its staff.

9.4.4 Formal Investigation Outcome

The investigating officer is responsible for determining the appropriate course of action at the conclusion of the investigation and report this to the relevant senior manager.

Options will normally be limited to:

- i) Take no action, in which case any reference to the matter will be removed from the personal file
- ii) Deal with the matter informally, in accordance with Section 9.1 above.
- iii) If appropriate, offer the parties counselling or conciliation, which would need to be agreed with the parties involved and with a clear understanding of the timescales for, and objectives of, such action. The other options remain available to the line manager in the event that counselling or conciliation does not resolve the issue.
- iv) Proceed to a formal disciplinary hearing in accordance with Section 10 below.

Any alternative options must be discussed with Human Resources in advance of a decision. The outcome will be confirmed to the relevant parties in writing. It should be stressed that a decision to pursue a specific course of action does not indicate guilt or innocence, this can only be determined by a properly constituted disciplinary or appeal hearing.

10 Procedure Part 2 – Formal Disciplinary Hearing

A disciplinary hearing will be conducted by a panel comprising a manager with HR support, neither of whom should have any previous involvement in the investigation. It will be conducted in up to three main stages, as follows:

- Disciplinary Hearing Letter
- Hearing and, if required
- Appeal.

10.1 Disciplinary Hearing Letter

Unless otherwise mutually agreed, the respondent must be notified of the following in writing at least seven working days in advance of the disciplinary hearing:

- The purpose of the hearing
- The specific nature of any allegation(s), and
- The right to representation.

Where dismissal is a possible outcome, the letter should also inform the respondent that this is a possible disciplinary sanction available to the panel if the case is proven.

All documentary information, including witness statements that will be presented to the hearing panel, will be provided to the respondent at this stage. The respondent(s) will have an opportunity to challenge or question any evidence presented to the disciplinary hearing.

A specimen disciplinary hearing invitation letter is set out at Appendix 6.

10.2 Hearing

Hearings will follow the procedure as detailed in Appendix 4.

10.2.1 Hearing Particulars

The respondent should be given the opportunity to state their case fully at the hearing. If it transpires that more time is needed for further investigation, the hearing should be adjourned and resumed later.

Any concerns or questions concerning the arrangements for the hearing should be notified to the line manager at the earliest opportunity, who will attempt to resolve such issues in a fair and reasonable manner.

Where, having agreed the arrangements for hearing in good time, either party fails to appear without good cause the panel may choose to adjourn the hearing or to proceed with the case in their absence.

The decision of the hearing will, wherever possible, be given to the respondent at the meeting and will, in any event, be confirmed in writing within seven days of the hearing. The letter of confirmation will include, if applicable, details of the right of appeal.

A specimen letter is attached as Appendix 7.

10.2.1 Disciplinary Sanctions Available

In cases where the allegations are proven on the balance of probabilities, decisions relating to the level of disciplinary action to be taken will be a matter of judgement for the panel. The panel must however have due regard to the following:

- i) the seriousness of the disciplinary breach in question
- ii) the relevance and context of the facts/information presented
- iii) the employee's previous employment record and the existence of any current and relevant disciplinary warnings
- iv) matters relating to fairness, consistency and the substantial merits of the information presented
- v) any mitigating factors

A list of examples of issues that the Combined Authority is likely to consider as misconduct and gross misconduct can be found in Appendix 2.

Within the terms of this Policy and Procedure, there are six possible outcomes following, as set out in the Table 1 below.

Table 1

Sanction	Length of Time on Personal File	Authorising Manager	Appeal to
No Action	n/a	n/a	n/a
Verbal Warning	6 months	Line Manager	Service Director
First Written Warning	12 months	Line Manager	Service Director
Final Written Warning	12 months	Service Director	Executive Director
Downgrading, Redeployment or Transfer**	12 months	Service Director	Executive Director
Dismissal (with or without notice)	n/a	Executive Director	Chief Executive (Head of Paid Service) or Strategic Director of HR & OD

10.2.2 Disciplinary Sanctions Guidance

The following provides a guide to the applications of sanctions available, however, disciplinary hearing panels must have full regard to the factors set out in Section 10.2.1. when reaching a decision on sanction.

- A **First Written Warning** will most commonly be the sanction where a case is upheld and there are no other warnings on file.
- A **Final Written Warning** will normally be the sanction should the matter upheld be sufficiently serious or in circumstances where there remains an active First Written Warning on file when a further offence is proven on the balance of probabilities or

insufficient evidence is available to demonstrate adequate improvement has been made. A Final Written Warning can be extended to 24 months in particularly serious circumstances.

In the case of a Final Written Warning, it must be made clear to the respondent that any further misconduct or inappropriate behaviour of a similar nature could lead to dismissal, and this must be recorded as part of the written confirmation.

- **Downgrading, Redeployment or Transfer** may be considered as an alternative to dismissal.
- **Dismissal** (with notice) would normally be the outcome where a previous final written warning remains active, conduct remains unsatisfactory and a second disciplinary hearing finds that the employee still fails to reach the required standard.

The employee must be informed, in writing, of the reasons for dismissal, the date on which employment will be terminated, of the right to appeal and the time limit for such an appeal.

- **Dismissal** (without notice or pay in lieu of notice) would normally apply in cases of gross misconduct. Where an allegation of gross misconduct is proven on the balance of probabilities, the employee will normally be dismissed even where they have no active warnings on file.

11 Appeal

An employee has the right to appeal against any sanction applied. The appeal will be considered by the authorised person as set out in Table 1 of Section 10.2.1.

12 Record Keeping

It is the responsibility of the Line Manager to keep a confidential record of the disciplinary action taken, together with any supporting material. A copy of the final outcome correspondence will be retained on the employee's personal file. Human Resources will retain all other papers relating to the investigation/disciplinary hearings.

Warnings are active from the date and time of issue for the periods detailed in Section 10.2.1. In accordance with the principles outlined in Section 98 of the Employment Rights Act 1996, a record of all inactive warnings will be retained on the employee's file (for the duration of the whole employment period) and will normally be disregarded in determining a disciplinary penalty.

The Combined Authority is committed to ensuring that all personal information is managed in accordance with current data protection legislation, professional codes of practice and records management and confidentiality guidance. Further detail can be found in the Combined Authority Data Protection and Confidentiality policies and procedures.

Data is held and destroyed in accordance with the provisions of Data Protection legislation and relevant Combined Authority policy.

13 Impact Analysis

13.1 Equality

Hull and East Yorkshire Combined Authority is committed to creating an environment where everyone is treated equitably and the potential for discrimination is identified and mitigated. It aims to design and implement services, policies and measures that meet the diverse needs of our service, population, and workforce, ensuring that none are placed at a disadvantage over others.

It is required that an assessment be carried out on a new policy that is likely to impact on staff, visitors, contractors, citizens or anyone else involved in the business of the Combined Authority.

Potential adverse impact on any protected group identified through such assessment will be monitored as part of the routine work to monitor compliance with the policy.



APPENDIX 1

STANDARDS OF PERFORMANCE AND CONDUCT

This guide aims to give an indication of the standards of performance and conduct expected of all staff employed by the Combined Authority. It should be read in conjunction with the Code of Conduct for Officers (Sect 5.2 of the Combined Authority Constitution <https://www.hullandeastyorkshire.gov.uk/constitution>).

The Combined Authority recognises that this guide cannot cover every situation that arises and that the guidelines or rules may vary according to type of work, working conditions and size of department.

Department Rules - In addition to these standards and to Combined Authority policies, some Departments may have specific rules which will relate to the activities of the Department (e.g. safe handling of dangerous substances, safe use of machinery and equipment etc.)

Standards of Conduct

All staff should be aware that they will be seen as representatives of the Combined Authority. It is therefore important that they present a professional and caring image to the public, visitors and colleagues. There are several sources of guidance on the expected standards of conduct within the Combined Authority, with which all staff should be familiar, including:

- Staff induction process
- Performance management documents
- Contract of Employment
- Code of Conduct for Officers

As a general guide, all employees of the Combined Authority will be expected to:

- Respect and protect the dignity of local residents and colleagues
- Observe health and safety policies and safe working practices at all times
- Work effectively and constructively, individually and as part of a team
- Demonstrate the highest standards of honesty and integrity
- Attend work punctually and regularly
- Obtain the appropriate approval for any absence or flexible working
- Carry out reasonable requests or instructions from managers
- Be aware of, and adhere to, Combined Authority policies and procedures.



APPENDIX 2

EXAMPLES OF MISCONDUCT / GROSS MISCONDUCT

Please note that this list is neither exclusive nor exhaustive and each case will be considered on its own merits.

Misconduct

- Failure to adhere to working hours
- Unauthorised absence from duty
- Refusal or failure to obey a reasonable instruction
- Criminal activities other than those classed as gross misconduct
- Disregard of safety practices, procedures and rules
- Unauthorised presence on Combined Authority property
- Unauthorised use of Combined Authority equipment
- Unauthorised destruction, alteration, addition to or erasure of official documents
- Being an accessory to a disciplinary offence by another employee
- Abusive behaviour toward another employee, visitor or member of the public
- Wilful hindering of production of work schedules
- Deliberate misuse or abuse of the Combined Authority's information technology equipment, facilities or procedures
- Failure to follow Combined Authority procedures and policies.

Gross Misconduct

- Dishonesty, including fraud, theft or providing false information e.g. on a timesheet or travel claim form
- Failure to disclose information e.g. relationship to a Director or holder of senior office at the Combined Authority
- Dishonesty, including fraud, theft or providing false information e.g. on a timesheet or travel claim form
- Corruption, receipt of money, favours or excessive hospitality in respect of services rendered, or any other act not in accordance with the Officer Code of Conduct
- Abusive or violent behaviour including threats and verbal or physical assault, at any time whilst on duty or on Combined Authority premises
- Negligence in the performance of duty, including dereliction of duty. (This may include an action or omission that compromises the safety of others)
- Wilful damage to Combined Authority property or equipment
- Breach of confidentiality
- Unauthorised or inappropriate use of Combined Authority vehicles, equipment or resources
- Criminal offences that might affect a person's suitability for their job or where there has been a failure to disclose convictions/proceedings
- Loss of, or failure to obtain qualifications required by law, or by the Combined Authority, for performance of duty (e.g. driving licence, professional registration)
- Being unfit for duty through alcohol or substance misuse
- Illegal possession, use and/or distribution of drugs
- Professional misconduct
- All forms of harassment, bullying or intimidation
- Discrimination which contravenes Equality Act legislation
- Abuse of position or power
- Perpetration of a hoax practical joke or other malicious act resulting in serious disruption to services or staff

- Sleeping on duty, except when authorised
- Breach of IT policy e.g. email or internet usage
- Misuse or failure to safeguard confidential information will be regarded as misconduct/gross misconduct

It should be noted that misconduct of some of the types shown above, if occurring outside the course of work, may still result in disciplinary action if the misconduct results in the impairment of, capability, suitability or acceptability of the employee to perform their job with the Combined Authority effectively or if the misconduct brings the Authority into disrepute.



APPENDIX 3 – CODE OF PRACTICE FOR GOOD INVESTIGATIONS

Before holding a disciplinary hearing, it is crucial an employer has sound evidence on which to base their decisions. Failing to conduct a full investigation, in all but the most exceptional of circumstances, may render a dismissal unfair and result in costly consequences in terms of tribunal awards, and staff morale.

Investigations will be required within the Combined Authority in response to a wide range of situations, including but not limited to:

- Disciplinary allegations
- Grievances
- Complaints about discrimination, harassment or bullying
- Complaints from members of the public
- Personal injury claims
- Allegations of fraud

The Combined Authority also has a Whistleblowing Policy and harassing or victimising a whistleblower (including informal pressures) will be considered a serious disciplinary offence and will be dealt with under this procedure.

It is essential to ensure that investigations are conducted promptly, thoroughly and fairly. The following guidelines should therefore be applied in all cases:

1. The purpose of any investigation is not to build a case or a defence, but to establish the facts
2. In cases of alleged fraud, the Combined Authority's Section 73 officer should be notified and involved immediately
3. The investigating officer should, without delay, obtain statements from any witnesses, together with other relevant documentary information
4. Adequate time and notice of meetings should be given to employees who need to be interviewed or produce statements. Where the employee to be interviewed is the subject of a complaint or allegation, they must be provided with details of such complaint or allegation in advance of the interview
5. All staff being interviewed should be given a reasonable opportunity to obtain support and/or guidance from a trade union or staff organisation, or from a work colleague
6. The initial evidence gathered should be used to prepare an estimate of the time and resources needed to complete the investigation
7. The evidence collected should be tested for accuracy against other witness accounts and/or documentary evidence
8. Witnesses should be aware that statements prepared during the investigations will be used as evidence for any subsequent disciplinary hearing

9. Little reliance should be placed on 'hearsay' evidence unless this points to, or can be tested against, more reliable evidence
10. Every reasonable effort should be made to respect the confidence of all staff involved in the investigation. However, staff should be advised that unless there are exceptional circumstances, the respondent will be entitled to see all statements and interview records in the event of formal proceedings
11. The investigating officer should determine what evidence is relevant to the issue at hand, i.e. what helps to prove the facts rather than what strengthens or weakens the case with advice from Human Resources
12. The evidence collected should be used as the basis for a decision as to any further action that may be required
13. Once the investigation has sufficient evidence on which to base a decision, finish the investigation. The standard of proof for most internal investigations and any subsequent disciplinary hearing will need to be "on the balance of probabilities". The case does not have to be proved "beyond reasonable doubt" for it to stand up in a tribunal
14. Investigating officers should have due regard for the Acas Code of Practice on disciplinary and grievance procedures for relevant investigations. Further advice and guidance on conducting investigations is available from Human Resources.



APPENDIX 4 – PROCEDURE TO BE FOLLOWED AT A DISCIPLINARY HEARING

The following is a guide as to the recommended procedure to follow at a Disciplinary Hearing however it should be noted that the Chair of a panel may vary this process as appropriate to ensure exploration of all the facts and circumstances.

If the respondent, or their representative, is unable to attend the respondent will need to provide reasonable notice and reasons for being unable to attend and the hearing will be rescheduled within five working days of the original date, where possible. If the respondent fails to attend the hearing without a reasonable explanation or is persistently unable to do so (for example for health

reasons), the panel may choose to proceed and make a decision based on the available evidence without the respondent being present at the hearing.

1. The Chair of the panel hearing the case (“The Chair”) will introduce the parties and ensure that any specific arrangements, such as an induction loop facilities, interpreter(s) or signer(s) have been made and are satisfactory.
2. The Chair will ensure that the respondent has been given an opportunity to be represented if they so wish. Representation may be from a recognised trade union or staff organisation, or from a work colleague. There is no right to legal representation in this process. Witnesses are not entitled to representation but may, under certain circumstances, have a recognised trade union or staff organisation representative or work colleague acting in a supportive role who will not be entitled to take any part in the proceedings.
3. Observers may be allowed at the discretion of the Chair and following discussion with the parties. Observers will not be allowed to take any part in the proceedings.
4. The Chair will ensure that all parties understand the purpose of the hearing and the procedure to be followed. The Chair will request that all attendees turn off any electronic devices to avoid unnecessary interruptions during the hearing and advise that the Combined Authority expressly prohibits the recording of meetings.
5. The Chair will ensure that any evidence to be considered at the hearing has been produced and exchanged in advance of the hearing. Any request to submit additional evidence in the course of the hearing will be determined by the Chair after due consideration of the interests of natural justice and the potential disadvantage to any party. Where additional evidence is allowed, the parties should be given a reasonable time to consider it before proceeding.
6. The investigating officer will be asked to present the facts from the investigation process, using written statements and witnesses as appropriate. The key facts should normally be summarised in writing and circulated to the parties in advance of the hearing.
7. Where witnesses are called to give evidence the investigating officer will question each witness first, followed by the respondent or his/her representative and the Chair or panel members. The investigating officer may re-examine each witness to clarify any point raised in the questioning.
8. The respondent is generally entitled to be present throughout the hearing. However, in exceptional circumstances, e.g. harassment, it may be deemed more appropriate to keep the parties separated and for the right to question to be exercised by the respondent’s representative. In such cases, all reasonable care must be taken to ensure that the process does not unduly disadvantage the respondent.
9. When the investigating officer has finished presenting the facts, they may be questioned by the respondent, or his/her representative, and the Chair or panel members.

10. The Chair will then invite the respondent or his/her representative to respond to the findings of the investigating officer, with particular regard to any findings of fact that might be in dispute. Witnesses may be called in support of the respondent and may be questioned by the investigating officer, Chair or the panel members. The respondent or his/her representative may re-examine witnesses to clarify any issues raised in the course of questioning.
11. When the respondent has completed his or her response, the Chair or panel members may ask any final questions.
12. The investigating officer may finish by summing up their case followed by the respondent having the opportunity to sum up. No further questions will be taken at this stage.
13. No presentation may be interrupted by the other parties except to raise a procedural point or when called upon to question witnesses. The Chair or panel members may, however, question any of the parties at any time if they believe that to be in the interests of natural justice.
14. The parties, including the investigating officer, will then be asked to leave the room whilst the Chair/panel considers the evidence and reaches a decision.
15. The Chair/panel must first determine whether, on the basis of the evidence put to the hearing, the allegations are proven. The Chair/panel may require access to additional information in order to clarify points or need time to reach a decision. In such circumstances a further meeting would be set up as soon as possible when additional information could be presented and/or a decision reached and communicated. If the case is not proven, the matter will be closed and any reference to the allegations will be removed from the personal file.
16. If the case is proven, details of the respondent's employment record should be taken into account, including any current and relevant disciplinary warnings, when deciding on the sanction to be applied. In circumstances where there is a current disciplinary warning(s) a panel considering further disciplinary action would have the following options:
 - a. take no further action
 - b. issue a warning
 - c. issue a more serious warning/dismissal decision if the current breach is shown to be related to a previous warning
 - d. issue a further disciplinary warning if the current breach is unrelated to previous matters
 - e. consider all previous matters and issue a more serious warning/dismissal decision on the basis of serious misconduct.
17. Once a decision is made, the investigating officer and the respondent should then be recalled to the hearing and informed of the outcome.
18. The Chair/panel must confirm any decision in writing within 7 days to the employee. The letter will cover the following points:

- a. summarise the allegation(s) made
- b. identify the panel's conclusion(s) from the information presented
- c. state any disciplinary action taken along with any relevant timescale
- d. identify the consequences of any repetition of the disciplinary breach
- e. where an improvement in conduct is required identify the level of improvement along with any timescales which are to apply. (Any review process should stipulate whether it will be continuous or conducted at the end of a specified period)
- f. establish the right of appeal and the timescale and process for making this request.



APPENDIX 5 – SPECIMEN LETTER – CONFIRMATION OF SUSPENSION

Date

Name

Address

Dear.....

SUSPENSION FROM DUTY

I am writing to confirm the details of your meeting with me on [date]. In the presence of [name & job title], you were suspended from duty with immediate effect and until further notice. Your suspension is NOT a disciplinary sanction and will be reviewed on a monthly basis. Your suspension is pending the outcome of a full and thorough investigation of the alleged incident that: on [date] you (*provide summary of allegations here*)

I recognise this may be an upsetting and stressful time for you. Concern for your health and wellbeing is paramount throughout this process and I would like to remind you of the support available. Section **XX** of the Disciplinary Policy and Procedure details the support which is available to you via the Combined Authority.

You will be contacted separately regarding details of an investigation meeting where you will be asked to respond to the allegations being made against you. Once the investigation is complete a decision will then be made as to whether to refer this matter to a formal hearing in accordance with the Combined Authority's Disciplinary Policy and Procedure, a copy of which is enclosed, and you will be advised accordingly.

During your suspension you will receive normal pay. You must not contact any of the parties involved in the allegations, discuss the allegations with Combined Authority staff, other than your representative, or enter Combined Authority premises without my prior approval during the period of your suspension.

You must remain contactable during normal working hours and should continue to follow the normal procedures in the event of absence or any application for annual leave. You may consider it advisable in the meantime to consult a recognised Trade Union Representative for advice. I enclose a second copy of this letter for your representative (*if you wish*).

If you have any queries with regard to your suspension or the subsequent process, please do not hesitate to contact [name of HR rep] on [telephone number].

I appreciate that this may cause you some anxiety and stress and would like to remind you again of the support available through the Combined Authority such as confidential staff counselling via occupational health, if you feel this would be beneficial please do let me know and I can refer you otherwise occupational health can be contacted on **XXX**.

Yours sincerely,

Title

c.c.

Encs. Copy of letter
Disciplinary Policy and Procedure



APPENDIX 6 – SPECIMEN LETTER – REQUEST ATTENDANCE AT DISCIPLINARY HEARING

(This letter should be sent from the manager who will present the management case at the hearing)

Date

Name

Address

Dear

DISCIPLINARY HEARING

Further to the investigation process, I am writing to request that you attend a disciplinary hearing in [venue] on [date and time].

At this meeting you will be asked to respond to the following allegation[s]:

List incidents or other cause which has given rise to the need for disciplinary hearing.

The meeting will be held in the presence of [name & job title of panel members]. I will present the management case and will be assisted by (Human Resources rep if appropriate).

Copies of all statements/documents that will be considered at the hearing are enclosed for your information. [**** will be available to be called as a witness]. If you wish to call any witnesses, please confirm their names and details to me by (date).

The hearing will be held in accordance with the Combined Authority's Disciplinary Policy and Procedure and, as such, you are entitled to bring with you a representative of your recognised Trade Union or Professional Association, or a work colleague. I enclose a second copy of this letter should you wish to give it to a representative.

At the hearing you will be given every opportunity to state your case but I have to advise you that, following discussions and careful consideration of the evidence presented, disciplinary action may be taken against you [including the possibility of your dismissal (*if appropriate*)].

Please confirm your attendance and contact me if you have any questions regarding the procedures to be followed.

If the member of staff has previously failed to turn up to a hearing you can add the following:

Should you fail to attend without a good cause, the hearing will be held in your absence and a decision will be made using the evidence provided. You will be notified in writing of the outcome.

Yours sincerely

Title
c.c.

Encs. Copy of letter for representative
Copies of statements/documents



APPENDIX 7 – SPECIMEN LETTER – OUTCOME OF DISCIPLINARY HEARING

(This letter should be sent from the Chair of the Disciplinary Hearing)

Date
Name
Address

Dear

OUTCOME OF DISCIPLINARY HEARING

I am writing to confirm the outcome of the disciplinary hearing held on [date, venue], which I conducted in accordance with the Combined Authority's Disciplinary Policy and Procedure. Also present were [names and job titles] and [you chose to be accompanied by [name, role of representative]] or [you chose not to be accompanied by a representative at this hearing].

The purpose of the hearing was to consider the following allegation(s):

[List purpose or allegation(s)]

The members of the disciplinary panel considered carefully all of the evidence presented at the hearing together with the written investigatory information before them.

[Outcome, summarising main considerations, mitigating circumstances, acknowledgements etc.]]

The decision of the panel was that you be issued with [sanction], which will remain on file for X months [Please refer to Table 1 of Section 10.2.1. of the Disciplinary Policy and Procedure for guidance], subject to no further breach of discipline.

[Detail any recommended corrective or remedial action and/or objectives for improvement] (If appropriate)

If at any time during the period this final written warning is in place any further disciplinary allegations are proven, it is highly likely that your employment will be terminated. You were advised of your right of appeal against this warning/dismissal and made aware that any such appeal should be made in writing to the Human Resources Representative [name/address] within X calendar days of the date of this letter.

If no case to answer The decision of the disciplinary panel was that there is no/insufficient evidence to/of XXX and therefore there is no case to answer.

Should you have any queries regarding the content of this letter please contact either myself on telephone no. or XXX Human Resources representative on telephone no.

Yours sincerely,

Name
Job Title

c.c. Trade Union representative

GRIEVANCE POLICY

AND

PROCEDURE

Authorship:	Strategic Director of HR & OD (Interim)
Committee Approved:	Executive Board
Approved date:	22/10/2025
Equality Impact Assessment:	10/2025
Target Audience:	Hull and East Yorkshire Combined Authority Employees
Policy Number:	HEYCA Griev1
Version Number:	v1.0

The on-line version is the only version that is maintained. Any printed copies should, therefore, be viewed as 'uncontrolled' and as such may not necessarily contain the latest updates and amendments.

AMENDMENTS

Amendments to the policy may be issued from time to time. A new amendment history will be issued with each change.

New Version Number	Issued by	Nature of Amendment	Approving body	Approval date	Date published on website
1.0	Strategic Director of HR & OD (Interim)	New Policy	Executive Board	22/10/2025	N/A

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1 Introduction

Employees of Hull and East Yorkshire Combined Authority (the Combined Authority) may, from time to time, have problems or concerns with their work, working conditions or relationships with colleagues that they wish to raise with management.

Grievances are best dealt with at an early stage and informally with the immediate line manager or another senior manager if it isn't possible to raise with the immediate line manager. However, organisations are required to have formal procedures in place to consider cases left unresolved.

2 Purpose and Scope

The Combined Authority's Grievance Policy and Procedure provides the means through which fair and consistent consideration will be given to matters which cannot be resolved informally.

In some instances where a dispute occurs between employees it may be of use to consider a mediation service which aims to find mutually agreeable outcomes where conflict has occurred. It is important to note that the mediation service is informal, 'non-binding' and does not impact on the individual's right to instigate formal procedures if the mediation is unsuccessful.

ACAS (Advisory, Conciliation and Arbitration Service) guidelines state that to achieve fairness issues should be raised and dealt with promptly; parties should act consistently; investigations should be carried out to establish the facts; employees should be given an opportunity to put their case and given the right to be accompanied at any formal meetings; employees should be allowed to appeal against any formal decision made.

Employees may wish to seek independent advice or support from their recognised trade union, work colleague or professional body at any stage of the procedure. Failure to deal with a grievance in accordance with this policy and procedure may result in Employment Tribunal proceedings.

This policy can be used for any matter arising directly as a consequence of an employee's Combined Authority employment, except where another process exists for that purpose, such as:

- Matters relating to formal hearing outcomes, such as discipline, capability, attendance or redundancy
- Where the procedure that the employee is aggrieved about has its own appeal process
- Bullying and harassment or discrimination
- Whistleblowing
- Job evaluation grading/re-grading appeals
- Performance management / capability
- Matters raised by ex-employees. The Combined Authority's complaints process is available in such circumstances
- Matters outside of the decision-making remit of the officers able to hear the grievance, for instance Combined Authority policy decisions

The above list is not exhaustive.

The Policy applies to all current employees of the Combined Authority.

3 Definition

Grievances are concerns, problems or complaints that employees raise with their employer.

Some concerns, problems or complaints may be dealt with more appropriately under other policies of the Combined Authority, for example the Bullying and Harassment Policy or Whistleblowing Policy.

The Grievance Procedure can be used for individual and collective grievances however it should not be used for matters which should more appropriately be raised via the Combined Authority's other consultative committees and arrangements, where established.

4 Roles and Responsibilities

Good working relations are vital for the Combined Authority to operate successfully. There is a joint responsibility for management, recognised trade unions and employees to accept the responsibility of working together on issues in good faith and with the shared intention of facilitating good working relations.

All matters of a potential grievance nature will be treated in the strictest of confidence.

4.1 Chief Executive (Head of Paid Service)

The Chief Executive (Head of Paid Service) is responsible for:

- Establishing and maintaining this Policy
- Ensuring the fair and equitable application of this policy

4.2 Executive Directors and Other Directors

Executive Directors and other directors have responsibility for embedding this policy and procedure within their respective areas, ensuring its implementation and enactment as soon as practicably possible when alleged grievance matters are raised. This includes identifying or facilitating suitable capacity to support investigations within their service area in a timely manner.

4.3 Line Managers

All line managers have a responsibility to implement this policy and to bring it to the attention of staff in their work area.

They must:

- Explain the rules, regulations and standards of conduct which employees are expected to observe / achieve
- Set a positive example by treating others with respect and setting standards of acceptable behaviour

- Promote a positive working environment where staff problems, concerns or complaints are considered at the earliest possible opportunity and resolved informally, wherever possible.
- Treat all employees fairly by applying the policy consistently and ensuring that any personal information is kept in confidence
- Signpost employees who need it to the relevant support.
- Consult with an HR representative at any time for advice and support

4.4 Employees

All staff have a personal responsibility for their own behaviour and for ensuring that their conduct is in line with the high standards expected by the Combined Authority. It is also the responsibility of every member of staff to:

- Raise any problems, concerns or complaints at the earliest possible opportunity so that matters can be resolved swiftly and informally, wherever possible
- Following the stages of this policy and procedure
- Seek advice from recognised trade union colleagues, where established and appropriate to do so

4.5 Specialist Human Resources Support

The specialist HR Function are responsible for supporting employees and managers in the application and interpretation of this policy to ensure that it is followed, fairly and consistently.

4.6 Trade Union Representation

Trade Union representatives, where recognised, may provide advice and support for individuals who participate in a grievance investigation. They also have a responsibility to ensure that the Grievance Policy and procedure are used properly, fairly and consistently.

5 Implementation

This policy will be available electronically and communicated to staff via team meetings.

Support is available to all Line Managers in the implementation and application of this Policy.

6 Monitoring and Effectiveness

The implementation of this policy will be monitored on an annual basis by a report to the executive team. Data will be analysed and, together with review of feedback from any staff engagement and insight work, used to identify trends and interventions needed to address any issues. The policy and procedure will be reviewed and audited periodically by the HR Team in conjunction with Trade Union representatives, as appropriate, and otherwise immediately in the case of legislative or every two years, whichever is the sooner.

7 Associated Documentation

- Employment Rights Act 1996
- Employment Act 2008
- Discipline and Grievance – ACAS Code of Practice

- Discipline and grievances at work: The ACAS guide
- Hull and East Yorkshire Combined Authority Bullying and Harassment Policy
- Hull and East Yorkshire Combined Authority Disciplinary Policy and Process

8 Procedure – Stage 1 - Informal Process

Prior to an employee, or a representative of the group in the case of a collective grievance, taking up a formal grievance under this Policy, they are advised to raise the matter informally with their immediate Line Manager or a senior manager in an attempt to resolve the issue by informal discussion.

Such a discussion will ensure that the employee's Line Manager is aware of the employee's concerns and will assist in determining whether the grievance can be resolved without entering the formal stage. This approach can often result in a speedier resolution of the matter and promote collaborative working relationships which, in turn, can reduce the level of anxiety felt by the employee.

Whilst employees are expected to consider if they can attempt to resolve their grievance informally in the first instance, it is acknowledged that this will not always be possible or appropriate. Where informal resolution has been sought but has not been successful, employees retain the right to pursue their grievance under the formal stage of this Policy. An employee or Line Manager should proceed directly to the formal stage should they consider the matter too serious to raise informally.

The submission of a formal grievance must be within 10 working days of the informal meeting / verbal outcome from the line manager, unless extenuating circumstances are presented and agreed.

9 Procedure - Stage 2 – Formal Grievance

The employee should set out the facts of the grievance in writing (preferably on the form provided at Appendix 1) to their Line Manager, detailing:

- the basis of the concern, problem or complaint
- any informal attempt(s) at resolution, and
- what, in the employee's opinion, would be a satisfactory remedy

If the grievance is about the Line Manager, it should be raised in writing with the Line Manager's immediate Manager.

The relevant Manager will:

- acknowledge in writing receipt of the facts of the grievance
- investigate the issue as appropriate

A formal investigation may not be required in all grievances raised, however, where the manager deems an investigation to be required, they will act as Investigating Officer, supported by an HR advisor. In such circumstances, they will:

- arrange a meeting with the employee to explore the problem and any possible resolutions, notifying the employee of the date and the right to be accompanied by either a recognised trade union representative or work colleague.
This will normally be done within 10 working days of the date of acknowledgement of the grievance
- Agree the reasonable timing and location of meeting and, in general, give a minimum of two working days' notice of a meeting will be given
- Provide a written response to the employee will normally be given within 10 working days of the meeting, confirming the outcome including any actions or recommendations to take forward, together with their timescales

Meetings must allow the employee to explain their case and for further investigation where necessary. Every effort should be made to investigate the grievance in an unbiased, objective way and giving due consideration to any underlying factors which may have contributed to the grievance. The employee's representative, if applicable can address the meeting to support and sum up the employee's case. They do not however have the right to answer questions on the employee's behalf.

In the case of a collective grievance, a maximum of three nominated representatives of the group would typically be invited to attend the formal meeting and they will be asked to appoint a single representative to act as a spokesperson during a grievance hearing or appeal. The right to be accompanied will apply.

The procedure for handling a grievance hearing is outlined at Appendix 2.

10 Appeal

If action taken at the formal stage does not resolve the problem the employee can submit an appeal, in writing to the Strategic Director of HR and OD, within 10 working days of receipt of a written reply from the manager who dealt with the formal stage. In submitting an appeal, the employee should set out:

- the basis of their concern, problem or complaint
- why they are dissatisfied with the response provided during the formal stage, and
- their opinion as to what a satisfactory remedy would be

All appeals will be heard by an Executive Director, or their representative, together with an HR representative. No appeal panel members shall have any previous involvement in the case.

An appeal hearing will normally be held within 20 working days of receipt of the appeal, unless otherwise agreed by all parties. They will be conducted in accordance with the appeals procedure outlined in Appendix 2 of this Policy.

The appeal is the final stage in the grievance procedure. The decision of the panel will be final. The panel will write to the employee or representative confirming the outcome of the meeting within 5 working days of the meeting.

11 Unresolved Collective Grievance

Where a collective grievance remains unresolved following exhaustion of the procedure, all parties may agree for the matter to be referred to the Advisory, Conciliation and Arbitration Service (ACAS) for conciliatory and/or mediation. This would on the basis that ACAS is empowered to provide advice on procedures for avoiding and settling disputes and workers grievances.

12 Status Quo Working

In the event of a grievance being lodged relating to a pre-existing working practice or agreement which cannot immediately be resolved, then those working practices or agreements shall continue to operate pending a settlement, except where there is a manifest emergency situation in relation to working practice or services provided.

In such circumstances, a decision regarding 'status quo working' will be agreed with the Chief Executive (Head of Paid Service) or Strategic Director of HR & OD.

13 Record Keeping

Records will be kept detailing the nature of the grievance raised, the Combined Authority's response, any action taken and the reason for it. Managers are expected to maintain a written record at all stages of the process in accordance with the Grievance Policy.

A copy of this will be retained on the employee's personal file for the duration of the process and for 12 months following the resolution or completion of the process. A copy of relevant background papers and the outcome correspondence will also be kept on the file. Human Resources will retain all other papers relating to a grievance, e.g. investigation/meeting notes.

All records will be kept in a confidential environment and retained in accordance with the relevant legislation and Combined Authority policies.

14 Impact Analysis

14.1 Equality

Hull and East Yorkshire Combined Authority is committed to creating an environment where everyone is treated equitably and the potential for discrimination is identified and mitigated. It aims to design and implement services, policies and measures that meet the diverse needs of our service, population, and workforce, ensuring that none are placed at a disadvantage over others.

It is required that an assessment be carried out on a new policy that is likely to impact on staff, visitors, contractors, citizens or anyone else involved in the business of the Combined Authority.

Potential adverse impact on any protected group identified through such assessment will be monitored as part of the routine work to monitor compliance with the policy.



APPENDIX 1 - NOTIFICATION OF GRIEVANCE FORM

(to be completed following a failure to agree an outcome at Stage 1 – informal resolution)

Employee Name:	
Post(s)	
Department	
Base(s)	
Representative(s)	
Submitted To (name of line or senior manager)	

I (or we) have discussed my (or our) grievance my (or our) Line Manager / Senior Manager named below on date:

Name:	
Date	

I (or we) remain aggrieved. In accordance with the Grievance Policy, I (or we) now inform you of the following matter and wish to proceed to Stage 2 of the process.

(Please give as much information as possible, together with what would be your preferred resolution).

--	--

Name:	
Signed:	
Date	

When completed this form should be sent to the Manager or appropriate level of management.

Date received by Manager:



APPENDIX 2

PROCEDURE FOR HANDLING A GRIEVANCE HEARING OR APPEAL AT STAGES 2 AND 3

Administration

Hearings at Stage 2 of the Grievance Procedure will be heard by the appropriate level of management (Officer) and supported by an HR Representative. They will normally be convened within 10 working days of the date of acknowledgement of the grievance and with at least two days' notice of the date and time of the hearing.

Appeals at Stage 3 will be heard by an Executive Director, or their representative, together with an HR Representative. No appeal panel members shall have any previous involvement in the case. They will normally be convened within 20 working days of the date of acknowledgement of the appeal and with at least two days' notice of the date and time of the appeal hearing.

Copies of all papers to be considered at the hearing or appeal must be provided for each panel member, management side representative, the employee and the employee's representative if applicable.

Procedure for Hearing:

At the outset of the hearing the Officer/Chair of panel hearing the grievance will:

- Outline the purpose of the hearing / appeal
- Confirm to the employee and all present, that the hearing will be conducted in line with the grievance procedure

- Introduce all present and state the capacity in which they are there
- If the employee is not represented / accompanied, the Officer / Chair hearing the grievance will check that he/she is aware of his/her right to be represented/accompanied and whether or not he/she is happy to proceed without representation/accompaniment
- The employee or their representative is asked to present their case and may call witnesses
- The management side representative may ask questions of the employee, their representative and witnesses, in order to clarify the issue
- The Officer/panel members hearing the Grievance / appeal may ask questions of the employee, their representative and witnesses, in order to gain a comprehensive understanding of the issue
- The employee or their representative may re-examine their witnesses on any points raised by the Officer or management side representative
- The management side representative shall present its case and may also call witnesses.
- The employee or their representative may question the management side representative and witnesses
- The Officer/panel members hearing the Grievance / appeal may then question the management side representative and witnesses
- The management side representative may re-examine its witness on any points raised by the employee or representative and the Officer
- Nothing in the foregoing procedure shall prevent the Officer/Chair, panel members or HR Representative from inviting the representative of either party to clarify or elaborate on any statement they may have made or from asking them questions as may be necessary
- Management side representative makes a final statement without introducing new evidence
- The employee or their representative makes a final statement without introducing new evidence.
- At the completion of the hearing of the evidence, the employee, their representative, and the management side shall withdraw
- The Officer/Chair and panel members hearing the Grievance / appeal shall adjourn and consider the evidence in private, only recalling both parties and the representative to clear points of uncertainty on evidence already given
- Where possible, the Officer/Chair conducting the meeting will give his/her decision at the time

Both parties will be informed of:

- The decision
- The reason for the decision
- What action will be taken (where applicable / if any)
- The decision will be communicated in writing within 5 working days
- The employee's right to appeal the matter to the next stage of the formal procedure (other than at Stage 3)

OFFICIAL



Report to the Executive Board

22 October 2025

Hull & East Yorkshire Local Get Britain Working Plan – Edition 1

Report of the Strategic Programme Lead - Employability & Health

Report Status:

This item is not exempt

This is a non-key decision.

1. Purpose of the Report and Summary

- 1.1 The purpose of this report is for HEYCA Board to approve the Draft Get Hull and East Yorkshire Working Plan (Edition 1).

2. Recommendations

- 2.1 It is RECOMMENDED that Executive Board:
 - a) Approves the draft Get Hull & East Yorkshire Working Plan (Edition 1) as the area's formal response to the Government's requirement for each combined authority or upper-tier area to publish a Local Get Britain Working Plan (LGBWP).
 - b) Agrees its submission to Government, subject to joint sign-off by, the Humber and North Yorkshire Integrated Care Board, the Department for Work and Pensions and Hull & East Yorkshire Mayoral Combined Authority.
 - c) Agrees to delegate authority to the Interim Chief Executive & Head of Paid Service, to approve any final amendments prior to the plan's formal submission in mid-November 2025.
 - d) That work commences immediately on the preparation of Hull & East Yorkshire Local Get Britain Working Plan – Edition 2 which will integrate the findings of the Hull and East Yorkshire Local Growth Plan, Hull and East Yorkshire Work and Skills Plan alongside a detailed action plan for the delivery of the initial priorities outlined in Edition 1.

3. **Reasons for Recommendations**

3.1 HEYCA are required by government to produce a LGBWP by the end of September 2025. Due to the circumstances and timing pertaining to the setting up and staffing of the Hull and East Yorkshire Combined Authority an extension has been provided to HEYCA until mid-November 2025 to publish its Get Hull and East Yorkshire Working Plan.

4. **Background**

4.1 National Policy Context: Local Get Britain Working Plans

As part of the Government's commitment to increase national prosperity and deliver inclusive growth, all areas of England are required to produce a Local Get Britain Working Plan. These local plans form a core element of the Get Britain Working White Paper, which sets out the Government's ambition to achieve an 80 per cent employment rate across the United Kingdom. HEYCA's current employment rate is 74.4% (+/- 2.9% pts) Oct 2024 – Sept 2024.

The purpose of each Local Plan is to develop a comprehensive, whole-system approach to addressing both the supply and demand side challenges within local labour markets. This includes identifying the key barriers that prevent people from accessing, remaining in, or progressing within work, and setting out clear, evidence-based actions to overcome them. Local areas are expected to focus on improving participation, progression, earnings and job quality, while placing particular emphasis on reducing economic inactivity. Over time, the scope of each plan will broaden to reflect evolving labour market needs and emerging local priorities.

Local Get Britain Working Plans are designed to bring together a wide range of stakeholders across public, private and voluntary sectors, ensuring a shared understanding of local challenges and priorities. The planning process should align existing services, identify duplication or gaps, and establish a joint framework for delivery and accountability. Partners are expected to agree how progress will be measured against key outcome indicators, including employment rates, wage growth and participation levels.

In Mayoral Combined Authority areas, Local Get Britain Working Plans should be guided by, and aligned with, the strategic aims of the Local Growth Plan. Across all areas, plans must articulate both a ten-year vision and a set of immediate priorities and actions to be delivered within the next 12 to 24 months. Local areas are

encouraged to review and refresh their plans on a regular basis to ensure ongoing relevance and responsiveness to changing labour market conditions.

Each Local Get Britain Working Plan should include:

- A detailed analysis of key local labour market challenges, supported by evidence and data, and agreed collectively by local partners.
- An overview of the existing system of support, setting out the roles and responsibilities of organisations supporting individuals and employers.
- A clear and measurable plan of action, outlining how partners will collaborate to enhance provision, address local priorities, and deliver improved outcomes for residents and businesses.

This national framework ensures that all parts of England are working towards shared objectives while maintaining flexibility for local areas to design solutions that reflect their specific economic, social and demographic circumstances.

LGBWP and Connect to Work - Connect to Work is the first funding pillar received through the national Get Britain Working Strategy. In Hull and East Yorkshire Connect to Work aims to support 3,500 with a health condition, disability or significant barrier to gaining and retaining employment. The region will be in receipt of a c£13m investment over 4 years to achieve this. The programme currently sits with Hull City Council as accountable body, and working with East Riding of Yorkshire Council this programme is at Delivery Planning stage. Close working between Connect to Work and the Local Get Britain Working Plan will be vital to the success of both.

5. **Issues for Consideration**

5.1 *Get Hull and East Yorkshire Working Plan Edition 1 –*

The Get Hull and East Yorkshire Working Plan is the new Combined Authority's employment and health strategy. It is closely aligned with, and references, the Skills and Work Plan, which is currently in preparation.

This first edition for Hull and East Yorkshire, developed by the new Combined Authority in partnership with the Integrated Care Board, local councils, Jobcentre Plus, employers and the voluntary, community and social enterprise (VCSE) sector, is structured around three pillars: Pillar 1 – Evidence Base and Concept Model;

Pillar 2 – Current System Model; and Pillar 3 – Indicative Priorities and Actions.

Evidence highlights a region of around 631,000 residents with nationally significant strengths in ports, logistics, advanced manufacturing and green energy. However, the area experiences lower productivity and pay than England as a whole, a shrinking working-age population, rising youth NEET rates, skills gaps at Level 4, and high levels of health-related inactivity, particularly long-term sickness. Employment currently stands at 74.4 per cent overall, although this masks variation between areas and a persistent gender gap.

The existing system combines Jobcentre Plus support, council employment hubs, UK Shared Prosperity Fund and Adult Skills Fund provision, Skills Bootcamps and Sector-based Work Academy Programmes (SWAPs), together with targeted initiatives such as Ready to Work and Opportunity Goole. From autumn 2025, the Connect to Work programme will provide supported employment until 2030 for approximately 3,400 residents, using a ‘place, train and maintain’ model. Priority groups will include care leavers, veterans, refugees and people with health conditions.

Delivery challenges remain. Provision appears fragmented to both residents and employers. Funding streams are time-limited and uncertain beyond 2025/26. Employer conversion from training to sustained job starts is uneven, particularly among small and medium-sized enterprises. Health-to-work pathways are not yet fully integrated with NHS services, and youth transitions lack a coherent ladder from supported internships to apprenticeships and entry-level Bootcamps. Performance reporting also varies across funding bodies, hindering effective evaluation.

This document sets out a practical response. First, **to integrate work and health**: establish joint governance under the Combined Authority, align commissioning across the Integrated Care Board, councils, the Department for Work and Pensions and providers, and develop shared data systems and triage so that individuals experience a single point of access. Second, **to increase participation and earnings**: align employability programmes across both authorities, target devolved skills budgets towards priority sectors, and prepare a Youth Guarantee pilot to reverse the rise in NEET levels.

Third, **to engage employers**: co-design a Good Work Charter, define healthy workplace standards, develop an all-age careers pathway with guaranteed interviews where feasible, and build a unified employer engagement offer to support growth in Freeport, health and care, logistics and advanced manufacturing sectors.

These priorities will be implemented through a long-term plan and 12-month programme of action. Immediate priorities set out in the document include completion of the Local Growth Plan and Skills and Work Strategy; delivery of system-wide roundtables in autumn 2025; publication of a shared health and employment dashboard; and establishment of common referral and sustainment standards. A second edition of this plan will be produced in April 2026 to embed the finalised strategies and funding framework.

Governance of LGBWP - HEYCA will be the accountable body for its LGBWP. A partnership structure for the LGBWP is currently in development which will provide an overarching board to oversee the development and delivery of this strategy. As such this board will be integrated into the emerging committee structure of HEYCA and link closely to the Connect to Work programme which is a key delivery plank of the LGBWP. Indicative membership of this LGBW Board includes LAs, DWP/ Jobcentre Plus, ICB, Public Health Lead, VCSE sector, Local Business rep, Skills rep and HEYCA. DWP require sign off of the LGBWP from the Integrated Care Board and Jobcentre Plus representatives. and any constituent upper-tier or unitary authorities prior to publication.

Next Steps – Upon the adoption of the first edition of the Get Hull and East Riding Working Plan by HEYCA, the ICB and DWP this document will be published on the HEYCA Website. Following this it is recommended that preparation of Edition 2 is commenced which will include the strategic links to Local Growth Plan, Work and Skills Plan and HEYCA Gameplan, once these are finalised alongside a detailed action plan which will be developed over the autumn/winter 2025 with key partners.

6. Equalities Impact Information

6.1 Equality, diversity and inclusion are embedded throughout the Get Hull and East Yorkshire Working Plan. The Plan prioritises support for groups who face the greatest barriers to work, including residents with long-term health conditions, unpaid carers, older workers, care-experienced young people, and those with special educational needs or disabilities. Targeted interventions are designed to address participation gaps — for example, integrated employment and health support for those with chronic conditions.

7. Options and Risk Assessment

7.1 The primary risk associated with this strategy is one of meeting the DWP deadlines. HEYCA have secured full time member of staff on a seconded basis in an attempt to mitigate this risk.

8. Legal Implications and Statutory Officer Comments

8.1 The Get Hull and East Yorkshire Working Plan has been developed in line with national guidance and within the existing statutory powers of the Combined County Authority.

The proposed English Devolution and Community Empowerment Bill introduces a new statutory basis for Strategic Authorities, including Combined County Authorities, with defined powers over skills and employment support. As these provisions progress, further legal consideration may be required to reflect any new responsibilities or commissioning powers transferred to the area.

9. Financial Implications and Statutory Officer comments

9.1 The requirement to produce this Plan does not come with additional funding. However, there is an expectation that existing national funding will align to deliver the objectives and ambitions within the Plan, and that the Plan will guide future conversations with DWP and other Government departments on additional resources, including devolved funds and powers to the area.

9.2 The initial delivery of the Get Hull and East Yorkshire Working Plan will be funded through existing resources, including the devolved Adult Skills Fund (ASF), the Connect to Work Programme, and Department for Work and Pensions (DWP) provision delivered through Jobcentre Plus and related employment programmes. Contributions from the UK Shared Prosperity Fund (UKSPF) and other sources will also support delivery this year. The Integrated Care Board (ICB) has identified opportunities to align its workforce and prevention priorities, where it is already investing in integrated health and employment pathways.

9.3 These resources provide a strong foundation for early implementation. The Plan will actively align external investment with the HEYCA's priorities, moving funding towards integrated health, skills, and employment models that promote economic inclusion, support young people, and strengthen city, rural and coastal communities. Over time, joint commissioning will enable resources to be pooled around shared priorities rather than fragmented programmes. Ministers have also confirmed that local Get Britain Working Plans will inform future commissioning and the devolution of adult skills and employment budgets. Successful delivery of this Plan is therefore expected to strengthen the case for more sustainable, multi-year settlements and to align funding with

Strategic Plan ambitions, including positive futures for young people, economic inclusion, stronger communities, and local prosperity.

Report of Andrew Hewitt Strategic Programme Lead - Employability & Health

Contact Officers:

Anita Hallbrook – Programme Director – Employability, Health and Communities

Andrew Hewitt - Strategic Programme Lead - Employability & Health

Officer Interests:

None

Appendices: Get Hull & East Yorkshire Working Plan – Edition 1

Background Documents:

Department for work and Pensions (DWP) published guidance on:

- The development of LGBWP ([Guidance for Developing local Get Britain Working plans \(England\) - GOV.UK](#)).
- Get Britain Working outcomes ([Get Britain Working outcomes - GOV.UK](#)).

Get Hull & East Yorkshire Working Plan

Edition 1 – Autumn 2025

DRAFT



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Foreword – Hull & East Yorkshire Mayor and Portfolio Holder for Fit and Healthy Portfolio

As Mayor of Hull and East Yorkshire, I care deeply about the health and happiness of our people. Work is good for us. It helps us stay active, gives us pride, and helps us to look after our families. When people have good jobs, they feel better, live better, and our whole area grows stronger.

This plan is about helping more people to find work and to do well in it. We want everyone to have the chance to learn new skills, earn a fair wage, and feel part of their community.

We can only do this by working together. The councils, the NHS, Jobcentre Plus, local employers and community groups all have an important part to play. By joining our efforts, we can help more people into work, make sure that work is healthy and fair, and help people move forward in their jobs.

Together, we can make Hull and East Yorkshire a place where good work means good health and a better life for everyone.

Luke Campbell

Mayor of Hull and East Yorkshire

Executive Summary

The Get Hull and East Yorkshire Working Plan is the new Combined Authority's employment and health strategy. It is closely aligned with, and references, the Skills and Work Plan, which is currently in preparation.

The Get Britain Working White Paper sets a national expectation that local areas will reduce economic inactivity and improve earnings, with the aim of achieving an employment rate of 80 per cent in every part of the country. Local plans are required to address six entrenched challenges: exclusion from the labour market among people with health conditions, caring responsibilities or low skills; weak transitions from school to work; insecure, low-paid employment; barriers faced by women with caring duties; persistent employer skills shortages; and unequal outcomes between places and groups.

This first edition for Hull and East Yorkshire, developed by the new Combined Authority in partnership with the NHS, local councils, Jobcentre Plus, employers and the voluntary, community and social enterprise (VCSE) sector, is structured around three pillars: Pillar 1- Evidence Base and Concept Model; Pillar 2- Current System Model; and Pillar 3- Indicative Priorities and Actions.

Evidence highlights a region of around 631,000 residents with nationally significant strengths in ports, logistics, advanced manufacturing and green energy. However, the area experiences lower productivity and pay than England as a whole, a shrinking working-age population, rising youth NEET rates, skills gaps and mismatches, and high levels of health-related inactivity, particularly long-term sickness. Employment currently stands at 74.4 per cent overall, although this masks variation between areas and a persistent gender gap.

The existing system combines Jobcentre Plus support, council employment hubs, UK Shared Prosperity Fund and Adult Skills Fund provision, Skills Bootcamps and Sector-based Work Academy Programmes (SWAPs), together with targeted initiatives such as Ready to Work and Opportunity Goole. From autumn 2025, the Connect to Work programme will provide supported employment until 2030 for approximately 3,400 residents, using a 'place, train and maintain' model. Priority groups will include care leavers, veterans, refugees and people with health conditions.

Delivery challenges remain. Provision appears fragmented to both residents and employers. Funding streams are time-limited and uncertain beyond 2025/26. Employer conversion from training to sustained job starts is uneven, particularly among small and medium-sized enterprises. Health-to-work pathways are not yet fully integrated with NHS services, and youth transitions lack a coherent ladder from

supported internships to apprenticeships and entry-level Bootcamps. Performance reporting also varies across funding bodies, hindering effective evaluation.

This document sets out a practical response. First, *to integrate work and health*: establish joint governance under the Combined Authority, align commissioning across the Integrated Care Board, councils, the Department for Work and Pensions and providers, and develop shared data systems and triage so that individuals experience a single point of access. Second, *to increase participation and earnings*: align employability programmes across both authorities, target devolved skills budgets towards priority sectors, and prepare a Youth Guarantee pilot to reverse the rise in NEET levels. Third, *to engage employers*: co-design a Good Work Charter, define healthy workplace standards, develop an all-age careers pathway with guaranteed interviews where feasible, and build a unified employer engagement offer to support growth in Freeport, health and care, logistics and advanced manufacturing sectors.

These priorities will be implemented through a long-term plan and 12-month programme of action. Immediate priorities set out in the document include completion of the Local Growth Plan and Skills and Work Strategy; delivery of system-wide roundtables in autumn 2025; publication of a shared health and employment dashboard; and establishment of common referral and sustainment standards. A second edition of this plan will be produced in April 2026 to embed the finalised strategies and funding framework.

Introduction

The UK Government has presented a clear proposal to reform employment, health and skills support in the Get Britain Working White Paper.

This white paper aims to put in place a clear method of tackling economic inactivity and supporting all people into good work.

The two key aims of this White Paper are to

- Achieve an employment rate of 80% in all areas, and;
- Increasing earnings by allowing the employed 'get on' in work.

In order to achieve these aims local areas have been asked to produce local area plans which identify local labour market challenges and how specific areas will tackle these challenges in partnership.

These local plans are expected to tackle six issues identified in the Get Britain Working White Paper. These are:

- too many people are excluded from the labour market – especially those with health conditions, caring responsibilities or lower skill levels
- too many young people leave school without essential skills or access to high-quality further learning, an apprenticeship or support to work so that they can thrive at the start of their career
- too many people are stuck in insecure, poor quality and often low-paying work, which contributes to a weaker economy and also affects their health and wellbeing
- too many women who care for their families still experience challenges staying in and progressing in work
- too many employers cannot fill their vacancies due to labour and skills shortages, holding back economic growth, driving up reliance on overseas labour, and undermining living standards
- there is too great a disparity in labour market outcomes between different places and for different groups of people.

Get Hull & East Yorkshire Working Plan

This first edition of Get Hull & East Yorkshire Working Plan represents the beginning of a new era for the Hull and East Yorkshire area. This document is the first that new Hull & East Yorkshire Combined Authority has convened and authored, drawing together a range of local partners including NHS Humber and North Yorkshire Integrated Care Board Hull City Council, East Riding of Yorkshire Council, local Job Centre Plus delivery staff, local businesses and the local VCSE sector.

No one organisation can, on its own deliver the aims outlined within this Get Hull & East Yorkshire Working Plan. The aim has been to build a strong partnership to develop a range of approaches which will integrate health, economic and social

priorities to tackle worklessness and promote good work in ways which have not been possible in the past.

This document will inform and integrate economic and skills strategies of the Hull & East Yorkshire Combined Authority area as they emerge, cementing the local priorities outlined in this document and providing opportunities to add further value to the delivery of these actions.

This Get Hull & East Yorkshire Working Plan will be structured within a three pillar approach:

Pillar 1 – Evidence Base

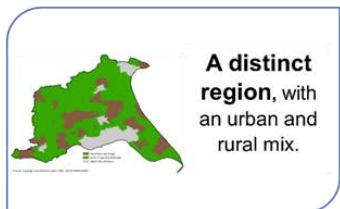
Pillar 2 – Current System Model

Pillar 3 - Hull and East Yorkshire Indicative Priorities and Actions

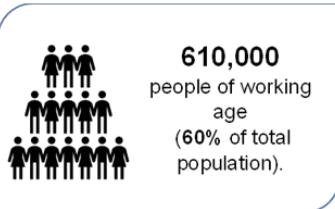
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Location

Hull & East Yorkshire Economic Profile



A distinct region, with an urban and rural mix.



610,000 people of working age (60% of total population).



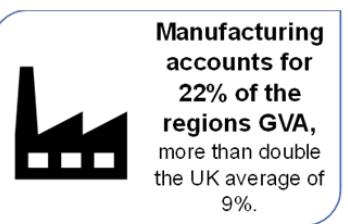
Strategic location with ports providing a direct gateway to Europe.



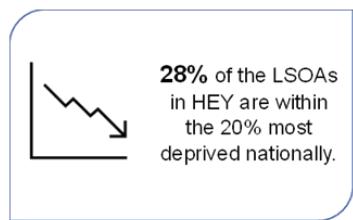
Rapid employment growth in tech-led sectors, such as **green energy production and Medi-Tech.**



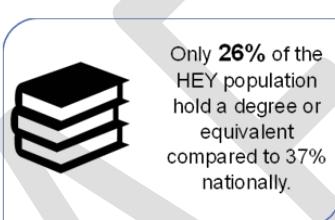
Health, education, hospitality & manufacturing are the largest employment sectors.



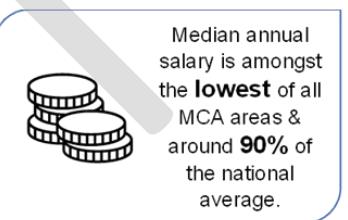
Manufacturing accounts for 22% of the regions GVA, more than double the UK average of 9%.



28% of the LSOAs in HEY are within the 20% most deprived nationally.



Only **26%** of the HEY population hold a degree or equivalent compared to 37% nationally.



Median annual salary is amongst the **lowest** of all MCA areas & around **90%** of the national average.

Hull and East Yorkshire is home to over 610,000 people, with a diverse and dynamic economy. The area has a lower working age population (60.6%), compared to any other existing combined authority, except for York and North Yorkshire, which is driven by an older demographic in the East Riding.¹

Located on the UK's east coast, Hull and East Yorkshire provide a direct gateway with Europe through the ports; therefore transport connectivity is critical to improving our productivity.

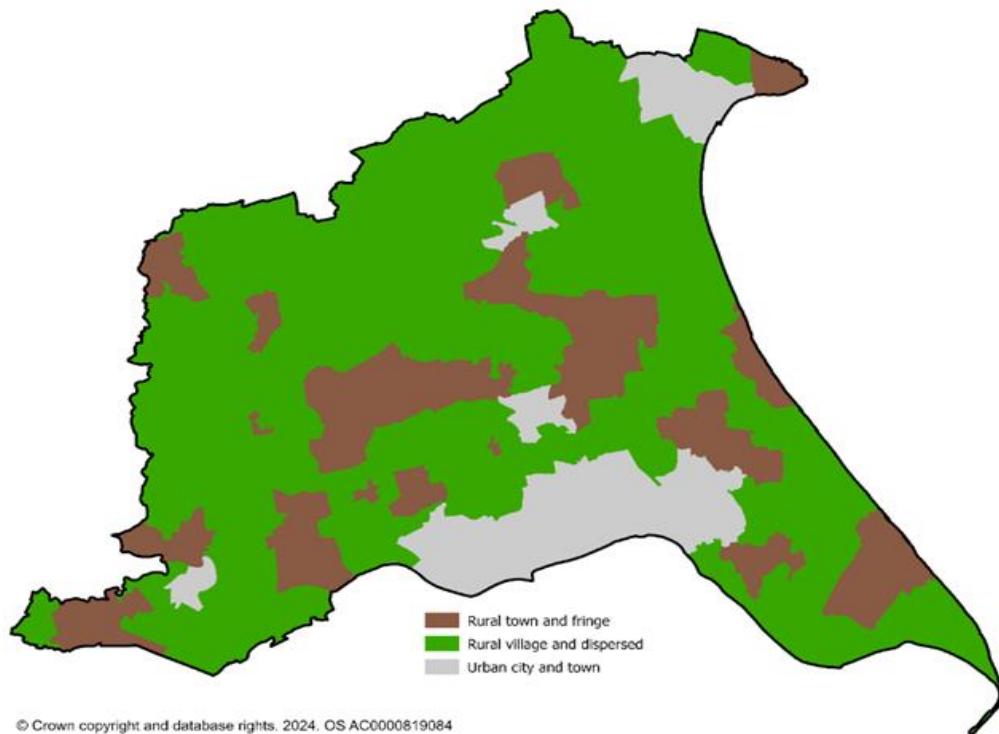
Hull sits at the centre of the area surrounded by the East Riding and the Humber Estuary, with the River Hull connecting its industrial heartlands to the port-related industries. The surrounding rural and coastal setting of East Yorkshire extends some 30 miles to the north, east and west, with the coast and estuary each extending over 50 miles.

Hull connects with the suburban villages within the East Riding's administrative area including Hessle, Anlaby, Kirk Ella, Willerby, Cottingham to the west and Bilton to the east, forming a continuous built-up area. Other key settlements include Bridlington, Beverley, Driffield and Goole.

Hull and East Yorkshire are tightly connected through employment, trade and culture; 87.9% of people in employment live and work in the area. There are This rural/urban spatial trend across the HEY area is shown in figure 1.

¹ Office for National Statistics (ONS), 2022

Figure 1 Hull and East Yorkshire Rural- Urban Classification



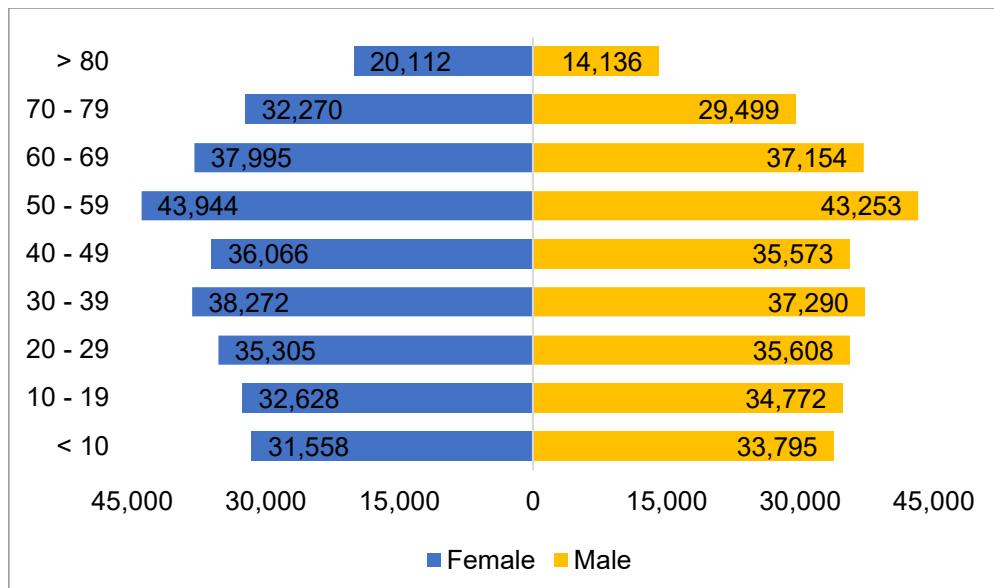
Demographics

Age and gender

Figure 2 illustrates the population structure of Hull and East Yorkshire. In 2021, the total population of was 609,230 people, 51% of which were female and 49% were male. Around 61% of the total population are of working age (aged between 16 – 64), which is just shy of the average proportion of the population in England that is working age (63%)².

Figure 2 Hull and East Yorkshire population structure by age and gender (2021)

² Census, 2021



Ethnicity

The majority of the population in Hull and East Yorkshire are of white ethnicity (94.9%) with only 1.8% being Asian, 1.3% mixed ethnicity and 1% being black. White ethnicity is more prevalent than in England as a whole, where the white population makes up 81% of the total population. 94.4% of the population report English as their main language, with 5.6% of the population non-native English speakers³.

Business and Productivity

The Hull and East Yorkshire economy is home to 20,610 businesses and represents 10.5% of Yorkshire and the Humber region's GVA and 3.7% of the North's output, with an annual GVA output of £15.865bn. The key sectors in the region punch above their weight across many performance metrics, including their productivity and employment contribution. For example, production industries, which are critical to the UK's overall export competitiveness, account for 26.5% of Hull and East Yorkshire's GVA, the largest share of any MCA economy and almost two times the UK average (13.3%). Transport and logistics represent another key sector, reflecting locational advantages and the importance of the ports of Hull and Goole, which processed 9.91 million tonnes of freight in 2022 (79% inward freight and 21% outward freight). However, critical challenges remain.

Overall productivity in Hull and East Yorkshire is below the national average, at 87.3% and 87.6% respectively, with rankings of 319th and 213th (out of 362 localities) respectively in the 2023 UK Competitiveness Index. However, research from the Northern Powerhouse Partnership, has revealed that the East Riding of

³ Census, 2021

Yorkshire has the highest rate of economic growth (3.5%) of any individual council area in Yorkshire.

Deprivation

In Hull and East Yorkshire nearly a third (28.5%) of Lower-layer Super Output Areas (LSOAs) are within the 20% most deprived nationally (IMD 2019).

The majority of deprivation is concentrated within Hull, with 45.2% of LSOAs classed in the top 10% most deprived. In terms of overall deprivation Hull is the 4th most deprived Local Authority in the UK, it is the 2nd most deprived based on the education score, 6th base on Income and 7th most deprived based on employment.

In the East Riding there is an unbalanced distribution of deprivation. Areas of low deprivation mask deep pockets of deprivation especially in coastal and urban areas. The coastal strip in the East Riding including the settlements of Bridlington and Withernsea both contain communities which display levels deprivation much higher than other parts of the East Riding. This deprivation is seen most keenly in the Health, Employment, Income and Education Skill and Training domains. The urban area of Goole south also displays pockets of deprivation in similar domains.

Path dependency market failure is a key driver behind worklessness in the area. As the market demands for types of labour in the local economy have changed certain segments of the population have not been able to meet new needs and this has contributed to deprivation in the area.

Key Economic Opportunities & Strengths

- Production industries, which include the agriculture, food manufacturing, energy, mining, and advanced manufacturing sectors, are critical to the UK's overall export competitiveness. These sectors account for 26.5% of our GVA, the largest share of any Mayoral Combined Authority economy and almost double the UK average (13.3%)1.
- The area also has a nationally significant concentration of manufacturing, accounting for 21.7% our GVA, which is more than double the UK average (9.4%)1. Transport and logistics represent another key sector, reflecting our locational advantages and the importance of the ports of Hull and Goole, which processed 9.91 million tonnes of freight in 2022 (79% inward freight and 21% outward freight)5.
- Sector specialisms in engineering, manufacturing, logistics, construction, and professional services which have high-value growth potential.
- A wide range of innovative agricultural, agri-tech food processing and food manufacturing businesses which are closely linked to the global food system. In productivity terms, the sector is 2.5 times more productive than the UK average (2021). Some of the country's largest food manufacturing and processing businesses are

located here, supported by a long and deep supply chain. Agricultural operations vary in size with almost one third of farms being over 100 hectares. Fisheries operations are small but collectively provide one of the largest shellfish catches in the UK. The tourism and cultural sectors are similarly diverse and are of vital importance to coastal and rural areas.

- The digital sector is growing rapidly from a base of smaller companies, exploiting the area's digital capability.
- The area has seen employment growth in technology-led sectors, such as green energy production and Medi-Tech, and is home to global names such as Siemens Gamesa, Smith and Nephew and Reckitt. These sectors significantly contribute to the area's productivity and are critical to the UK economy.
- Our area has a stable population and workforce, with an employment rate at 75.4%, the fourth highest compared to all other MCA areas.
- High levels of employment in priority sectors, such as health & social care, which are important within the context of an ageing population.

Key Economic Challenges

- The median annual salary for jobs in our area is amongst the lowest of all Mayoral Combined Authority areas (comparable to the North East), and around 90% of the national average. The relative lack of higher paid job opportunities also limits our ability to retain and attract highly skilled workers.
- We face the structural challenges of a persistent low-skill, low-wage economy in some areas, which are limiting the economic prosperity of our communities.
- Overall qualification levels throughout the Hull and East Yorkshire area remain below the national average. Only 37.7% of our population is qualified to RQF4+, compared to 46.7% in England and that figure reduces to only 33% in Hull.
- Nearly a third (28%) of lower layer super output areas (LSOAs) in Hull and East Yorkshire are within the 20% most deprived nationally under the Index of Multiple Deprivation.
- Hull and East Yorkshire also faces particularly high patterns of deprivation and benefits dependency specifically in Hull and Goole and along our coastline. This is highlighted in Hull, where the average healthy life expectancy of residents is 55.89 years, which is significantly below the current state pension age (66 years). With the average life expectancy in Hull at 77.7 residents experience around 22 years of ill health, with poor health driven by lifestyle behaviours (e.g. obesity, low levels of physical activity and smoking), and resulting in lifestyle-related illnesses.
- An increasingly ageing population, which will reduce the pool of labour in the region

Summary

The Hull and East Yorkshire geography has a diverse economy with key sector specialisms and a growing innovative and high value business base. However, to address the structural challenges of a persistent low-skill, low-wage economy in some areas, which are limiting the economic prosperity of some communities, there is a need for targeted intervention aimed at addressing the cycle of poverty, ill-health and worklessness and to upskilling local people and aligning their skills with economic needs in priority growth sectors. Economic inactivity is a key barrier to increased economic prosperity, growth and wellbeing in the area and this needs to be addressed in order for the whole population of the area to succeed.

DRAFT

Pillar 1 – Evidence Base

Hull & East Yorkshire future Labour Market Analysis and Economic Activity

Employment Growth

The Extent of the Hull & East Yorkshire Combined authority area covered in this Local Get Britain Working Plan can be seen below. HEYCA's current employment rate is 74.4% (+/- 2.9% pts) Oct 2024 – Sept 2024

The overall population of Hull and East Yorkshire is currently 631,285 (Hull – 275,401, East Riding – 355,884).

The total working age population of the area is 381,436, around 60.4% of the total population (Hull – 177,306 or 64.4% of the total population, East Riding – 204,130 or 57.4% of the total population).

Drivers and Root Causes of Economic Inactivity

Table one provides an at a glance view of the key statistics which provide a picture of the current statistical position of Hull and East Yorkshire Combined Authority.

Table 1 Overview –

Region	Population (no.)	Population 16-64 (no.)	Population 16-64 (%)	Employment Rate	Economically active (% aged 16-64)	No Quals (% aged 16-64)	Full Time Median Income (£p/a)
Hull	275,401	177,306	64.4%	72.9%	77.6%	10.0%	£30,586
East Yorkshire	355,884	204,130	57.4%	79.3%	82.5%	5.1%	£36,648
HEYCA	631,285	381,436	60.4%	76.3%	80.2%	7.4%	£33,617
England	58,620,101	36,870,761	62.9%		78.8%	6.6%	£37,617

Source – ONS (population estimates, APS, ASHE), 2024.

Population

The Hull and East Yorkshire area is home to an estimated 631,000 residents with East Riding and its 1000sq mile geography representing the largest population number but the City of Hull has a much denser population.

Table 2 Population

Region	Population Number
Hull	275,401
East Riding of Yorkshire	355,884
HEYCA	631,285
England	58,620,101

Source – ONS, 2024.

The Hull and East Yorkshire area has an older population (65+) than average driven by demographic in East Riding. It also is an area of low population growth. Over last two decades, between 2003 and 2023 there has been a 12.3% decline in 18-24 population in the Hull and East Yorkshire area, versus 9.6% increase nationally. This demographic change will present key difficulties in the future in terms of having a working population which will be able to support HEYCAs growth aspirations as laid out in the forthcoming Local Growth Plan.

This shrinking working age population means that by 2040, 56.3% of population will be classed as working age. As such the Hull and East Yorkshire area will need to maximise the contribution of all its working population, ensuring that they are healthy and motivated to contribute to the region's growth plans.

Table 3 An aging population

Region	Aged 16-64	Aged 65+
Hull	177,306	42,699
Hull %	64.4%	15.5%
East Yorkshire	204,130	96,404
East Yorkshire %	57.4%	27.1%
Hull & East Yorkshire	381,436	139,301
Hull & East Yorkshire %	60.4%	22.0%
England	36,870,761	10,981,092
England %	62.9%	18.7%

Source – ONS, 2024.

Young People

The youth opportunities index provides a useful relative measure of educational and employment opportunities for young people across the England's combined and local authorities. The score for each area reflects how its performance compares with the best performing area in the country, the higher the score the better the performance.

The elements which the Youth Opportunity Index brings together are, educational achievement at age 16, attainment of Level 3 by 19 years old, access to higher education, take up of apprenticeships, employment rates, quality of work (net underemployment) and NEET levels of 16/17 year olds not in education, employment or training.

Hull (score 36) sits within the lowest quartile of English authorities whilst East Yorkshire performs well with its score of 59 placing in the highest quartile of authorities in England. Although this is positive it is likely to mask issues in its urban and coastal deprived areas.

Table 4 -Youth Opportunity Index

Score out of 100 higher is better.

Region	Score
Hull	36
East Riding of Yorkshire	59

Source – Learning & Work Institute

5.5% of the Hull and East Yorkshire population aged 16-17 are NEET

Youth NEET rates in Hull (7.4%) are considerably above the average rate across the region (5.7%), nationally (5.6%) and compared to statistical neighbours (6.6%).

Hull's figures have traditionally been below statistical neighbours and in line with (or better than) the regional and national averages however there has been an upward trajectory in NEET rates in Hull since 2022 and a disproportionate increase compared to statistical neighbours.

In 2023/24 NEET volumes in Hull were the highest experienced in 10 year and numbers of NEETS recorded in the East Riding have also seen rapid rise between 2024 and 2025.

Table 5 Not in Education, Employment or Training (NEET)

Region	% aged 16-17 NEET	
	Number	%
Hull	502	7.0
East Riding of Yorkshire	275	3.5
Hull & East Yorkshire	777	5.2
England	40,780	3.5

Source – DfE, 2025.

Employment

The Hull and East Yorkshire area is home to 291,000 jobs. This demonstrates a jobs density of 0.77 versus a jobs density of 0.87 nationally.

The Hull and East Yorkshire area has a 4.0% unemployment rate, which is higher than the 3.4% national average (Dec 2024). There are 32,600 workless households in the Hull and East Yorkshire area which equates to 17.7% of households in the area. Nationally 13.9% of households are classed as workless. (Dec 2023).

The Hull and East Yorkshire area has seen significant drop in unemployment rates over the long term, especially in Hull. However recently the figures for Hull have seen a significant upturn in unemployment rate. A 3.3% increase was recorded between 2023-2024. Overall Hull and East Yorkshire have seen an increase of 1.2% in the rate of unemployment during this recent period.

Table 6 - Resident unemployment and economic inactivity (%)

Region	Unemployment Rate Change (% aged 16-64)	
	2010 to 2024	2023 to 2024

Hull	-7.8%	+3.3%
East Yorkshire	-4.9%	-0.6%
Hull & East Yorkshire	-6.1%	+1.2%
England	-3.8%	+0.2%

Source – ONS (APS), Jan 10-Dec 10; Jan 23-Dec 23, Jan 24-Dec 24.

The Hull and East Yorkshire area demonstrates significantly higher levels of economic inactivity due to long-term sick than the national average. 36.6% of people who are economically inactive in the area have long term sickness as a primary factor. In Hull 46.6% of those who are economically inactive are due to long term sickness issues. This is a key issue which the Get Hull & East Yorkshire Working Plan needs to target. Another cohort driving levels of economic inactivity in the region are those who are classed as retired. The table below demonstrates that in East Yorkshire 30.8% of economic inactive population are retired from the workplace and have left the labour market.

The Hull and East Yorkshire area have a significantly lower percentage of economically inactive people who are students, compared to national figures. This would suggest that less people are seeing the value in further and higher education, as borne out by the education levels and highest reported qualifications which are reported for the Hull and East Yorkshire area. It should also be acknowledged that there is a significant issue with retaining those graduates who have been trained within the Hull and East Yorkshire area.

Table 7 Economic Inactivity

Region	Student	Looking after family	Temporary Sick	Long-term Sick	Retired	Discouraged	Other
Hull	13.4%	19.6%	N/A	46.6%	6.5%	N/A	12.0%
East Yorkshire	23.2%	10.8%	N/A	25.5%	30.8%	N/A	8.8%
Hull & East Yorkshire	18.0%	15.5%	1.5%	36.6%	18.0%	N/A	10.5%
England	27.3%	18.9%	2.2%	27.1%	12.4%	0.3%	11.8%

Source – ONS (APS), Apr 24-Mar 25.

One positive facet to note is that of those economically inactive 24.5% state that they 'want a job', this is significantly higher than the proportion in England of 17.5%.

Table 8 – Number of Economically Inactive Who Want/ Do Not Want a Job

	East Yorkshire	% of Economically Inactive	Hull	% of Economically Inactive	Total
Want a Job	#	N/a	11,600	N/A	
Does Not Want a Job	33,500	54%	28,300	46%	61,800

Source: Annual Population Survey

- Sample size too small for reliable estimate (See definition)

Although the percentage of Hull and East Yorkshire's 16/64 population claiming government support is broadly in line with the national average this mask increased percentage of claimants found in the Hull and parts of the East Riding. These areas are where economic support is most heavily relied upon.

Table 9 Claimant count (inc. JSA and UC)

Region	Claimant Count (2024, average monthly claimants % aged 16-64)
Hull	6.0%
East Yorkshire	2.5%
Hull & East Yorkshire	4.1%
England	4.0%

Source – ONS, 2024.

Data also show significant percentages of the population of this area being entitled to Carers Allowance. According to the 2021 census, nationally, the percentage of people providing unpaid care was higher in females than males; in England 10.3% of females provided unpaid care compared with 7.6% of males. The burden of this unpaid care disproportionately falls on women aged 55-59, with females consistently more likely to be unpaid carers across all age groups. This gender imbalance in caregiving responsibilities will limit female participation in the workforce in Hull and East Riding and will contribute to broader patterns of economic inactivity.

Table 10 Carers Allowance Claimants

Region	% entitled to Carers Allowance
Hull	3.2%
East Yorkshire	2.1%
Hull & East Yorkshire	2.7%
England	2.2% (mean of all LAs)

Source – DWP, 2024/25 Q4.

Gender

For those in employment Hull shows a notable gender gap. 82.8% of males are economically active compared to 72.6%, a difference of 10 percentage points. The figures for female economic activity in Hull are not just low compared to males in the rest of the region but low compared to other female activity rates nationally.

The East Riding also demonstrates a gender gap between male and female activity however the level of female activity is higher than Hull and compares favourably with levels of female activity in the rest of England.

Table 11 In Employment

Region	Gender	Economically Active (%)
Hull	Male	82.8
Hull	Female	72.6
East Yorkshire	Male	84.1
East Yorkshire	Female	80.8

Source – ONS (APS), Apr 24-Mar 25.

Pay

Wages in the Hull and East Yorkshire area are lower than the national average. In Hull the median income is over £7000 per annum less than comparable income for England.

There is also an issue with gender pay gap within the combined authority geography. Women in Hull earn 17.6% less than men and in the East Riding 22.6% than men for full time work. This is likely to be accounted for by the level of work which women are undertaking (less managerial and skilled work) and a reflection of the sectors which women more disposed to be employed in (service sectors, retail, public administration)

Table 12 Median Income

Region	Full-time Workers		
	Median income	Gender Pay Gap (£)	Gender Pay Gap (%)
Hull	£30,586	£5,843	17.6%
East Yorkshire	£36,648	£9,297	22.6%
Hull & East Yorkshire	£33,617	£7,570	20.4%
England	£37,617	£6,467	16%

Source – ONS, 2024.

Qualifications

The labour market in Hull and East Yorkshire demonstrates key structural challenges of being a low-skill, low-wage economy.

There is a significant skills issue in Hull and East Yorkshire. The proportion of those aged 16 – 64 with no qualifications is around 7%. In Hull the figure is close to 1 in 10 and almost 3 percentage points higher than the English average. The proportion of the working age population with a level 4 qualification is significantly lower than the national average, being around 10 percentage points lower with only 36.7% of the Hull and East Yorkshire population holding a Level 4 qualification compared to 47.1% nationally.

Table 13 Qualifications (% with qualifications)

Region	Level 1	Level 2	Level 3	Level 4	No Quals
Hull	6.9%	24.1%	21.1%	30.1%	9.2%

East Yorkshire	3.8%	22.3%	25.4%	42.4%	5.0%
Hull & East Yorkshire	5.2%	23.1%	23.4%	36.7%	7.0%
England	2.6%	19.1%	20.5%	47.1%	6.4%

Source – ONS (APS), Jan-Dec 24.

In the Hull and East Yorkshire area one in ten people are employed in low skilled elementary occupations (Dec 2024).

Only 45.7% of jobs in Hull and East Yorkshire are highly skilled (SOC 1-3) versus 54% nationally (Dec 2024).

The occupational profile of the area reflects a less diversified economy with fewer residents in knowledge-intensive sectors. This is likely to contribute to lower average earnings, reduced economic resilience, limited career progression opportunities for the workforce and residents of the area.

Table 14- Occupational Profile

Occupation (major sub-group of employment)	Hull	East Yorkshire	Hull & East Yorkshire	England
Managers, directors & senior officials	7.5%	13.0%	10.6%	11.4%
Professional occs	15.8%	25.7%	21.4%	26.9%
Associate professional occs	12.7%	15.2%	14.1%	15.2%
Admin & secretarial occs	9.0%	9.4%	9.2%	9.1%
Skilled trades	7.6%	11.1%	9.5%	8.4%
Caring, leisure & other services	11.9%	6.5%	8.9%	8.5%
Sales & customer service	8.8%	5.6%	7.0%	5.7%
Process, plant & machine operatives	11.5%	6.0%	8.5%	5.6%
Elementary occs	15.2%	7.4%	10.8%	8.9%

Source – ONS (APS), Apr 24 – Mar 25

Health Challenges

The Hull and East Yorkshire area has 64% of people with a long term condition who are in employment, this is below the 66% figure for England. Hull's figure is lower still at 62.4% of people with a physical or mental health long term condition in employment. East Riding's figure is close to the England average but as with other indicators coastal issues and those in some urban areas are masked by this overall figure.

These figures highlight a need for interventions in the area to improve employment outcomes for people with long-term health conditions. This could include enhanced vocational support, employer engagement and health-to-work transition programmes.

The Connect to Work programme currently under development will assist these groups also.

The Hull and East Yorkshire area is not currently designated as a place-based trailblazer area and as such does not have a formal work, health and skills integration plan. However, there is commitment from the Humber and North Yorkshire Integrated Health Board to support the work of Hull and East Yorkshire Combined Authority to tackle ill health related worklessness as a central approach to improve health outcomes, reduce health inequalities, alleviate deprivation, increase wealth and contribute positively to economic growth.

Table 15 Long term health conditions (%)

Region	People with a physical or mental health long-term condition in employment
Hull	62.4%
East Yorkshire	65.6%
Hull & East Yorkshire	64.0%
England	66.1%

Source – OHID, 2022/23.

Impact of physical & mental health conditions on quality of life

Whilst severe mental health can shorten life dramatically, many mental health conditions and other medical conditions that are non-fatal can have a significant impact on daily life and quality of life.

Years of life lost can be calculated for specific diseases and medical conditions that cause death, and healthy life expectancy gives a measure of the life expectancy in 'good' health. However, in order to provide estimates of disability-adjusted or quality-adjusted life years or life expectancy or years of healthy life lost due to a disability, it is necessary to have some measure of quality of life and the impact of various fatal and non-fatal conditions have on quality of life.

The World Health Organisation have produced estimates for different fatal and non-fatal conditions, and within the Global Burden of Disease tool, the years of healthy life lost due to a disability (YLD) and the disability-adjusted life years (DALYs) are calculated for different diseases and medical conditions.

Examining this data the conditions which provide the greatest healthy life loss for the HEYCA area are: non-communicable diseases, mental disorders, musculoskeletal disorders, cardiovascular disorders and respiratory disorders. These factors of healthy life loss will also limit ability of people to access and remain in the workforce.

Table 16 Conditions provided greatest healthy life loss for HEYCA Area

Rank	Hull	East Yorkshire

1	Non-communicable diseases	Non-communicable diseases
2	Mental disorders	Musculoskeletal disorders
3	Musculoskeletal disorders	Mental disorders
4	Cardiovascular disorders	Respiratory disorders
5	Respiratory disorders	Cardiovascular disorders

Disability

Hull and East Yorkshire has a percentage of long term sick who are out of work which is much higher than the England average. This is mainly due to the percentage of Hull's long term sick who are economically inactive. This suggests substantial barriers to employment for disabled and other long term sick residents. This may be down to an undersupply of suitable employment opportunities in the area but also may be attributable to an undersupply of support services available or inclusive employment practices which are implemented.

Table 17 Economic Inactivity – Long term sick

Region	% Economically inactive long-term sick
Hull	46.6%
East Yorkshire	25.5%
Hull & East Yorkshire	36.6%
England	27.1%

ONS (APS), Apr 24 – Mar 25.

Similarly, the proportion of adults with a learning disability who are in paid employment is very low in the Hull area with less than half of a percent of learning disabled in receipt of long-term support being able to secure paid employment. This considerably lower than the England average.

Table 18 People with LD in employment

Region	Proportion of adults with a learning disability (in receipt of long-term support) and in paid employment (18-64)
Hull	0.4%
East Yorkshire	4.5%
Hull & East Yorkshire	2.5%
England	5.5%

Source – OHID, 2022/23.

Mental Health

Notable from the mental health data for the region is the large percentage of people in paid employment who are in contact with mental health services in the East Yorkshire. The percentage of population receiving contact with secondary MH services is almost double that of the England average. This represents a key risk to the area should the secondary MH support mechanisms not be a sustained in the future.

Table 19 Mental health

Region	Depression incidence – Diagnosis (18+)	QOF New	People in paid employment and in contact with secondary MH Services (18-69)
Hull	1.3%		11.0%
East Yorkshire	1.2%		19.0%
Hull & East Yorkshire	1.3%		15%
England	1.5%		10.6%

Source – OHID, 2020/21.

Key support cohorts

In preparing the region for the launch of the Connect to Work programme, Hull City Council and East Riding of Yorkshire Council have assessed the needs of groups facing the greatest barriers to employment. This preparatory work has focused on four key cohorts:

- Care Leavers

As corporate parents, both councils hold statutory responsibility to support children in care and those leaving care. Hull is responsible for just under 740 looked-after children and over 350 care leavers; East Riding supports around 280 care leavers, including 80 aged 16–17 and 200 aged 18–25. Corporate parenting in Hull has been strengthened to ensure care leavers are not disadvantaged, with a clear commitment to raising aspirations and improving life outcomes.

- Veterans

The Armed Forces Covenant Act 2021 requires public bodies to ensure serving personnel, ex-forces, and their families are not disadvantaged. Hull City Council and East Riding Council have signed the Armed Forces Covenant and Veterans Charter, offering guaranteed interviews for ex-forces applicants who meet essential criteria, enhanced leave for reservists, and embedding support for the armed forces community into procurement practice as a measure of social value.

- Refugees

Hull is recognised as a City of Sanctuary, with a strong record of working in partnership to welcome and integrate refugees. The council actively participates in national resettlement schemes and delivers tailored support through the Refugee and Asylum Seeker Team (RAST). East Riding also has a long history of working to integrate refugees, most recently from the conflict in Ukraine. Both Councils have a track record of delivering employability support to refugees.

- People with Health Conditions

Data from the Office for Health Improvement & Disparities (July 2025) shows employment rates for people with long-term health conditions in Hull (62.4%) and East Riding (65.6%) are slightly below the regional average (63.2%). Long-term ill health is the leading cause of economic inactivity locally, accounting for 28% of cases. Connect to Work will therefore prioritise tailored health-to-work pathways, addressing sustained inactivity and reducing reliance on long-term benefits.

Summary of Key Hull and East Yorkshire Labour Market Challenges

The key Hull & East Yorkshire Labour Market Challenges from the data and intelligence collected can be summarised as:

1) Constrained Labour Market Challenges

- Ageing Population,
- Issue of long term sick being out of the labour market,
- Higher proportion of women economically inactive compared to men in the region.
- Low pay provides a disincentive to entering the Hull and East Yorkshire labour market,

- Underutilisation of elements of the labour market e.g. Ex Offenders, Care Leavers, Veterans.
- Graduate outmigration from Hull and East Yorkshire is an issue

2) Skills and learning barriers to economic growth challenges

- Steep trend increase in NEETs,
- Low qualification levels in Hull & pockets of East Yorkshire,
- Transport barriers for learners and those looking to access jobs,
- Complex skills/ career pathways which would benefit from streamlining

3) Business structure and engagement issues

- Predominately SMEs with associated constraints in organisational capacity,
- Regions sectoral mix has over representation of low skilled jobs,
- Skill gaps/ mismatches are present in the Hull & East Yorkshire Labour Market

4) Health & Employability system factor issues

- Specific Health issues which need to be addressed – Mental Disorders, Musculoskeletal disorders – Cardiovascular disorders – Respiratory disorders,
- Disability employment gap in Hull,
- Large ‘at risk’ working population in East Riding which continue ongoing support to ensure they stay in the labour market,
- Provision of support uneven and uncertain in the future e.g. health service delivery & work force development support funded via external funding such as UKSPF

Strategic Framework

The strategic framework in which this Hull and East Riding Economic Framework has been developed is a fluid one. The new Hull and East Yorkshire Combined Authority was formed in May 2025 and the organisation is currently in the ‘forming stage’. Capacity is being grown and the authority’s key strategic documents such as the HEYCA Gameplan, Local Growth Plan and Skills and Workforce Plan are in preparation. Allied to that the UK Government approach to some key policy areas is also still emerging and ‘bedding down’. New policy approaches within the NHS, DWP and DFE are beginning to be implemented and will impact upon the Hull and East Yorkshire Local Growth Plan.

Hull and East Yorkshire Combined Authority Gameplan

The Hull and East Yorkshire Combined Authority Gameplan is the combined authority's roadmap for delivery. It sets out the first choices the CA will make and how we will work as one team.

The document contains the Mayors vision for the area: Hull and East Yorkshire will be recognised as a region where confidence, connections and creativity bring prosperity and opportunity for all.

That means better jobs, homes people can afford, transport that brings people and places together, strong centres in city and towns, and opportunities that keep talent here. It means pride in our places, security for families and confidence for our young people.

The gameplan is built on the belief that prosperity is shared. Growth needs to be felt in our everyday lives and in every town, city and village – from the Humber ports to Beverley, Bridlington and the Wolds.

But prosperity in Hull and East Yorkshire is about more than just economic growth. It is about the security, opportunities and pride that people feel in their everyday lives.

On taking office, the Mayor established a framework of priorities that form HEYCAs definition of prosperity and provide the structure for the Gameplan:

- **Good jobs** that match the skills and ambitions of our people.
- **Better connected**: with transport and digital skills and infrastructure that connect places, reduce isolation, and link us into the wider North.
- **Fit and healthy lifestyles** so people the freedom to participate fully in work, family and their local community.
- **Affordable homes in safe neighbourhoods** where people are proud to live.

These priorities are underpinned by consistent focus on ensuring we secure a fair share of investment for our region, working with people to develop and delivery our plans, and ensuring our children and young people have a role in building a future for themselves in our region.

The gameplan sets a number of measurable outcomes that describe the things it's most vital that we improve if we're to deliver lasting prosperity.

These are whole-place and whole-population measures of success, and they require coordinated effort across all Combined Authority portfolios. But they also need the active involvement of all public services, of businesses and of local residents and community groups.

Hull and East Yorkshire Local Growth Plan

Building on the HEYCA Gameplan a Local Growth Plan for the Hull and East Yorkshire area is currently in preparation. This document will be the Combined Authority's

strategic blueprint for driving economic growth, productivity, and inclusive prosperity across its geography.

The Hull and East Yorkshire Local Growth Plan will set out:

- An economic vision and priorities, underpinned by evidence of local strengths, weaknesses and opportunities.
- The areas sectoral focus, identifying growth industries (e.g. renewables, advanced manufacturing, digital, health and care) and aligning infrastructure, skills, and business support.
- An approach to infrastructure and place investment, including housing, transport, digital connectivity, and regeneration.
- How the area will drive innovation and business support, fostering R&D, entrepreneurship and SME scaling.

Integration with the Local Get Britain Working plan is essential. The LGP should anchor employment support pathways to growth sectors, ensuring that unemployed and economically inactive residents can access training, apprenticeships, and work opportunities generated by growth investments and this is something Hull and East Yorkshire combined authority are seeking to achieve. This means embedding referral routes between Jobcentre Plus, employment hubs and Combined Authority-funded programmes, aligning job creation and skills development with local demand.

The Hull and East Yorkshire Local Growth Plan is programmed to be completed in early 2026 and as such strategic direction provided by this document will be included in the 2nd Edition of the Hull and East Yorkshire Local Get Britain Working Plan.

Skills and Work Strategy

The Hull and East Yorkshire Skills and Work strategy is currently in preparation. This will set out how local partnerships convened by the MCA will raise skills level, improve productivity, and ensure residents can access good jobs.

The emerging focus of this document is in two areas – one focusing on those who are in employment and how to assist them to progress through their current career path by increasing skill levels and soft skills sets and a second routeway for those out of work or who are considering a change in career path.

As with the Local Growth Plan, the Skills and Work Strategy is due to complete early in 2026 with full integration between this document and Hull and East Yorkshire Local Get Britain Working Plan being realised at the 2nd Edition stage in Spring 2026. There is obvious overlap between this document and the

Humber & North Yorkshire ICB – Joint Forward Plan

The Humber & North Yorkshire (HNY) Joint Forward Plan (2023–2028) sets the strategic direction for the ICB and its partner organisations in creating a more

integrated health, care and prevention system. It emphasises not only treating disease but enabling people to live well and reduce inequalities over time.

Within that five-year horizon, there is a growing recognition that supporting people with ill health to return to work—or remain in work—is a necessary part of population health, social and economic recovery. The Plan frames this under its priorities of “supporting social and economic recovery” and personalised care.

Key strands related to maximising fitness for work

- Personalised Care / Whole-Person Approach

The Joint Forward Plan emphasises embedding personalised care across pathways: asking “what matters to you?” assessments, linking to community resources, and aligning care plans with social, economic and employment support. Through personalised care models, individuals with long-term conditions or complex needs may receive co-ordinated support that includes vocational or social prescribing linkages.

- Inclusion Health & Vulnerable Groups

The Plan includes a commitment to inclusion health services that reach underserved and multi-barrier groups. Some micro-support enterprises are envisaged, particularly in rural East Riding and North Yorkshire, where small community providers deliver day, home or support services (which may indirectly support people’s capacity for work).

- Partnerships with VCSE / Micro Providers

The JFP describes work with Carers Plus Yorkshire, Yorkshire in Business (in East Riding), and local micro providers to deliver community-based support. These providers may act as bridges for people with health issues to access social care, rehabilitation, or employment linkages.

- Alignment with Prevention / Population Health

By placing a greater emphasis on prevention (for example intervening earlier in chronic diseases, screening, risk stratification), the ICB aims to reduce the incidence of work-disabling disease over time. This preventive posture complements reactive return-to-work models.

- Digital & Data Integration for Risk / Stratification

The ICB will use data and population stratification to identify those at risk of deterioration (which might lead to leaving work) and engage proactively. Better information flows should allow health systems to “trigger” employment or social support earlier.

National Strategy

Get Britain Working

The national Get Britain Working plan sets out Government's integrated approach to tackling unemployment, reducing economic inactivity and ensuring that adults of all ages can access sustainable employment. It is driven jointly by the Department for Work and Pensions (DWP), the Department for Education (DfE), and the NHS, with delivery responsibilities shared with Mayoral Combined Authorities, local authorities and employer partners.

The plan focuses on four pillars. First, activation: Jobcentre Plus continues to provide personalised coaching, referrals to Restart, Work and Health, and sector-based work academy programmes. Second, skills and training: the Adult Skills Fund and Skills Bootcamps fund rapid upskilling in shortage sectors, supported by employer co-investment. Third, health and work integration: new programmes such as Connect to Work and Individual Placement and Support link clinical services with vocational outcomes. Fourth, local empowerment: UK Shared Prosperity Fund allocations and devolution deals allow local areas to tailor provision to labour market demand.

Together, these measures form a national framework designed to increase job entries, improve progression and ensure work is accessible to people with health conditions or disabilities.

UK Industrial Strategy

The UK Government's Industrial Strategy is a ten-year framework intended to drive productivity, investment and sustainable growth by providing business certainty, catalysing innovation, and aligning regional ambitions with national priorities.

At its core is the ambition to support high-potential sectors, narrow regional disparities, and generate high-quality jobs across the country.

The strategy emphasises four interlocking pillars:

- People and Skills

Investing in technical education, retraining, lifelong learning and workforce upskilling to match labour supply with future sector demand.

- Innovation and R&D

Boosting public and private R&D, supporting frontier technologies (AI, clean energy, semiconductors), and enabling scale-ups to commercialise innovation.

- Infrastructure, Regulation and Investment Climate

Simplifying planning and regulatory regimes, strengthening infrastructure (transport, energy, digital), and providing stable policy to reduce business risk.

- Place and Partnerships

Empowering regional and local actors (including devolved institutions), aligning interventions with local strengths and cluster potential, and creating statutory oversight via an Industrial Strategy Council.

The strategy names eight “growth-driving” sectors, including advanced manufacturing, clean energy, digital technologies, life sciences, creative industries, business and professional services, defence, and financial services.

NHS Ten Year Strategy

The 10 Year Health Plan, published July 2025, sets out a transformative vision for the NHS in England. Its core ambition is to deliver three radical shifts: hospital to community, analogue to digital, and sickness to prevention.

To achieve this, the plan emphasises a newly conceived workforce model and operational reform.

Key workforce elements include:

- Local recruitment and community pipelines — reducing dependency on international recruitment by drawing from unemployed or economically inactive people locally, aligning to Get Britain Working ambitions.
- Expanded apprenticeships and accessible training — introducing “earn while you learn” models and ensuring pre-employment support.
- Seed funding for entry routes — about £5 million across Integrated Care Systems to support around 1,000 people into entry roles, particularly from deprived backgrounds.
- New training and skill mix — creating 1,000 new specialty training posts in priority areas over three years, with growth in advanced practice roles, nurse consultants and multi-disciplinary models.
- Personalised career development — by 2035 all NHS staff will have career coaching and skills escalators to support continuous progression.
- Technology and productivity — leveraging AI assistants, automation of administrative tasks and digital tools to reduce burden, free clinician capacity, and facilitate flexible delivery.

The document also signals reforms to leadership, performance management, employment standards and pay flexibility to incentivise quality care.

Local Strategy

Hull & East Yorkshire Local Skills Improvement Plan

The Hull & East Yorkshire Local Skills Improvement Plan (HEY LSIP) is a three-year employer-centred framework designed to align post-16 technical education, training, and careers guidance with local labour market and employer needs. The LSIP is led by the Hull & Humber Chamber of Commerce as the designated employer

representative body, in collaboration with colleges, providers, employers and public stakeholders.

At its core, the LSIP aims to:

- Place employers at the heart of the local skills system, enabling them to influence provision and curriculum design.
- Break down access barriers to training and ensure provision is responsive, inclusive and aligned to demand.
- Enhance the skills of the existing workforce while preparing future cohorts with skills employers need, especially in technical and digital specialisms.
- Strengthen careers guidance so learners (and adults) understand local opportunities and pathways.

The LSIP provides a focus on certain priority sectors (construction, manufacturing, engineering, agri-skills, health and social care) and cross-cutting themes such as digital/Net Zero.

Humber Freeport

The Humber Freeport is a designated special economic zone centred on the Humber Estuary, encompassing major port hubs including Hull, Goole, Immingham and Grimsby.

Its aim is to leverage the region's strong logistics, renewable energy, and manufacturing base by offering tax, customs and planning advantages to businesses locating inside its

Key features include:

- Tax, customs and regulatory incentives: Within the Freeport tax, imports may enter with simplified procedures, duty suspended until goods leave the zone, reliefs on business rates and employment taxes, and permitted development rights in certain sites.
- Strategic alignment with net zero and clean growth: The Freeport is positioned to host supply chains in hydrogen, carbon capture, renewables, and low carbon manufacturing.
- Employment and investment targets: The launch announcement forecasts at least 7,000 new jobs across the Freeport zone, driven by both private investment and site development.
- Geographic reach and scale: The Freeport straddles both banks of the Humber, incorporates the key ports, and coordinates with local authorities, combined authorities and business stakeholders.

The Humber Freeport represents a powerful opportunity to link employment support to place-based demand. Residents in Hull and East Yorkshire can benefit from pathways into new roles in logistics, green energy, advanced manufacturing, port operations and clean technologies. The Freeport's incentives can anchor employer commitments to local hiring and training pipelines.

Hull City Council -Economic Strategy 2021-2026

Hull's Economic Strategy (2021–2026) sets out a vision of an inclusive, sustainable local economy structured around three interlinked pillars: People, Place, and Productivity. (Hull City Council, Economic Strategy 2021–2026

- **People:** The strategy emphasises raising participation, narrowing inequalities, and enhancing access to skills and opportunities. It prioritises support for women, young people, minority communities, and those furthest from work. Over the five years, the aim is for employment rates to surpass pre-pandemic highs and for all people in Hull to have access to key lifelong learning and enterprising skills.
- **Place:** It seeks to transform Hull as a high-quality, green, and resilient city. Key actions include regenerative projects in the city centre (Albion Square, Queens Gardens, Whitefriargate), flood protection strategies, climate neutrality ambitions, and expansion of digital connectivity (full fibre rollout).
- **Productivity:** The strategy aims to elevate Hull's economic output and wages by leveraging sectors in which Hull already has strengths: port operations, logistics, advanced manufacturing, renewables, trade, and digital innovation. It aims for stronger employer-led R&D, increasing the skilled workforce, and narrowing the qualification gaps. The strategy references Hull's role as part of the Humber Freeport and as a green energy city.

The strategy is designed to respond to structural economic challenges. It emphasises that growth must be inclusive (everyone benefits) and sustainable (low carbon, climate resilient).

Hull Joint Health and Wellbeing Strategy

Hull's Joint Health & Wellbeing Strategy (2022) is led by the Hull Health & Wellbeing Board, in partnership with the council, NHS, voluntary and community organisations, and other stakeholders.

Its core vision is: "a fairer Hull where everyone benefits from real and sustained improvements in health and wellbeing."

The strategy is built on three interlocking priority themes: Proactive Prevention, Reducing Health Inequalities, and System Integration.

- Proactive Prevention seeks to address upstream determinants (housing, environment, education, behaviour) to prevent ill health before it arises.

- Reducing Health Inequalities means targeting resources and action to communities with greatest disadvantage and poorest outcomes, ensuring more equitable access to health and social services.
- System Integration emphasises better collaboration among local services, health, social care, VCS (voluntary/community sector), and public bodies so that residents experience smoother pathways and joined-up support.

The Strategy also adopts a values-based approach: Communities Driving Change, Intelligence Based Decisions, Coordination at Place, Collective Accountability.

It emphasises placing the community voice at the heart of planning and delivery and making decisions based on evidence and local insight.

Within the Strategy, health is explicitly recognised as tied to employment: it acknowledges “good work” (jobs that are supportive, stable, safe and fairly paid) as a social determinant of health.

The strategy does not itself deliver employment programmes, but it creates the enabling environment: reducing health burdens (mental health, chronic disease, risk factors) helps more residents stay or return to work.

East Riding Economic Strategy 2023-25 (Extension of 2018-22)

The East Riding Economic Strategy 2023-25 builds on the foundation laid in 2018-22, extending and updating strategic priorities to address productivity, inclusivity, and the evolving energy and green economy landscape. The strategy is anchored in the East Riding Local Economic Assessment to 2025, which emphasises the need to lift productivity, generate higher-value jobs, and better align skills, industry and infrastructure.

- Business growth and sector development: The strategy prioritises support for growth sectors including ports and logistics, advanced manufacturing, energy (notably renewables and offshore wind), agritech and the bioeconomy. The East Riding is seen as a gateway in the Humber energy cluster and regional logistics chain.
- Employment site pipeline and infrastructure: A primary aim is to ensure available employment land, stimulate development in enterprise / industrial zones (for example in Goole, Hedon, Elloughton, Melton), and mitigate constraints such as flood risk, viability, and planning delays.
- Skills and workforce alignment: The strategy emphasises raising the level of jobs and wages by better matching the indigenous workforce to emerging sector needs. It calls for increasing higher-level skills, strengthening training provision, and connecting education to industry demand.
- Business engagement, diversification and resilience: better support for SMEs, stronger supply chains, innovation support and diversification are recurring themes.

- Inclusivity and raising earnings: The strategy aims not just to create more jobs but better-paid jobs. Measured outcomes include net change in growth sector jobs, take-up of employment land, enterprise births, and change in jobs paying above a “minimum income standard.”

East Riding of Yorkshire Health & Wellbeing Strategy

The East Riding of Yorkshire Council launched its refreshed Health & Wellbeing Strategy 2023-2028 (in autumn 2023) to refocus local system ambitions on addressing the social determinants of health and reducing health inequalities.

The strategy’s central premise is that health is shaped by “conditions of living”—employment, housing, environment, social networks, and access to services.

Its key strategic priorities include:

- Prevention, early intervention and resilience: Placing more emphasis on upstream action to prevent ill health before it becomes entrenched, building personal and community resilience, and intervening early in mental health and chronic disease pathways.
- Reducing health inequalities and inclusion health: Targeting resources to underserved and marginalized communities (e.g. in rural, coastal and deprived wards) and strengthening outreach and equity of access. The Inclusion Health Service is a flagship delivery arm, using mobile outreach via the Inclusion Health Vehicle to reach hard-to-engage populations.
- Integration and place-based working: Encouraging greater collaboration between health, social care, housing, community and voluntary services, aligning commissioning and delivery around “place.” The Strategy emphasises co-produced local plans and stronger system connectivity across sectors.
- Work and health alignment: While not primarily an employment programme, the strategy recognises “good work” (stable, supported, safe, fairly paid roles) as a social determinant and promotes employer-facing initiatives such as Working Well, a scheme that supports local businesses to embed employee wellbeing, offer health checks at workplaces, and reduce absence.
- Delivery enablers: Use of data, intelligence (JSNA), performance dashboards, community networks, and communications to drive change and monitor outcomes.

Pillar 2 – Current System Model

The Hull and East Riding area operate a blended model of mainstream Department for Work and Pensions (DWP) services, council-led hubs and grants, health-linked employability support, and skills pathways funded by the Department for Education (DfE) and the Adult Skills Fund. The Jobcentre Plus are a key delivery partner, which handles conditionality and referrals into contracted or grant-funded provision.

The Jobcentre Plus Offer

- The Jobcentre Plus Offer is a package of personalised advice and support designed to help people find and retain employment. It supports the Government's strategy for economic growth and poverty reduction by targeting support at the most effective point in a claim, helping individuals move into work as quickly as possible.
- Work Coaches play a central role, offering tailored, work-focused support to ensure claimants remain close to the labour market. Wherever possible, the same Work Coach supports a claimant throughout their journey, helping them find jobs, gain new skills, and access information about disability-friendly employers.
- Jobcentres also provide targeted support through specialist roles and programmes. These include the Youth Offer, Prison Work Coaches, Schools Advisors, and Disability Employment Advisors, who work with specific customer groups to address unique barriers to employment. Advanced Customer Support Senior Leaders provide additional support for vulnerable claimants with complex needs.
- Support is further enhanced through partnership working with local and national organisations, and through Employer Services teams, which connect claimants with job opportunities and promote inclusive recruitment practices. Claimants may also be referred to national programmes such as the Restart Scheme and can access funding through the Flexible Support Fund. The

- New Jobs and Careers Service, introduced in the Get Britain Working White Paper, builds on existing foundations to deliver more personalised, skills-focused support and strengthen employer engagement. To test this new approach, a Pathfinder was launched in June 2025 in Wakefield, West Yorkshire. Nationally, Jobcentre appointments have been tailored to individual needs, and 1,000 Work Coaches have been redeployed to offer intensive, voluntary support to claimants receiving health-related benefits. This support is designed to help individuals engage with appropriate employment programmes and move closer to the labour market

Jobcentre In House Offer

- Additional Work Coach Time
Additional Work Coach Support provides people with health conditions or disabilities with increased one-to-one personalised support from their work coach to help them move towards, and into, work.
- Disability Employment Advisor
Offer of specialist advisors in all Jobcentres dedicated to helping people with health conditions or disabilities to secure and stay in work.
- Youth Employability Coach
Offer of specialist support for young claimants with multiple barriers to work and complex needs to develop the skills to look for, obtain and keep employment.
- Vulnerable Customer Lead
Offer of specialist advisors in all Jobcentres dedicated to helping vulnerable customers.
- Advanced Customer Support Senior Leaders
Works with Senior Leadership Teams across DWP to focus on DWP's responsibilities to our customers most at risk.
- Prison Work Coaches
Specialist role supporting people leaving prison and helps to reduce re offending.
- School Advisor
Assists Schools in England to provide high quality, independent and impartial careers advice to pupils aged between 11 and 18.
- Family Community Work Coaches
Family Community Work Coaches working in partnership with the Department for Education and local authorities to empower families through employment.
- Armed Forces Champion

Specialist support for service leavers and veterans to enhance their employability and enable the individual to move towards lasting employment or progress in work.

- **Employment Advisors in IAPT**

Specialist support service for service learners and veterans to enhance their employability prospects by providing intensive personal support from a dedicated key worker. Jobcentre Plus Advisors refer individuals to IAPT, however the IAPT is an NHS delivered project.

- **Flexible Support Fund**

The Flexible Support Fund is a locally managed budget to supplement existing services and tailor support to the needs of individuals in the local area.

- **Jobcentre Plus 50+ Offer**

50+ Choices aims to support individuals aged 50 and over through targeted skills and employment interventions, enabling them to stay in, progress or return to work, and to build their financial resilience and wellbeing.

- **Health Adjustment Passport**

The Health Adjustment Passport can support people with health conditions or disabilities to move into work or stay in a job.

National Programmes and Services

- **Restart**

Support for claimants who have been out of work for at least 6 months — enhanced support to find jobs in their local area. Reed in Partnership operates a Restart office in Hull at The WORX, Beverley Road, signalling sustained intensive coaching and employer brokerage capacity locally for the long-term unemployed.

- **Access to Work**

Access to Work can help people with health conditions or disabilities get or stay in work. It provides help to pay for practical support, communication support at job interviews, and help manage mental health at work

- **Connect to Work**

Connect to Work Connect to Work is a new, UK Government-funded, supported employment programme. It aims to help disabled people, those with health conditions, and others facing employment barriers to find and maintain employment.

The programme uses a “place, train, and maintain” approach, meaning it focuses on finding jobs, providing training, and offering ongoing support to ensure sustained employment. The program primarily supports individuals who are economically inactive due to disability, health conditions, or other complex barriers.

It involves finding suitable employment opportunities, providing necessary training and support, and then offering ongoing assistance to help people stay in their jobs.

Connect to Work is delivered by Local Authorities directly (as in Southampton and Portsmouth) or commissioned by them (in the case of the Isle of Wight), including those with experience in IPS and other supported employment models.

Connect to Work aims to help individuals find and retain employment, while also providing businesses with access to a wider and diverse talent pool. Connect to Work may provide support such as vocational profiling, job matching, employer engagement, and on-the-job support.

Connect to Work involves partnerships with various organisations, including Local Authorities, NHS providers, and other service providers.

Connect to Work will launch in Hull and East Yorkshire in autumn 2025 and people will be supported under the programme until 2030. The aim is to support 3400 people back into work as a result of the programme.

Local Support and Services

Regional Skills programmes with a focus on accessing work

- **Skills Bootcamps.** Skills Bootcamps remain central to rapid, employer-led progression into vacancies. Locally, Hull Training and Adult Education (HTAE) and partners are expanding delivery from autumn 2025,
- **Sector-based Work Academy Programmes (SWAPs).** SWAPs remain an important short, demand-led pipeline into priority sectors, blending short training, work placements and guaranteed interviews.
- **Local Skills Improvement Plan (LSIP) and HEYCA Skills Board.** The Hull & East Yorkshire LSIP, led by the Chamber, continues to steer sector priorities and provider alignment. The newly established HEY Skills Board and the Combined Authority's skills framework provide governance over pipelines and devolution readiness.

East Riding Specific Provision

- *ProspER (currently due to end 31.3.26)*

Delivered by – East Riding of Yorkshire Council

Funder: Public Health (Office for Health Inequalities and Disparities)

Total amount: £315,610 1.4.24 – 31.3.26

Individual Placement & Support (IPS) is an initiative to support the treatment and recovery of those with addiction to drug and alcohol, with employment being an avenue of treatment that facilitates continued recovery. The ProspER project is funded by Public Health England through the Office for Health Inequality and Disparities (OHID). ProspER is currently staffed by 1 x Senior Personal Adviser, and 2 x Personal Advisers each of which are based within the East Riding Partnership's clinical teams across the region.

ProspER project aims to engage with clients that have accessed treatment and link with local employers to provide recruitment solutions introducing highly motivated clients seeking employment. The project commenced operations in July 2024.

- *UKRS (currently due to end 31.3.26)*

Delivered by – East Riding of Yorkshire Council

Funder: Asset Strategy (Afghan Relocation and Assistance Policy, Afghan Citizens Resettlement Scheme, Homes for Ukraine)

Total amount: £445,293 1.10.23 – 31.3.26

Delivery started in 2017 for the Vulnerable Persons Resettlement Scheme provides bespoke support for clients resettled into the East Riding from Syria to move towards economic activity. Since 2021 the scheme expanded to refugees from around the world under the new UK Resettlement Scheme - clients resettled from Afghanistan under the ARAP and ACRS schemes as well as Ukrainian nationals (Homes for Ukraine). Clients are provided with English language support as well as community integration, tailored training and career advice and work search and interview preparation.

- *Ready to Work (currently due to end 31.3.26)*

Delivered by – East Riding of Yorkshire Council

Funder: UKSPF

Total amount: £314,595 1.4.25 – 31.3.26

For 16 yrs right up to retirement age supporting people into education, employment and training. RTW is delivered throughout the East Riding in our main Hubs Goole, Haltemprice, Beverley, Driffield, Bridlington and Holderness.

This particular scheme has been built on the success of its predecessor Exploring Opportunities and started delivery 1.3.25.

RTW engages well with various internal services who support Neets and care leavers as well as JCP and maintains strong links to various other agencies who refer into us. The strong professional links we have built over the many

years of delivery helps us to achieve good numbers of starts for our programmes.

- *Kickstart (ongoing)*

Delivered by – East Riding of Yorkshire Council

Funder: East Riding of Yorkshire Council

Total amount: 23/24 £43,000 24/25 £52,000 25/26 £32k (projected)

Kickstart is a scooter loan scheme which has been supporting people in our rural communities to access work and education for over 25 years, where their main barrier is the location they live. Often public transport does not meet their needs to get to work, due to bus routes and times not meeting their journey needs. The scheme currently has a fleet of 50 Honda Vision 110cc scooters and has supported over 300 people from our local communities since 2019.

All customers get a full induction to the scheme prior to being issued a scooter and are provided with a short eLearn packaged to ensure they fully understand the scheme and we manage their expectations, whilst also ensure they know what we expect from them when they become a member of the scheme. A feasibility study for the use of electric scooters is currently underway (outcome expected late October 2025).

- *Opportunity Goole (currently due to end 31.3.26)*

Delivered by – East Riding of Yorkshire Council

Funder: Goole Town Deal

Total amount: £1.050m (inc £325k Flexible Skills Fund) 1.3.23 – 31.3.26

Opportunity Goole launched in March 2023 and delivers an information and referral service in relation to existing skills services, employment opportunities and business support. The programme aims to raise awareness of the Town Deal and local opportunities, provide impartial advice to residents on skills development and employment to support targeting where there is greatest need. The longer-term aspirations are to build a sustainable employment ecosystem to better match the training offer to local business demands and provide advice to enable growth in start-ups and new enterprises.

Opportunity Goole also ensures that residents of Goole can benefit from our other employability and skills programmes including Ready to Work, Adult Learn, ProspER as well as other council services including Business Support and the local voluntary sector.

As part of the Opportunity Goole programme, a Flexible Skills Fund (£325k) has been made available to help address any gaps in provision and enable

local people to develop the skills required to secure/retain employment. The fund is administered using the Council's Flexigrant system.

- *Health into employment programmes delivered by Yorkshire Health Partners*

Delivered by Yorkshire Health Partners GP group

Yorkshire Health Partners are delivering a range of externally funded health programmes which address key public health issues outlined above and support a transition into work. These include Acute Respiratory Infection Hub, Spirometry and FeNo testing clinics and most relevant a Children and Young Peoples Social Prescribing Service which is open to those up to 25 years of age with special educational needs diagnosis.

Local Hull City Council Provision

- *Hull City Council Employment Hub*

Funded by Hull City Council

Delivery Lead Organisation : Hull City Council

The Employment Hub, based at Hull Central Library, offers a public front door for residents and businesses with tailored advice, CV and interview support, vacancy matching, employer events and linked programmes. Council communications and the Invest Hull site set out its in-person offer and its routine "Meet the Employer" events.

- *The Bridge*

Funder UKSPF - £281,592 (25/26 Financial Year)

Delivery lead organisation: HCAS

This project is supporting communities in becoming more economically and socially active through employment, improvement of skills leading to employment, through the partnership of seven charitable organisations in Hull. The project includes a range of tailored programmes including: training to individuals and groups in reading, writing, listening & speaking skills; CV preparation, job search and preparing job applications; delivering basic training in IT skills; and training young 16-19 year-old people in digital and employability skills, including communication skills, confidence and resilience, networking/teamwork skills, graphics design, data analysis, coding/programming.

- *Working 4 Good*

Funder UKSPF - £142,738 (25/26 Financial Year)

Delivery lead organisation: Hull CVS

This project is providing a range of placements to young people to give them the opportunity to develop employment related skills, delivering at least 20 additional Volunteer Academy programmes giving essential skills and knowledge to participants and continuing to provide essential clothing and equipment to eliminate participation barriers.

- *Exploring Opportunities*

Funder UKSPF - £2,540,564 (25/26 Financial Year)

Delivery Lead Organisation: Humber Learning Consortium

This project comprises the delivery of an all age (16+) employability & skills project, delivered by a partnership of 14 Hull organisations (HLC, CAB, CHCP, Cat Zero, Enviromail, Giroscope, Goodwin, Hull FC Trust, Hull KR Foundation, Probe, Tiger's Trust, Vulcan, Warren, and Unity), covering all wards across the city. The programme will support over 750 economically inactive / unemployed participants with at least 50% progressing into work or learning. It will have a dedicated pathway for over 250 young people helping to address Hull's rising NEET numbers.

- *Women Winning Through*

Funder – UKSPF - £109,025

Lead Delivery Organisation – Preston Road Women's Centre

The programme is providing focussed training and support to women helping to build skills, knowledge and experience in order to improve employability through training, volunteering, and transition into paid work. The training includes basic skills, digital skills, and practical experience linking directly with volunteer opportunities, providing access to voluntary roles in the busy innovative health & social care setting based on Preston Road in Hull.

Key challenges faced by current employability support landscape

The current blended landscape of support for those who are out of work in Hull and East Yorkshire is undoubtably providing valuable outcomes for those who are accessing these services, however, a set of key issues remains that risks slowing progress towards inclusive and sustained labour market participation.

1. Fragmentation and navigation

Despite the creation of Connect to Work and the scaling of Skills Bootcamps, the employment support landscape still appears fragmented to residents. Jobcentre Plus, the Hull Employment Hub, Restart, the Wellbeing Recovery Employment Service, Worklink, and UKSPF projects all operate with differing eligibility rules and referral systems. This multiplicity confuses both claimants and employers. A single “front door” with shared triage protocols has not yet been fully established, limiting efficiency.

2. Sustainability of funding streams

UK Shared Prosperity Fund projects were extended into 2025/26, but uncertainty about continuation into 2026/27 creates risk. Multiply has already closed, with numeracy now absorbed into the Adult Skills Fund. Similarly, Restart’s long-term future in the area has not been confirmed. The reliance on time-limited grants makes it difficult for providers to retain experienced staff or build long-term employer partnerships. The risk to the Hull and East Yorkshire area is that over £4m of employability activity will cease at the end of 25/26 with the end of UKSPF and other programmes of national government support such as the Town Deal in Goole.

3. Employer engagement and labour demand

While Bootcamps have increased employer involvement, there remains a mismatch between supply and demand. Employers in logistics, health and care, and engineering continue to report shortages, yet conversion rates from training to job starts remain uneven. Small and medium-sized enterprises often lack the capacity to offer placements or guaranteed interviews. Further brokerage and incentives are needed to deepen employer commitments.

4. Health and work integration

Connect to Work has brought a more systematic supported employment offer, but integration with the NHS, Talking Therapies, and adult social care services is still incomplete. Referral flows remain patchy, with some clinicians hesitant to engage. Without clear joint working protocols, residents with mental health conditions or disabilities may still cycle between services without sustained job outcomes.

5. Youth transitions

Most provision remains adult-centred. While colleges and some UKSPF projects support 16–24 year olds, there is not yet a coherent local strategy linking supported internships, apprenticeships, and entry-level Bootcamps. This gap risks leaving young people, especially those not in education, employment or training, insufficiently supported as they leave compulsory education.

6. Measurement and accountability

Performance data across programmes are not yet harmonised. Job starts, people staying in employment, and progression into further learning are reported differently depending on funding source. This makes it difficult for councils, providers, and the Combined Authority to assess overall system performance and value for money.

These issues need to be addressed within a new systems model for Employability in Hull and East Yorkshire and a set of priority action.

A Hull and East Riding approach to supporting disadvantaged groups towards employment

In order to understand which types of intervention will be most effective to moving people into work in Hull and East Riding it is important to draw on national best practice. In August 2025 the DWP published a research paper completed by National Centre for Social Research which undertook a long term review of research into what works to move disadvantaged groups into employment. This study is very useful in defining our approach in Hull and East Yorkshire.

Figure 3 Pathways into work (DWP 2025)

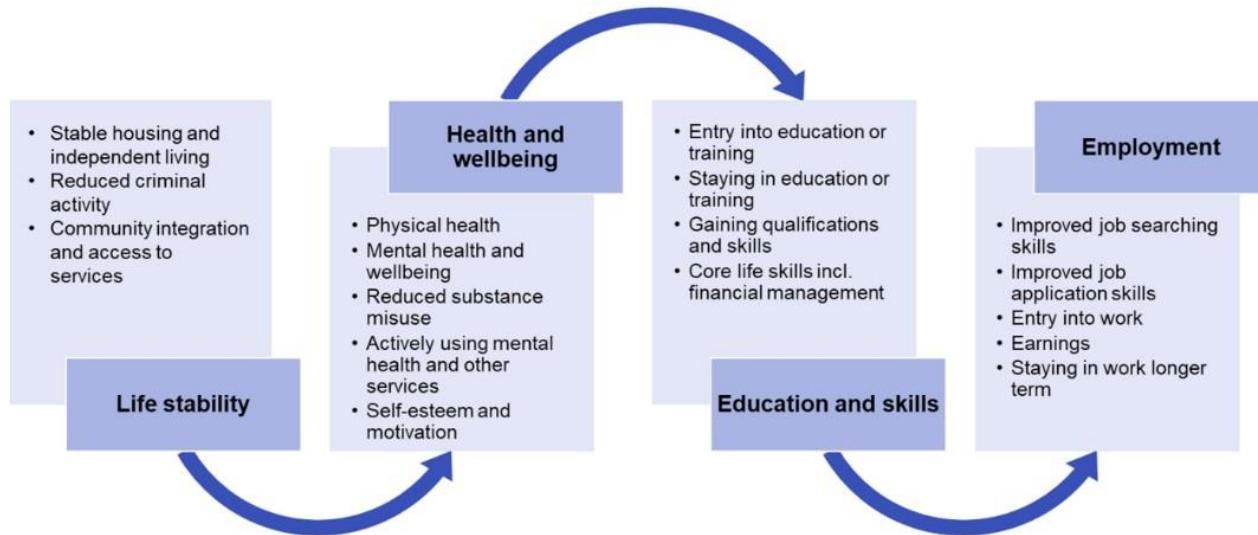


Figure 3 outlines the key pathway which the research concludes is key to moving people into the workplace. The research also states that a key conclusion emerging from the wider body of research is that interventions designed to address multiple barriers simultaneously are generally more successful than those that focus on a single disadvantage. For instance, housing interventions that incorporate linked support such as addiction treatment or mental health services tend to deliver better employment outcomes than those addressing housing needs alone. Programmes adopting a holistic, person-centred approach are more likely to achieve sustained progress towards work and improved wellbeing.

Success in Individual Placement and Support (IPS) is particularly well-evidenced. The IPS model places individuals directly and rapidly into employment and then provides ongoing, tailored support to help them maintain and progress within that role. This approach differs from traditional employment support models, which typically prioritise pre-employment training before job placement.

Crucially, IPS operates under a ‘zero exclusion’ principle, ensuring that anyone motivated to work can access support, regardless of the complexity of their needs. This inclusivity has been central to its success. Nevertheless, evidence from UK evaluations emphasises that IPS must be adapted to local labour market conditions, for example, to reflect the availability and nature of local employment opportunities to maximise its impact.

One thing to note is that there is not one organisation who is able to deliver this pipeline, a partnership approach will be key. Issues which provide barriers to access to entry to work, training and education such as access to transportation and digital access also need to be addressed. The detail of these interventions will come in the HEYCA Transport and Local Growth Plans which will be published in 2026.

A key challenge for Hull and East Yorkshire is to use this learning, an understanding of the key issues and knowledge of the current delivery landscape to develop, in partnership, a range of priorities and actions which can most effectively get the area's population into work and give them the optimum opportunity to progress.

Pillar 3 – Hull and East Yorkshire Indicative Priorities and Actions

The Mayor of Hull and East Yorkshire acknowledges that good health underpins everything – we need to feel well to work, study, care for family and take part in community life. He also acknowledges that workplaces across the region can influence health through shift patterns and stable employment, and training and environmental measures to address health and safety risks, especially musculoskeletal strain and stress. However the issues outlined previously in this document cannot be addressed by one particular sector, organisation or person.

Lessons drawn from developing similar initiatives elsewhere demonstrate that genuine impact is achieved when work, health, skills, and employment support are integrated into a single, coordinated system. For Hull and East Yorkshire, this means deep collaboration between local authorities, the NHS and Integrated Care Board, Jobcentre Plus, housing providers, skills and training institutions, and the voluntary, community and social enterprise (VCSE) sector.

By working together in this way, partners can address the full range of barriers faced by residents—from health conditions and housing insecurity through to skills deficits and lack of employer engagement. This integrated model does not treat unemployment as a single-agency issue but instead as a system challenge that requires joint solutions. The approach provides a strong foundation for driving systemic change, ensuring residents can access holistic support that enables them not only to secure employment but also to sustain and progress in work.

Key to this is developing

Although Hull and East Riding Combined Authority is a new organisation, a set of priorities are emerging for our approach of tackling health and worklessness which can drive our approach for the first edition of this document.

These are:

Indicative Priorities

- 1) *Integration of work and health systems to ensure the best outcomes for the people of Hull and East Yorkshire who wish to access work*
 - I. Develop a governance model to lead change
 - II. Work towards data & intelligence integration between ICB/ LAs/ JCP/DWP
 - III. Create strategic alignment which can facilitate good commissioning and delivery of employment support.
- 2) *Building labour market participation and boosting local earnings*
 - i. Align employability programmes across Hull and East Yorkshire area,
 - ii. Deploy devolved skills and employability funding such as ASF and Connect to Work,
 - iii. Prepare a business case to secure funding from government for a Youth Guarantee Trailblazer to support local young people.
- 3) *Supporting business to play its role in getting Hull & East Yorkshire working and keeping people in work and develop a Good Work charter with employers*
 - i. Work in partnership to develop Hull & East Yorkshire Good Work Charter,
 - ii. Work in partnership to build a collective approach to supporting businesses to develop healthy workplaces (initial work needed to define that healthy workplace means in Hull & East Yorkshire)
 - iii. Develop all age careers pathways, including apprenticeships, working with business, and other statutory partners.
 - iv. Build an effective employer engagement approach for the Hull & East Yorkshire area connecting with other HEYCA strategic approaches.

In order to realise these priorities additional work will be undertaken over the next 12 months. These key pieces of work are outlined below:

Our priority actions for the next 12 months:

- *Complete the full suite of strategic documents for the regions and reflect them in the 2nd edition of the Hull and East Yorkshire Get Britain Working Plan. This will include completion of the Local Grow Plan, Skills and Work Plan and Transport plans.*

- *Undertake a series of health and employment roundtables in Autumn 2025 to further investigate areas of system redesign and develop a Local Get Britain Working Action Plan to be included with the 2nd Edition of this document* – This will be a key opportunity to engage with a wide range of stakeholders in one place, including the DWP, JCP, ICS, LAs and the VCSE sector to examine the most effective programmes and methods of delivery at the same time as fully integrating health into the employability agenda and explore complementary approaches to delivery and commissioning.
- *Develop with partners a shared health and employment data dashboard* – This will create a shared resource which can drive common decision making and commissioning.
- *Put in place the resource to develop a Good Work Charter and Healthy Workplaces Strategy for the region*. A Good Work Charter promotes fair, sustainable, inclusive employment, driving productivity, retention, health, resilience and long-term regional prosperity.
- *Begin the Development of an all-age Careers Pathway for Hull and East Yorkshire*- An all-age careers pathway ensures lifelong guidance, supports transitions, raises aspirations, enhances skills, and strengthens inclusive regional labour markets

Governance Local Engagement and Future Iterations

Governance and local engagement for the Get Hull & East Yorkshire Working Plan will be in line with the Get Britain Working Plan Guidance published by Government on the 3rd of April 2025.

This section outlines the Governance models and local engagement which will be put in place to ensure that the plan achieves its objectives of providing a governance model which can drive change and provide strategic alignment and commissioning of employability services in the long term.

Governance

HEYCA will be the accountable body for its LGBWP. A partnership structure for the LGBWP has been developed which will provide an overarching board to oversee the development and delivery of this strategy. As such this board will be integrated into the emerging committee structure of HEYCA and link closely to the Connect to Work programme which is a key delivery plank of the LGBWP.

Membership of this LGBW Board includes

- Hull and East Yorkshire Combined Authority (Accountable Body)
- Constituent Local Authorities
- Department for Work and Pensions / Job Centre Plus
- NHS Humber and North Yorkshire Integrated Care Board,
- Public Health Lead,
- VCSE sector,
- Local Business representative group
- Education and Skills Providers Rep
- DWP require sign off of the LGBWP from the Integrated Care Board and Jobcentre Plus representatives

The governance and sign off processes for this plan are in line with those outlined in the Hull and East Yorkshire Combined Authority Assurance Framework.

Local Engagement

In addition to the formal partnership group, we have extended and will continue to broaden engagement with a wider range of stakeholders. This ensures that the plan is shaped not only by strategic partners but also by those with direct insight into unemployment and employment dynamics across Hull and East Yorkshire.

The wider stakeholder group includes:

- Jobcentre Plus operational representatives, who bring practical expertise from frontline employment support and direct understanding of claimant needs.
- Academic institutions and research organisations, which provide intelligence on skills pipelines, graduate retention, and the role of research and innovation in supporting economic growth.
- Housing associations, who play a vital role in supporting vulnerable residents and highlight the broader social barriers—such as housing insecurity and financial exclusion—that influence employment outcomes.
- Voluntary, Community and Social Enterprise (VCSE) organisations, particularly those with strong links into disadvantaged or underrepresented communities, ensuring that voices of those furthest from the labour market are central to the plan,
- Employer groups and representative bodies beyond the core partnership, broadening the business voice and embedding employer priorities into skills and employment pathways.

This engagement will span the whole of Hull and East Yorkshire, enabling the plan to address common regional challenges—such as health-related inactivity and sectoral skills gaps—while remaining flexible to meet the distinct needs of urban, rural, and coastal communities.

Future Iterations

Hull and East Yorkshire Combined Authority came into existence on the 1st of May 2025. The Combined Authority is in formation phase, developing governance and staffing structures, building its strategic approaches and the Mayor is finalising his gameplan for his term in office. This puts this area in a very different position to most other Combined and Local Authorities who have been tasked with developing Local Get Britain Working Plans. Government recognises this and notes that whilst some areas will be able to publish comprehensive plans for other areas a sequential, interactive approach will be required. Hull & East Yorkshire fall within the latter.

This initial plan which clearly communicates the issues which need addressing within the area and the current activity which is in place in 2025/26 to address these issues,

further work is required following the completion of the Local Growth Plan and Skills Plan for the region to ensure these agendas are taking forward in lockstep.

A detailed action plan will be produced following health and worklessness round tables programmed for Autumn 2025 which will engage a wide range of pertinent stakeholders in the region. As such it is the intention of Hull & East Yorkshire Combined Authority to produce a second edition of this plan in April 2026 to update the document to include the emerging local strategic economic priorities and detail actions which will deliver the Local Get Britain Working Plan.

Hull & East Yorkshire Local Get Britain Working Outcomes

The Get Britain Working outcomes policy paper (published 3 April 2025) provides the key outcome metrics that government will monitor in term of this strategy. These align with the key priorities outlined in this Plan for Hull and East Yorkshire

Key outcome metrics

We will aim to increase:

- 1) Employment rate - the number of people aged 18 to 66 in employment divided by the population aged 18 to 66.
- 2) Real earnings amongst non-retired households (all ages) – a component of real household disposable income (RHDI)

Intermediate Outcome metrics

We will aim to reduce:

- 1) Local variation in employment rates – employment rates (i.e. the number of people aged 18 to 66 in employment divided by the population aged 18 to 66) in local authorities, defined as unitary local authorities / local authorities counties in the UK, their distribution and gap between the bottom 10% and median.
- 2) Health related economic inactivity rate – number of people aged 18 to 66 who are economically inactive due to being long-term sick divided by the 18 to 66 population.
- 3) Disability employment rate gap – the difference in the employment rate of people, aged 18 to 66, who report they are disabled, as defined by the Government Statistical Service (GSS) Harmonised Standard 6, and those who do not.
- 4) Proportion of 18 to 24 year olds not in education, employment or training, supported by an increase in the proportion of 16-21 year olds in education or a job with training .
- 5) Employment gaps among parents aged 18 to 66. These metrics are important as the risk of poverty is lower for children in working families:

a) the employment rate gap between lone parents and parents in a couple - the difference in the employment rate of lone parents and parents in a couple. The employment rate of lone parents is calculated as the number of lone parents in employment divided by the number of all lone parents. The employment rate for parents in a couple is calculated as the sum of fathers employed in couple and mothers employed in a couple divided by all parents in a couple. Both are relevant for families with people aged 18 to 66.

b) the percentage of coupled families where at least one parent is out of work – the number of families with parents in a couple, where one or more of the parents are out of work divided by the number of families with coupled parents. Relevant for people aged 18 to 66. And aim to increase:

6) Female employment rate – the number of women aged 18 to 66 in employment divided by the number of women in the population, aged 18 to 66.



Report to the Board

22 October 2025

Local Growth Plan Development: Stage 1 Consultation

Report of the Investment Lead

Report Status:

This item is not exempt

Therefore exempt reasons are not applicable

This is a non-key decision.

1. Purpose of the Report and Summary

1.1 The paper outlines the overall approach and current activity to developing a Local Growth Plan for Hull & East Yorkshire Combined Authority through an initial stage 1 consultation

2. Recommendations

2.1 It is recommended that the Board note the contents of the report, approve the approach outlined and provide any additional comments and views.

3. Reasons for Recommendations

3.1 All Mayoral Combined Authorities are required to produce a Local Growth Plan. The Board is requested to approve the approach including the suggested stage 1 consultation in order that this work can progress to necessary timescales.

4. **Background**

4.1 The Local Growth Plan (LGP) for Hull & East Yorkshire is a ten-year strategy that aligns with both the National Industrial Strategy and local ambitions and approaches.

Its purpose is to drive sustainable economic development through an integrated approach, combining broad support for the business environment with targeted focus on key sectors and workforce skills, supported by a regional approach to investment.

The LGP will help cultivate a thriving, innovative, and resilient business environment across Hull & East Yorkshire. It will also support delivery of the HEYCA Gameplan.

To support growth across all sectors, the plan will be structured around:

- Where We Start From – an analysis of the region's economy, assets and challenges, including a summary of the evidence base.
- Our Plan and Priorities – the core of the document, including:
 - A target growth scenario
 - A small number of shared 'big plays' – the shifts we need to make to realise our economic potential
 - A sectoral framework and strategies, clearly indicating what we believe are our growth ready sectors and most important enabling and foundational sectors
 - Shared priorities for action with government
- Investment and Delivery Plan – the actions, investments and partnerships needed to deliver the Plan and measure impact.

Within the Plan there will also be a set of ten-year priorities and three-year deliverables identified, and these will include the development and utilisation of key strategic enablers such as business support services, expansion of entrepreneurship and start-up networks, access to growth capital, and alignment with skills and employment strategies.

The LGP is grounded in national guidance, which emphasises evidence-based prioritisation, integration with spatial and skills planning, robust partnership arrangements, and adaptive implementation. This ensures the plan is tailored to local needs while remaining responsive to national policy direction.

This includes a process whereby we will agree a set of shared priorities with Government, as well as a set of Investment Priorities to cover the ten-year period of the strategy.

5. **Issues for Consideration**

5.1 Engagement

To develop an effective Local Growth Plan, there is need to ensure that we can test our initial thinking and approach with key stakeholders and the wider community. This includes sharing our new Regional Economic Assessment which forms a key part of our evidence base and will inform future delivery planning.

To do this we are proposing that consultation around the Local Growth Plan takes place over two stages:

- Stage 1 Open Consultation which is intended to share our initial thinking around the Local Growth Plan, our research and evidence with stakeholders and allow the regions communities to respond to our overall approach.
- Stage 2 Targeted Consultation focused on working with Stakeholders to refine the draft Local Growth Plan and prioritise resources through the development of the Delivery Plan

The Stage 1 Consultation document is included as Annex A and provides an overall outline of our initial thinking in terms of the development of the Local Growth Plan.

The plan distinguishes between different sectors within the region. This is intended to serve two purposes, the first is to be clear about our priorities and approach as a Combined Authority and a region to those sectors which will have significant impact, and the second is (in line with policy guidance) to ensure that we remain aligned with, and able to benefit from, government priorities, including those identified in the National Industrial Strategy.

In addition, the plan will also identify foundational and enabling sectors (such as construction) which are important to the regional economy.

It is worth highlighting that the 'Big Plays' are strategic issues (e.g. Health, Skills, Innovation/Investment and Energy/Production) identified in the Gameplan and more broadly (such as through the Humber Industrial Cluster work) which need to be addressed to unlock our economic potential as a region and would have significant benefits across the entire regional economy.

Developing the Local Growth Plan

To progress the development of the Local Growth Plan we will need to work closely with our colleagues in the region, and particularly the constituent authorities. This will include engagement of local authority colleagues through the Inclusive Growth Working Group convened and led by colleagues at Hull City Council.

The expectation is that the Inclusive Growth Working Group will be asked to support the delivery of specific tasks linked to the development of the plan including the drafting of initial Shared Challenges, and the drafting of sections of the plan.

There will also be ongoing discussions with the Chamber of Commerce to ensure linkages back to the development of the next Local Skills Improvement Plan. The next LSIP will be jointly owned between HEYCA and the Hull & Humber Chamber of Commerce, and although we are still waiting for final guidance and legislative updates, there is an expectation that the Local Growth Plan priorities will be reflected in the LSIP, and the Combined Authority will work closely with the Chamber to share its evidence and insights around sector priorities.

Timeline

The indicative timeline for the development of the Local Growth Plan and the timings around consultation is as follows:

Date/Period	Event/Action	Details
Oct	Stage 1 Consultation Opens	Consultation published on HEYCA Website with a copy of Phase 1 Regional Economic Assessment
Nov/Oct	Stage 1 Consultation undertaken	Phase 2 Regional Economic Analysis Undertaken Investment Pipeline analysis
Jan/Feb 2026	Stage 2 Consultation	Draft LGP published Phase 2 Regional Economic Assessment Published
March/April 2026	Final LGP Published for approval by CA Board	Strategic Investment pipeline Delivery Plan

6. Equalities Impact Information

6.1 An initial Equalities Analysis is enclosed at Annex B. This will be updated, based on feedback, ahead for the Draft LGP being presented to the Board.

7. Options and Risk Assessment

7.1 All Mayoral Combined Authorities are required to produce a Local Growth Plan. An early consultation is an appropriate step to mitigate the risk that the subsequent Plan lacks legitimacy and local insight.

8. Legal Implications and Statutory Officer Comments

8.1 None at this stage.

9. Financial Implications and Statutory Officer comments

9.1 There are no financial implications arising from the recommendations within this report for HEYCA at the current time.

Contact Officers:

Steve Skelton
Ben Odams

Officer Interests:

None

Appendices:

Annex A – Local Growth Plan Stage 1 Consultation Document (Draft)

Annex B – Regional Economic Assessment Phase 1 - Executive Summary

Annex C – Equality impact statement – Local Growth Plan stage 1 consultation

Background Documents: None

Hull and East Yorkshire
Combined Authority

DRAFT
Local Growth Plan
Stage 1 consultation paper

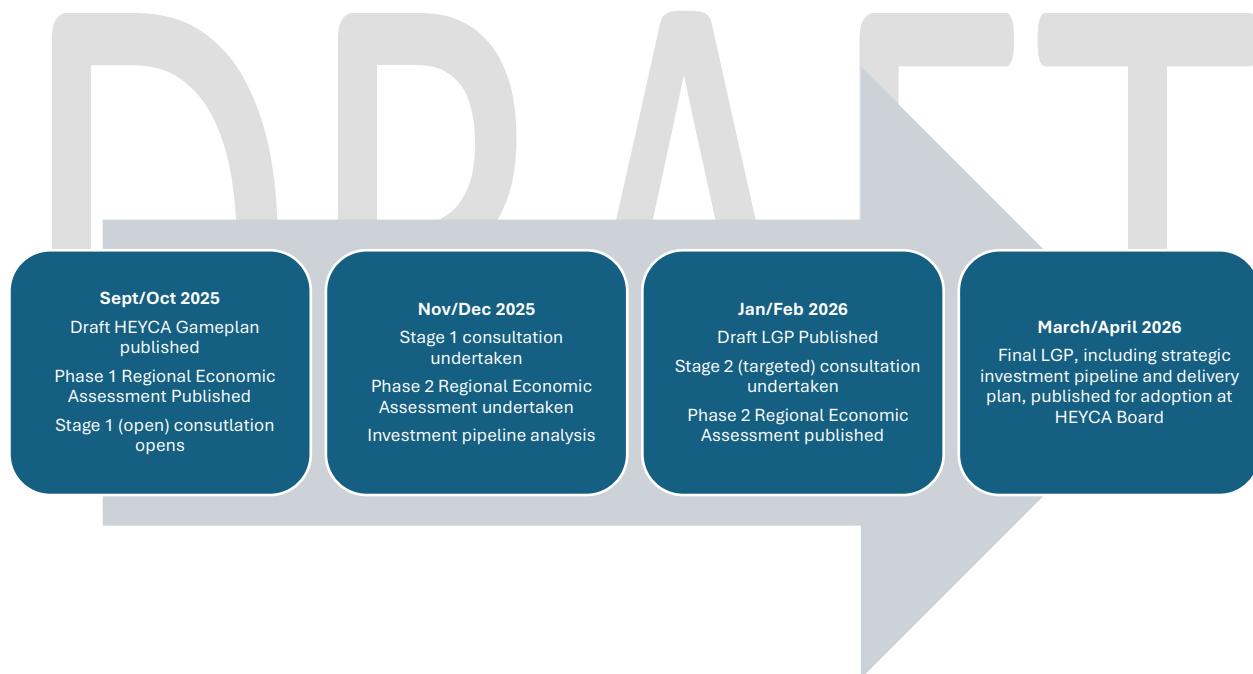
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1. Introduction

This consultation paper presents the current context and emerging thinking on the Local Growth Plan (LGP) for Hull and East Yorkshire. It invites residents, businesses, public services, colleges and universities, and the voluntary and community sector to share their views on priorities and proposals. It is being published alongside a summary of the first phase of a new Regional Economic Assessment for Hull and East Yorkshire¹.

The Local Growth Plan will set a shared direction for investment and economic development in the region. It will help the Combined Authority and its partners make clear choices about where to focus, how to remove barriers to growth, and how to align transport, skills, innovation and place-based investment so that effort adds up to more than the sum of its parts. The process for developing the LGP is set out in the diagram below.



At this stage, this paper proposes a structure and framework for the Local Growth Plan; summarises what the evidence says about the economy today, including setting out proposed leading sectors for growth alongside the role of foundational and enabling sectors; explains the main constraints to tackle; and asks for your views on the best choices we could make together.

We have posed X key questions that we are keen to hear thoughts on over the coming months. To have your say as part of this consultation please complete the survey at [insert link to MS form] **before Wednesday 17 December**.

¹ The full data and analysis pack will also be published at www.hullandeastyorkshire.gov.uk

2. Hull and East Yorkshire today

Hull and East Yorkshire is home to just over 630,000 people and more than 20,000 businesses. The economy generates more than £15 billion in output each year.

Manufacturing contributes a large share of local output, around one fifth of total GVA, which is more than double the national average. The ports of Hull and Goole form part of the wider Humber complex, handling significant volumes of UK trade and linking production in the region to markets at home and abroad.

The area's sector mix reflects real strengths in production and trade. There are strong bases in energy, including offshore wind supply chains and clean energy infrastructure, in advanced and specialist manufacturing, in agri-food and food processing, and in logistics and port-related services. Life sciences has a smaller footprint but is high value and aligned with local research and manufacturing assets.

Challenging indicators remain. Productivity per hour is below the national average. Only around two in five residents hold a higher-level qualification at Level 4 or above compared with nearly one in two nationally. Economic inactivity is elevated and long-term sickness accounts for more than a third of the inactive population. Public transport accessibility is uneven, with many rural and coastal communities falling outside a 45 to 60 minute reach of main employment and learning centres by public transport. The working-age population is projected to decline gradually over the next two decades.

Earnings and occupational structure underline the need to raise job quality and progression. The area has a smaller share of residents in professional and managerial roles and a higher share in elementary and process, plant and machine operative roles. Pay levels are below the national average for both workplace and resident earnings, with differences between Hull and the East Riding reflecting commuting patterns².

This is the context in which we have published the draft HEYCA Gameplan, an overarching strategy to deliver on the Mayor's key priorities: to create good jobs, ensure better connectivity, support communities to be fit and healthy, and build affordable homes.

² These issues and the associated data are explored in the accompanying evidence pack.

3. Our Local Growth Plan

The evidence points to a region with strong assets but lower than expected performance on productivity and wages. The case for change rests on unlocking the value in the production and trade base, supporting innovation and export intensity, widening access to opportunity, and enabling investment in places and infrastructure. Our new Combined Authority will be central to this – providing clearer leadership and the ability to align transport, skills, land use planning and economic investment.

A Local Growth Plan that can realise this potential could lift productivity, help retain and attract talent, and create good jobs in communities across the subregion. To do that, we need a framework that help ensure we prioritise the actions with the biggest payback, that partners work to a single strategy, and that can provide a basis for partnership with Government and investors; this requires accurate, up to date evidence and analysis and clear shared priorities

At this stage we are anticipating a three-part structure to achieve this:

- Where We Start From – an analysis of the region’s economy, assets and challenges, including a summary of the evidence base.
- Our Plan and Priorities – the core of the document, including:
 - A target growth scenario
 - A small number of shared ‘big plays’ – the shifts we need to make to realise our economic potential
 - A sectoral framework and strategies, clearing indicating what we believe are our growth ready sectors and most important enabling and foundational sectors
 - Shared priorities for action with government
- Investment and Delivery Plan – the actions, investments and partnerships needed to deliver the Plan and measure impact.

4. Potential big plays

The local economy is diverse, but its underlying challenges are consistent and well-evidenced. The area performs below national averages on productivity, pay and qualification levels. Long-term sickness constrains participation, and some communities remain disconnected from opportunity. The industrial base is strong but faces transition pressures as technology and energy systems change. These are structural issues that will not be resolved through a long list of fragmented actions.

We recognise that our challenges are systemic, and that we need an integrated approach that strengthens the foundations of the economy while positioning the region to seize national and global opportunities. Phase 2 of our Regional Economic Assessment will dig deeper into the details of this context.

But at the same time, it's important to set out a concise strategy, because a clear focus helps create traction and align activity. To achieve this, we're considering centring our Local Growth Plan on the following three big plays, each of which represents an area where Hull and East Yorkshire already has genuine comparative advantage, where market and institutional failures are holding back growth, and where the Combined Authority and its partners have the levers to act.

Big Play 1: Powering the Energy and Production Transition

Hull and East Yorkshire sits at the centre of the UK's energy and manufacturing economy. The Humber is home to major offshore wind operations, emerging hydrogen and carbon-capture projects, and a deep base of energy-intensive industries. Manufacturing accounts for roughly one-fifth of local output - more than twice the national share - and the ports of Hull and Goole handle a significant proportion of UK trade.

The opportunity is to link these strengths more deliberately. By aligning clean energy generation, industrial decarbonisation and port modernisation, the region could become the national hub for the energy transition and for advanced, low-carbon production. This would anchor thousands of high-value jobs and attract long-term investment into local supply chains.

The case for this Big Play rests on three observations from the evidence base:

- Concentration of assets: HEY holds one of the densest clusters of clean-energy and manufacturing assets in the UK.
- Bottlenecks to investment: grid capacity, site readiness and flood risk all constrain delivery.

- Potential for spillovers: improvements in these areas would lift productivity and confidence across the economy.

Big Play 2: Skills, health and connectivity for growth

A strong economy depends on a healthy, skilled and mobile workforce. The local evidence shows that Hull and East Yorkshire's labour market is smaller and less qualified than the national average. Only around two in five residents hold a higher-level qualification (RQF 4+), compared with nearly one in two nationally. Economic inactivity is high, with long-term sickness the main cause. Many rural and coastal settlements lie beyond a 45–60-minute public-transport reach of major employment and learning centres.

These conditions reinforce one another: health problems reduce participation; limited access to jobs weakens incentive to train or travel; and small labour markets deter investment.

Breaking that cycle is essential if growth is to be both inclusive and sustainable.

The case for this Big Play is therefore rooted in people and connections. Devolution provides the tools to coordinate transport, skills and health interventions locally. A joined-up approach could enlarge the effective labour market, improve participation and productivity, and ensure that the benefits of growth are shared across all communities.

Big Play 3: Innovation, investment and enterprise

The third Big Play focuses on the conditions that determine how quickly firms can adapt, innovate and grow. Hull and East Yorkshire's business base is resilient but under-capitalised. Fewer local firms report being innovation-active compared with national averages, and the area attracts relatively low volumes of private equity and growth finance. Management and leadership capability varies, and digital adoption remains uneven, particularly among smaller enterprises.

The region's universities, NHS institutions and research assets are important but under-connected to industry. A stronger innovation and finance ecosystem would increase productivity, support diversification, and attract and retain skilled workers.

The three Big Plays are mutually reinforcing. Energy and Production create demand for skills, infrastructure and innovation. Skills, Health and Connectivity expand the capacity of the workforce and ensure that growth benefits people and places across the region. Innovation and Enterprise raise productivity and competitiveness, amplifying the impact of investment in the other two plays.

Question 1

Do you agree that this structure and approach will provide the right framework for Hull and East Yorkshire's Local Growth Plan?

Please tell us whether you think this proposed three part structure and the use of a small number of 'Big Plays' provides the right balance between detailed evidence and describing a clear plan, or if other elements should be included or emphasised.

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5. Sectoral framework

5.1 Why sector focus matters

The Local Growth Plan aims to identify the parts of Hull and East Yorkshire's economy that have both the greatest potential to grow and the strongest capacity to drive wider benefits - raising productivity, creating good jobs, and stimulating innovation across supply chains.

The Combined Authority will therefore adopt a sectoral framework that recognises the different roles that sectors play in the local economy:

- **Growth-ready sectors** – Sectors that are already performing well, with clear strengths, investor demand and innovation potential. These will be prioritised for immediate focus and partnership with Government and industry.
- **Growth-potential sectors** – Sectors that show promise but face constraints, for example in skills, infrastructure or market development. These will be supported to strengthen capabilities and move toward growth readiness.
- **Foundational and enabling sectors** – Sectors that underpin economic resilience and social value, including health, care, construction, education, utilities, logistics and retail. These will be prioritised for place-making, employment, and workforce development.

This framework ensures the Plan is both selective and comprehensive: selective in focusing effort where it will make the greatest impact, and comprehensive in recognising the interdependence between sectors and the significance of all parts of the economy.

5.2 Growth-Ready Sectors

The evidence identifies six sectors that together account for a large share of output and jobs, and are positioned to deliver higher productivity, export growth and innovation, and are closely aligned with national industrial strategy priorities.

Agri-food and Agri-tech

Hull and East Yorkshire hosts a complete agri-food supply chain – from primary production and food manufacturing to logistics and retail. The sector supports around 14,000 jobs and contributes strongly to exports. Productivity is below the national average but improving, with innovation opportunities in precision farming, low-carbon food processing and waste-reduction technologies. Agri-tech adoption and local R&D partnerships could unlock major gains in value and sustainability.

Energy

Hull and East Yorkshire play a vital role in offshore wind, hydrogen and carbon-capture industries, hosting globally significant firms and supply chains. The sector's employment growth and investment potential is unmatched in our region, and its success underpins both manufacturing and port growth. However, growth is constrained by grid capacity, land availability and skilled-labour shortages – issues that will require national partnership to resolve.

Manufacturing

Manufacturing represents around one-fifth of local GVA – roughly twice the national share. It spans advanced materials, fabricated metals, engineering, chemicals and digital production, forming the backbone of the region's industrial economy. The sector is diverse but united by its dependence on innovation, supply-chain modernisation and skills.

Evidence shows that productivity per worker is above the regional average but below the national level, with high export intensity, particularly in chemicals and engineered products. Significant potential exists to decarbonise and adopt digital manufacturing technologies that could raise output and global competitiveness.

Within the broader manufacturing sector, we also recognise two key industries with particular potential that could benefit from additional focus:

Defence

Defence is a high-value, highly specialised component of the manufacturing base. It contributes strongly to productivity growth and draws on the region's engineering, materials and systems-integration strengths. The sector's skills profile overlaps with advanced manufacturing and logistics, offering opportunities to transfer innovation, workforce and supplier capabilities into civilian industries. With rising national defence expenditure, the outlook for further investment and export diversification is positive.

Life Sciences

Life sciences in Hull and East Yorkshire combine pharmaceutical manufacturing, medical technology and health innovation. The sector benefits from proximity to universities, NHS partners and established manufacturing infrastructure, allowing applied research and product development at commercial scale. While small in employment terms, it generates high output per worker and significant spillovers into health and wellbeing outcomes. Growth will depend on nurturing R&D partnerships and access to skilled technical staff.

Ports and Logistics

Hull and Goole are national gateways handling a significant share of UK trade and energy flows. The sector's strength lies not only in freight movement but in the industrial ecosystems it enables. Modernisation of port estates, improved road and rail access, and digitalisation of logistics operations will be critical to maintaining competitiveness. This sector also provides high volumes of employment in both growth-ready and foundational roles.

5.3 A Plan for the Whole Economy

Prosperity in Hull and East Yorkshire also depends on sectors that may not show high productivity growth but are essential for resilience, employment, place-making and quality of life.

Our local growth plan needs to support sectors with clear growth potential, such as digital and creative industries, professional and technical services, and tourism, to overcome barriers in skills, infrastructure and investment readiness. These sectors provide diversification, attract young talent and reinforce the region's attractiveness as a place to live and work.

It will also recognise the role played by foundational and enabling sectors, including health and social care, education, construction, utilities, logistics and retail. These sectors employ the majority of local residents, underpin community wellbeing and provide the workforce, infrastructure and services that enable other industries to grow. Improving job quality, workforce progression and technology adoption in these sectors can raise overall productivity and participation, contributing directly to the Gameplan outcomes of Good Jobs, Better Connected, Fit and Healthy and Affordable Homes.

Question 2

The evidence identifies six sectors with the strongest potential to drive growth in Hull and East Yorkshire: Agri food and Agri tech, Energy, Manufacturing (including Defence and Life Sciences), and Ports and Logistics. These sectors show the most positive combination of scale, specialisation and growth momentum, and are closely aligned with national industrial strategy priorities.

Do you agree that these should form the growth ready sectors for Hull and East Yorkshire? Are there other sectors or sub sectors you believe are important to include, or aspects of these sectors that deserve more emphasis?

Question 3

Prosperity and growth depend on the strength of the whole economy. The evidence highlights that sectors such as digital and creative, professional and business services, and tourism, show growth potential; and that others, such as health and social care, education, construction, utilities, retail and logistics provide the foundations of our prosperity, employing most local residents and supporting economic resilience.

Which foundational or enabling sectors do you think matter most for Hull and East Yorkshire's long term success? Where are the biggest risks or opportunities, and how could the Local Growth Plan help improve job quality, productivity or workforce resilience?

6. Understanding the constraints to growth

The evidence shows that the barriers to growth in Hull and East Yorkshire are systemic and inter-related. Infrastructure constraints, skills shortages, health inequalities, low business investment and access to finance do not exist in isolation – they reinforce one another. A lack of reliable transport, for example, limits access to training and employment; low participation reduces the labour supply available to growing firms; and low productivity constrains the ability to invest in innovation and better jobs.

For the purposes of consultation and analysis, however, these interconnected issues have been grouped into three broad lenses: place, people and business. This structure helps to distinguish between the physical and environmental conditions that enable growth (*place*), the skills, health and inclusion factors that shape participation (*people*), and the investment, innovation and enterprise capabilities that drive productivity (*business*). We have used this approach for the consultation document as it provides a practical framework for identifying priorities and understanding where coordinated action will have the greatest impact, but it won't necessarily translate to the draft LGP.

While many of these challenges can be addressed locally through better coordination of skills, transport, planning and investment, others sit at different levels of responsibility and influence. Some depend on local collaboration across councils and anchor institutions; others require regional scale or national intervention.

We're particularly interested in identifying which barriers to growth will need partnership with Government to make real progress, as the Local Growth Plan codify a small number of shared priorities with key national department. These might be issues where action on regulation, infrastructure funding, or national policy alignment is essential to unlock local potential.

Place focused constraints

The evidence shows:

- **Sites and premises:** a shortage of modern, high-quality floorspace in some locations, and older estates under-perform. Some high-potential sites face limitations such as flood risk, utilities and power capacity or access constraints.
- **Transport connectivity:** many rural and coastal settlements fall outside a 45 to 60 minute public transport reach of major jobs and learning centres. This reduces the effective size of the labour market and makes recruitment harder for employers. Improved frequencies, timed connections and better interchanges on key corridors could expand access to opportunity.

- Flood and climate resilience: parts of the area face significant flood risk and coastal change. Adaptation and strategic defences are essential to unlock investment and protect communities.
- Energy capacity and utilities: grid capacity and connection times affect the readiness of sites for energy-intensive investment. Coordinated upgrades could accelerate growth in manufacturing and clean energy.

Question 4a

We would like your views on which place focused constraints most limit growth, where investment should focus, and which of these issues are most likely to require partnership with Government.

People focused constraints

The evidence shows:

- Skills: a smaller share of residents hold higher-level qualifications than nationally. Employers report persistent shortages in technical and professional roles, including engineering, construction, logistics and health technologies.
- Health and participation: long-term sickness accounts for more than a third of those who are economically inactive. Practical support to help people start, stay and progress in work could have the largest single impact on productivity and inclusion.
- Demography: the working-age population is projected to decline gradually, with differences between Hull and the East Riding. This reinforces the case for higher participation and retention of graduates.

Question 4b

We would like your views on which people focused constraints most limit growth, where investment should focus, and which of these issues are most likely to require partnership with Government.

Business focused constraints

The evidence shows:

- Leadership, innovation and finance: a lower share of firms are innovation-active compared with UK averages. Access to equity and growth finance is thinner than in comparator areas. There is scope to deepen leadership capability, digital adoption and management practice, especially for SMEs and family businesses.
- Premises: many firms report difficulties accessing suitable premises. Availability is often constrained by ageing stock, limited options for modern flexible space, and infrastructure requirements such as grid capacity and transport access. Addressing these issues will be essential to attract investment, enable business expansion, and retain growing firms within the region.
- Export readiness: the value of exports relative to total output is lower than in some nearby economies. Targeted support could help firms move into higher-value markets.

Question 4c

We would like your views on which business focused constraints most limit growth, where investment should focus, and which of these issues are most likely to require partnership with Government.

7. Working beyond our region

Economic geography does not stop at administrative boundaries. Hull and East Yorkshire's prosperity is closely linked to neighbouring places across the Humber and the wider North.

The region shares critical economic assets with its neighbours, including energy generation and transmission networks, ports and logistics corridors, manufacturing and supply chains, and research and innovation ecosystems. The labour market is also fluid, with people commuting across local authority borders for work, training and leisure, and businesses drawing on suppliers and customers from a wider area.

Working across areas can deliver better outcomes on programmes that rely on shared infrastructure or where scale is essential to attract investment. Examples include energy networks, digital and transport connectivity, housing growth corridors, and innovation assets such as university and NHS research partnerships. Collaboration will be most effective where there is:

The HEYCA Gameplan recognises that many of the region's strengths and challenges are shared across boundaries. Achieving good jobs, better connectivity, fit and healthy communities and building affordable homes, depends on collaboration on infrastructure, investment and workforce planning at a scale larger than any single authority.

The Combined Authority therefore aims to be both a strong voice for Hull and East Yorkshire and a constructive partner within the Humber, the wider Yorkshire and Lincolnshire economies, and the North as a whole.

Question 5

Where do you think joint working across boundaries could add the greatest value for Hull and East Yorkshire? Which issues or opportunities are most likely to require close collaboration with neighbouring regions or with Government to make real progress?

8. Linking growth to the Gameplan outcomes

The draft HEYCA Gameplan defines prosperity in broad terms – not just as higher output or income, but as the ability for people and places across Hull and East Yorkshire to thrive. Prosperity means communities that are economically secure, well connected, healthy, and able to shape their own futures.

The Gameplan sets four long-term outcomes that describe what prosperity looks like locally:

- Good Jobs – an economy that provides secure, rewarding work and career progression, underpinned by rising productivity and skills.
- Better Connected – places linked by reliable, accessible transport and digital infrastructure, where all communities can access opportunity.
- Fit and Healthy – people supported to live well, be active and participate in work and their local community.
- Affordable Homes – sufficient, quality housing aligned with economic opportunity, helping to retain and attract talent.

The Local Growth Plan will need to align investment and economic strategy with these wider priorities. But to deliver genuine prosperity the Plan must have both the analytical credibility to inform firm decision making that is grounded in sound evidence and robust economic reasoning, and the broad local legitimacy that comes from reflecting the views, ambitions and values of people, businesses and partners across the region.

This balance matters. A plan that is purely evidence-led may fail to engage those whose participation is essential to deliver it. A plan that is built only on consensus risks losing focus or impact. We need to build and maintain a link between rigorous analysis and shared ownership – using evidence to guide decisions, but also investing in the relationships and communication needed to build a common purpose for growth.

Question 6

Developing and delivering a Local Growth Plan requires both credible evidence and broad local ownership.

How should Hull and East Yorkshire best balance evidence based decision making with the need to build and sustain a wide local coalition for growth? What approaches, forums or ways of working could help ensure that decisions remain both analytically robust and widely supported over time?

9. Next steps and how to get involved

This consultation marks an important moment for Hull and East Yorkshire.

For the first time, through devolution and the creation of our new Combined Authority, we have the opportunity to take control of our own economic future – to set a plan that reflects our strengths, ambitions and potential, rather than relying on decisions made elsewhere.

The Local Growth Plan (LGP) will be the central, shared economic strategy for the region. It will turn the ambition set out in the HEYCA Gameplan into a practical plan of action, defining how we will attract investment, support innovation, and ensure that the benefits of growth reach every community. It represents a key opportunity to align local leadership, business and government around a single, long-term vision for prosperity.

Our vision as a Combined Authority is simple and ambitious: **Hull and East Yorkshire will be recognised as a region where confidence, connections and creativity bring prosperity and opportunity for all.**

The LGP provides the main route to driving the growth we need to achieve this.

The Combined Authority is seeking feedback from residents, businesses, public services, colleges and universities, and community partners to help refine the priorities, challenges and opportunities identified in this consultation. Your insights will help shape how we deliver on the promise of devolution – using our new powers and partnerships to make a measurable difference in people's lives.

Over the coming months, we will:

- Review consultation responses and evidence to test and refine our priorities and “Big Plays”.
- Develop the first draft of the Hull and East Yorkshire Local Growth Plan, setting out clear actions, priorities and delivery responsibilities
- Publish the second phase of the Regional Economic Assessment, and
- Continue to work with Government, investors and local partners to identify flagship projects and programmes that can demonstrate early impact.

You can share your views by completing the online consultation survey at [insert link] before Wednesday 17 December 2025.

If you would like to discuss the evidence or submit additional material, please contact [insert contact details].

This is more than just a technical exercise. Together, we can create a plan that delivers growth that works for everyone and lasting confidence in our ability to deliver it.

Your insights will help ensure the Local Growth Plan is both grounded in evidence and shaped by the voices of those who will deliver and benefit from it – providing a strong foundation for Hull and East Yorkshire's shared prosperity over the decade ahead.

DRAFT

Regional Economic Assessment

Hull and East Yorkshire Combined Authority

Consultation Summary for HEYCA Board



Economy Headlines

This section summarises the wider evidence base. It provides overall context for the Local Growth Plan

A small region

The smallest of the MCAs in England in population terms, Hull and East Yorkshire's economic output is around one tenth of the regional total.

While low in national terms productivity performance is broadly in line with the regional average.

However median wages are lower and GVA per capita, a broad measure of the overall prosperity of a place is significantly lower than the regional average.

The economic activity rate is higher than the regional average (and the national average of 75.4), which is due to a combination of a higher percentage in employment, and a higher unemployment rate.

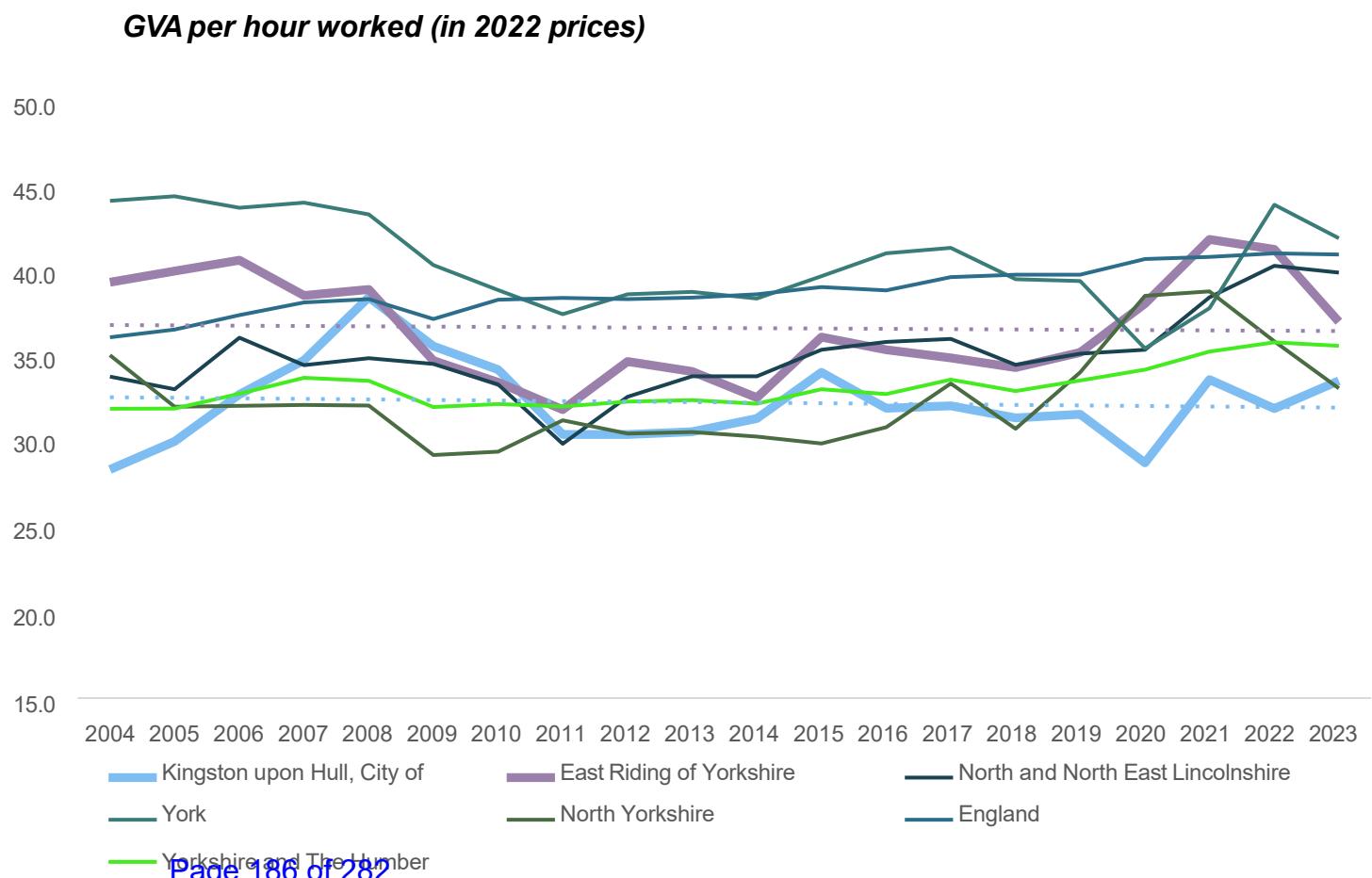
Among those who are inactive there is a higher share inactive due to long term illness (over one third), with fewer students as a share of this cohort.

	Hull and East Yorkshire	Greater Lincolnshire	York and North Yorkshire	Tees Valley	Yorkshire and the Humber
Total GVA	£15,446	£26,937	£26,104	£15,486	£150,896
Population	631,285	1,120,749	844,571	712,858	5,672,962
GVA per Capita	£24,468	£24,035	£30,908	£21,724	£26,599
GVA per hour worked	£35.7	£35.5	£35.6	£34.8	£35.9
Median Earnings (workplace)	£580.5	£579.1	£575.0	£584.5	£588.1
Economic Activity rate	80.2%	75.2%	80.0%	75.1%	76.0%
Unemployment Rate	4.8%	3.4%	1.7%	4.3%	3.3%

Productivity growth performance is stagnant

Measured by GVA per hour worked, productivity in Hull has been broadly stagnant since 2010, while East Riding has seen a moderate positive increase over this period, likely exacerbating inequalities within the region.

Over most of the last 20 years productivity has been higher in East Riding than Hull, a reversal of the typical trend across MCAs where urban centres drive higher value activity.

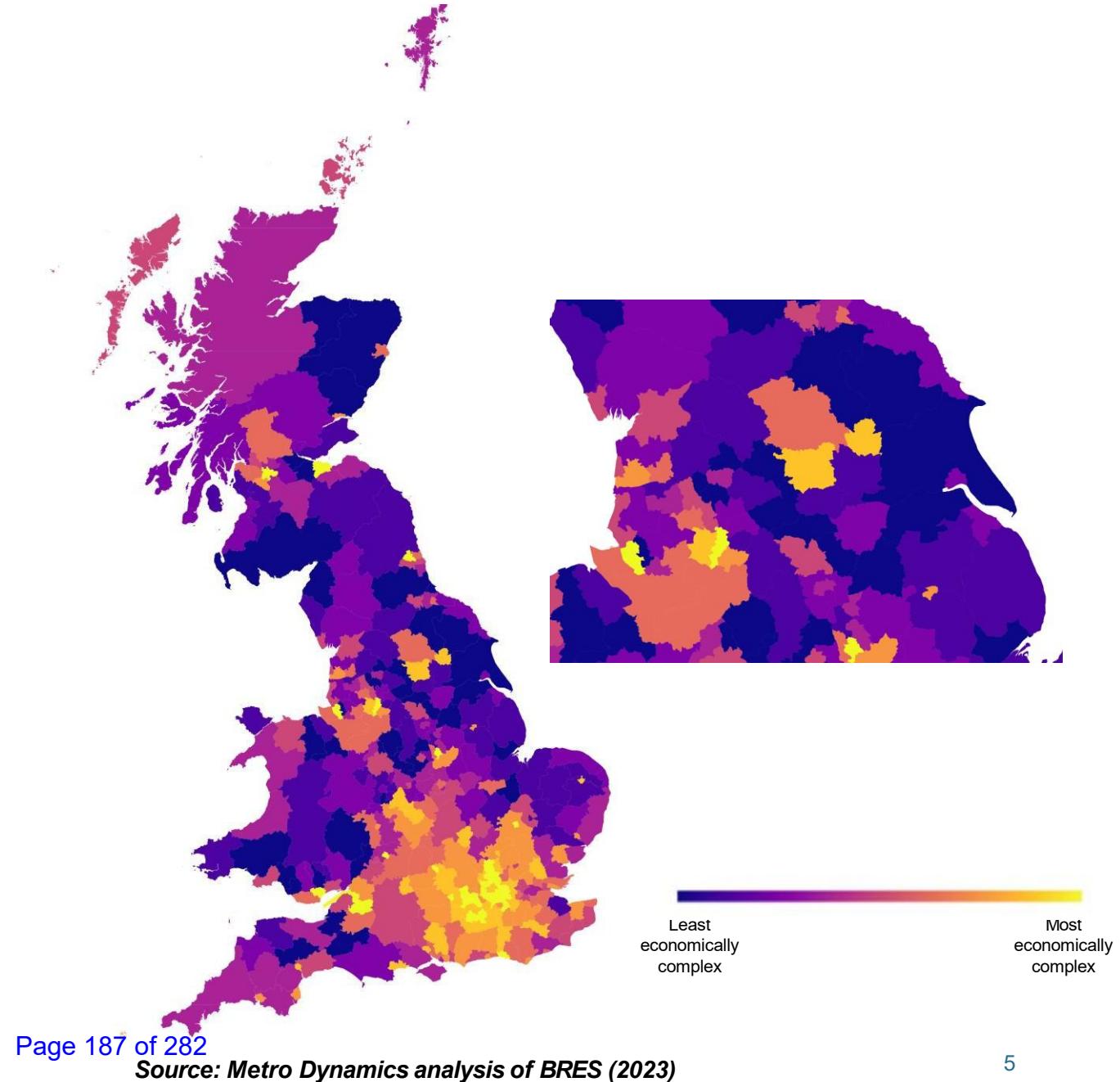


The economy is less diverse than other parts of the country

Part of the productivity challenge may be due to the mix of goods and services being produced in the region.

Economic complexity measures the productive capabilities of an economy, with a higher ranking on the index meaning that a place is producing a wider range of products and services. The economic complexity of a place is a way to understand the knowledge embedded in a place tends to be highly correlated with other measures of economic success including productivity, growth and shows a strong negative correlation with income inequality (meaning places with a higher economic complexity ranking tend to have lower income inequality)

Hull and Riding both rank very low among GB local authorities, indicating that there is less capacity in the economy to produce a wide range of products and services compared to other places, and that their specialisms are in sectors which are less specialised or niche on the whole.

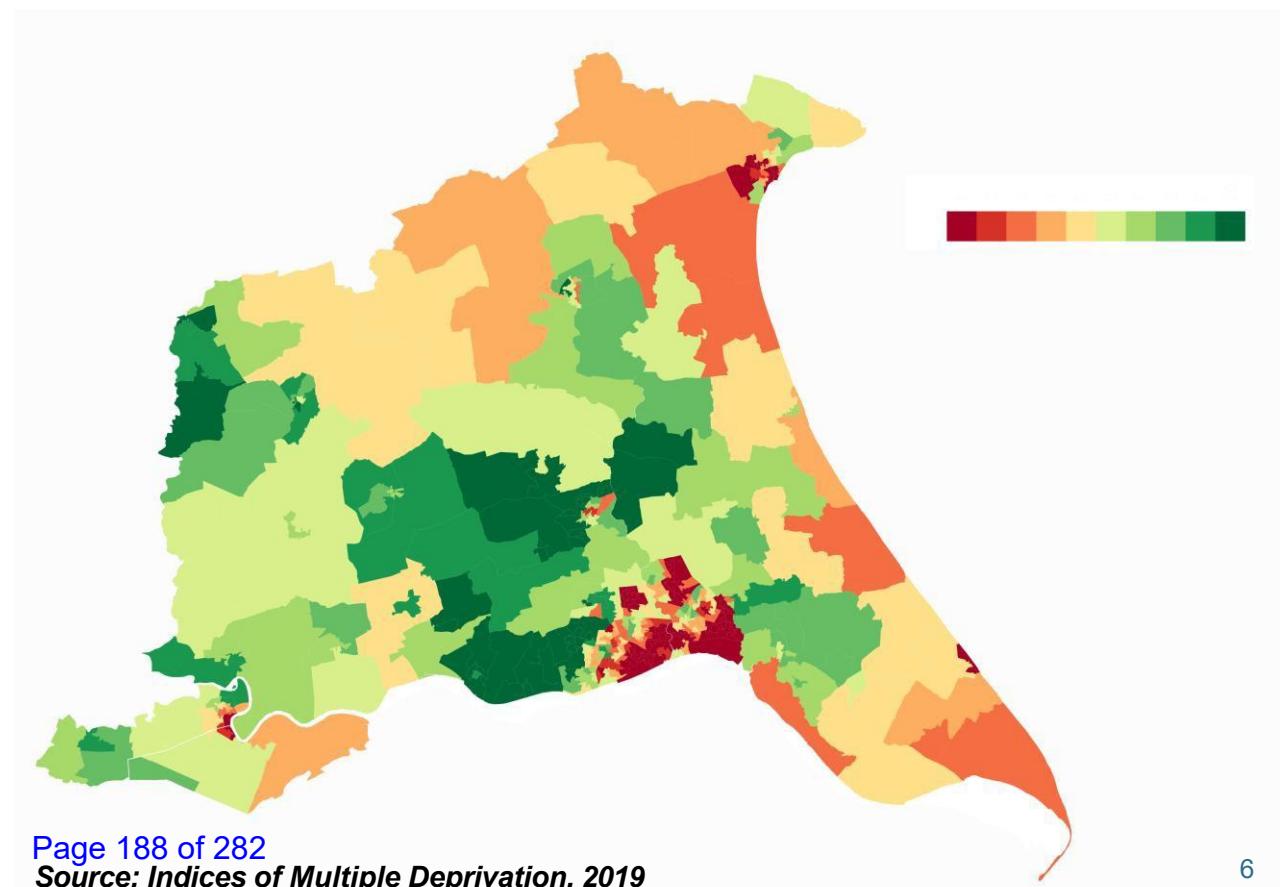


Deprivation data highlights pronounced inequalities

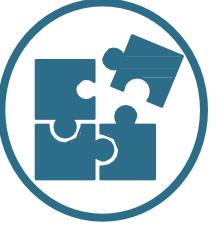
Along with differences in productivity performance deprivation data shows marked inequalities within the region.

In the 2019 Indices of Multiple Deprivation Hull was ranked as the 4th most deprived local authority in England with 54% of LSOAs in Hull along the most deprived 20% in England (and 45% are in the most deprived 10%).

East Riding is the 189th most deprived local authority, with 6% of LSOAs in the most deprived 10% nationally. Within the authority deprivation is greatest along the coast, to the North and around the larger urban centres, while there are also areas of very low deprivation, with a fifth of the LSOA in the least deprived 10% nationally.



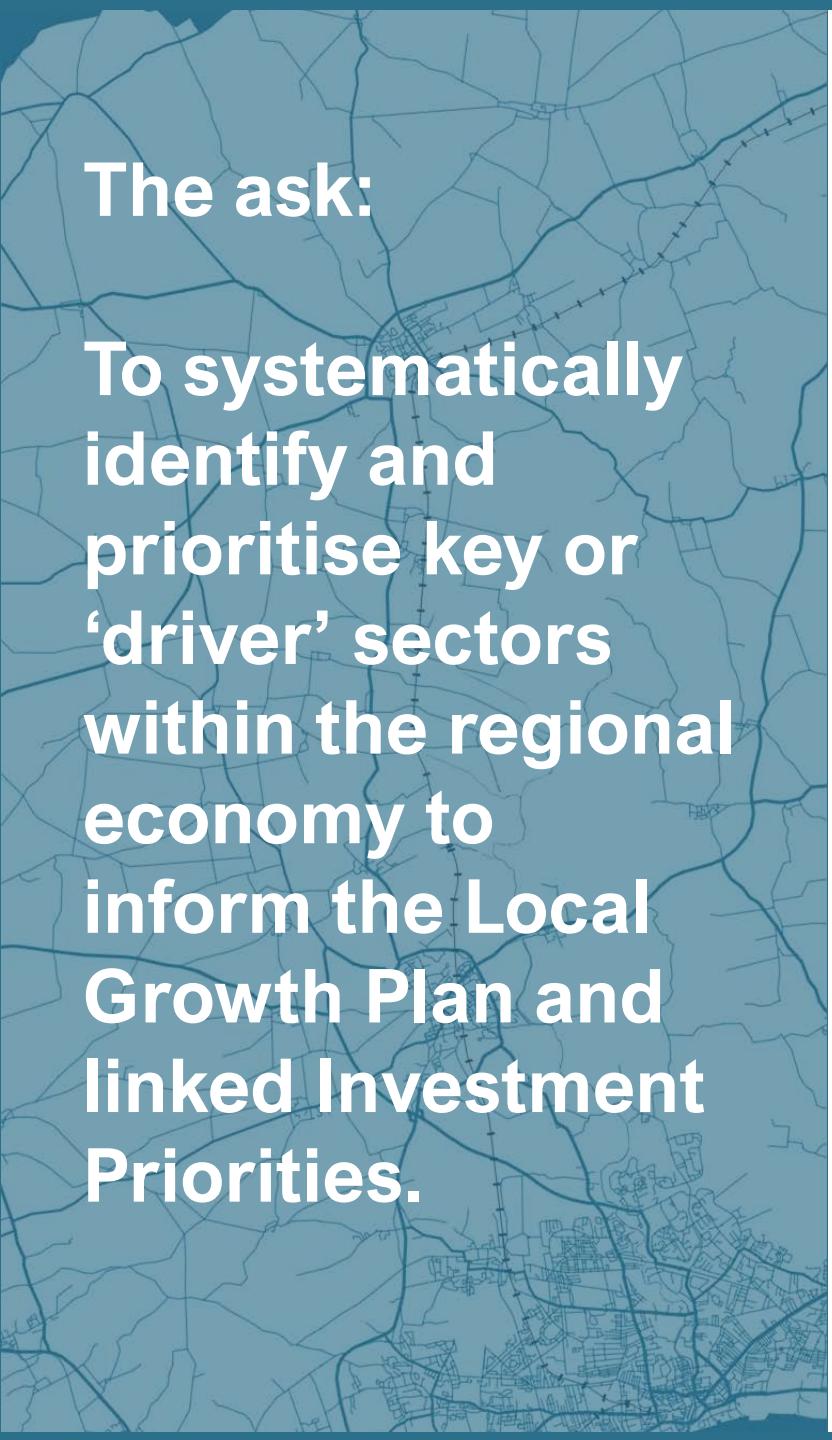
Summary findings



Commercial space	Labour market	Export	Investment	Transport	Digital Connectivity	Innovation
HEY faces increasing vacancy rates, driven by limited growth in commercial floorspace, low availability of good quality space and consistent negative absorption since 2024. Flood risk adds pressure on the existing stock, highlighting vulnerabilities in resilience.	Hull and East Yorkshire has a smaller working-age population, but relatively high employment utilisation and growth. Skills gaps and low levels of high-value job creation limit productivity and lead to lower average earnings compared nationally	Export participation is slightly above the national average, but overall export value remains modest. This indicates strength in engagement but limited scale in high-value export activity.	GCFC is above national benchmarks, yet firms secure fewer equity rounds and lower average funding values with a business base dominated by established businesses.	Hull has strong public transport links to key employment centres, but much of East Riding faces poor connectivity. This restricts access to opportunities, particularly for rural coastal communities	HEY outperforms national and regional averages for gigabit broadband, with coverage above 90% and close to universal in Hull. However, Bridlington shows risks of digital exclusion	Innovation activity lags regional and national levels, with fewer businesses identified as innovation active, and internal R&D and product innovation notably lower, with fewer Innovate UK grants and limited spinout activity compared to peers.

Sector Prioritisation

This section considers the selection of priority sectors for the Local Growth Plan



The ask:

To systematically identify and prioritise key or 'driver' sectors within the regional economy to inform the Local Growth Plan and linked Investment Priorities.

The growth mission & sectors

The opportunity for Hull & East Yorkshire with a Local Growth Plan is the ability to **prioritise and focus** on developing the regional economy.

Whilst growth in general is a central objective, both the Industrial Strategy and the duty to produce Local Growth Plans (LGPs) make clear that government is seeking a particular type of growth.

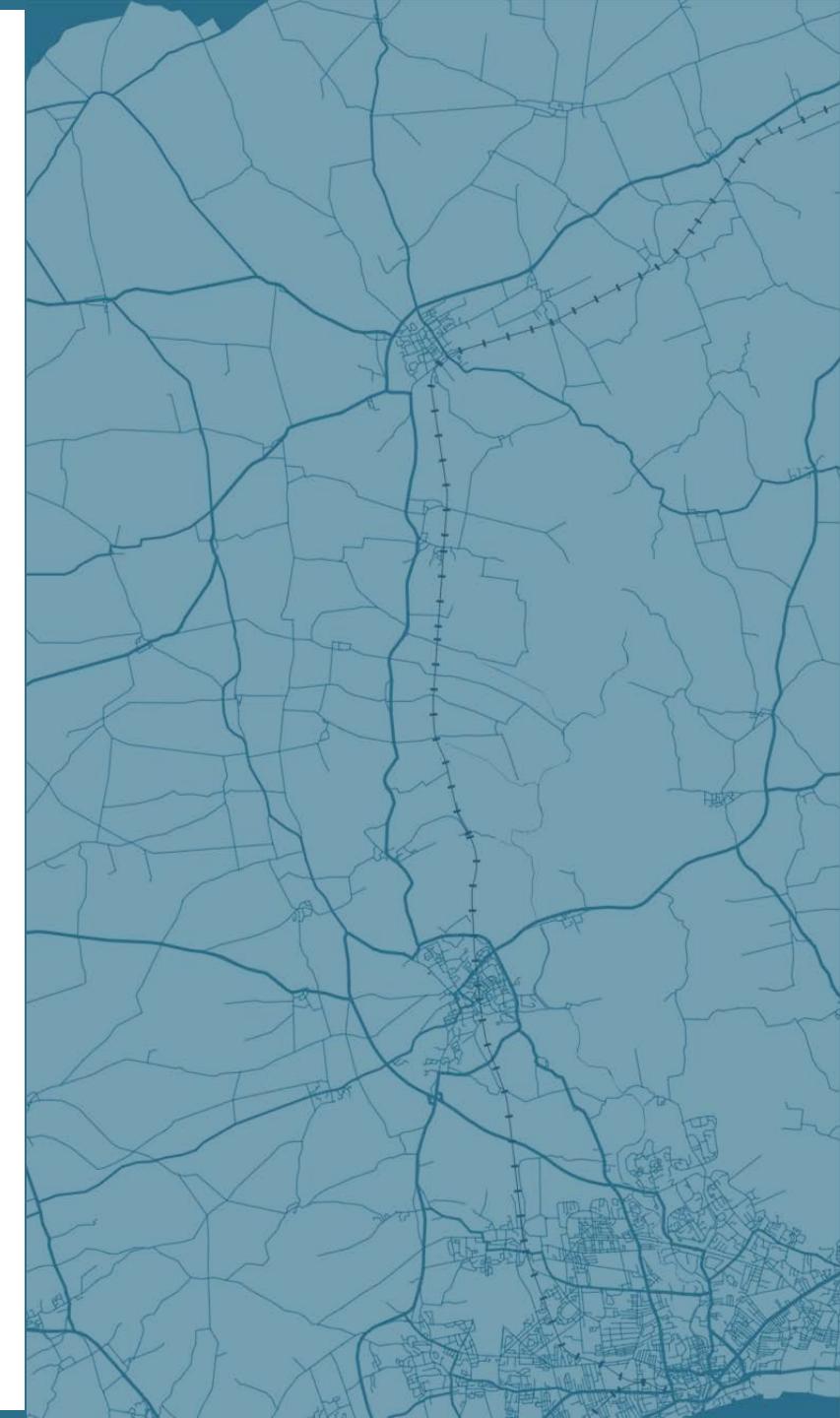
This is growth that is **productive, innovation-led and export-oriented** and capable of improving the UK's competitiveness and resilience, rather than simply expanding economic activity in volume terms.

Linking the Government's focus on 'growth-driving sectors', (Sectors capable of pushing the productivity frontier, anchor investment and innovation, and deliver spillovers into supply chains and local economies) with a plan that can tackle the regions constraints on growth and benefit the wider regional economy.

This approach is intended to generate transformational growth, bringing positive change to the structure and performance of a place's economy.

In an LGP this means we are ...

...looking for...	<i>...not primarily looking for...</i>
Productivity-led growth: sectors that can move up the value chain, adopt new technologies, and increase output per worker.	Pure employment expansion in low-productivity activities.
Innovation-led growth: sectors linked to R&D, new technologies, and higher value-added products or services.	Maintenance of existing, low-innovation business models.
Export and tradability: sectors competing in national or global markets, generating external income and investment.	Activities serving only local demand with limited growth spillovers.
Sustainable and resilient growth: sectors aligned with energy resilience or economic security goals.	Short-term or carbon-intensive growth models lacking long-term viability.
Cluster-based and place-specific growth: building on distinctive local strengths and assets.	Generic sector support without regard to local comparative advantage.
Strategic growth: sectors that strengthen supply chains, drive technological diffusion, and enhance national missions.	Fragmented or defensive support for declining sectors.



So, how should sectors be prioritised?

Not all sectors are positioned equally to deliver growth of the type and pace government is currently seeking. The timing and trajectory of sectors therefore matter as much as their long-term potential. Broadly, there are two types:

1. Sectors showing positive growth momentum now.

These are sectors already on an upward trajectory, where market demand, investment, and innovation indicators suggest near-term growth potential.

They are likely to respond quickly to targeted intervention and can deliver early, visible outcomes in productivity, employment, and value creation.

These are the priority sectors to put forward now as 'growth-driving' within the Local Growth Plan.

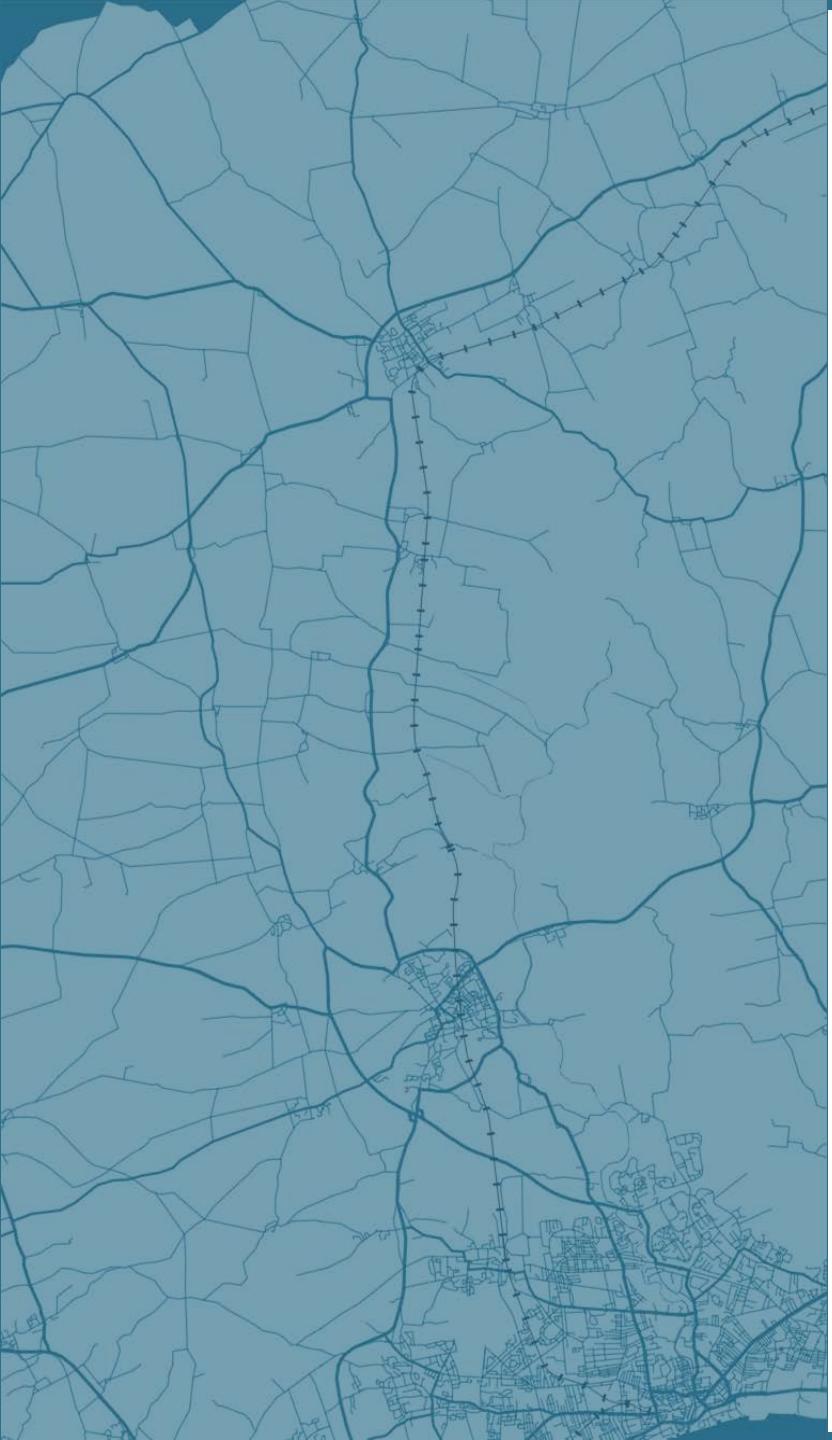
2. Sectors with latent or constrained growth potential.

These sectors may remain important to the local economy, but are not currently positioned to drive the kind of frontier growth envisaged by government.

They may face structural, skills, infrastructure or market barriers that must be addressed before generating transformative growth.

These sectors warrant targeted development or capacity-building interventions, preparing them for future rounds of growth prioritisation.

Sector prioritisation is therefore not a process of selection and exclusion, but of staging and readiness.



The role of foundational sectors

Alongside the growth-ready and growth opportunity sectors, there are also foundational sectors, which may not be the leading drivers of the type of high-productivity, innovation-led growth sought by government, but which nonetheless play a vital role in the functioning and resilience of the local economy.

These sectors include activities that provide the essential infrastructure, services, and workforce based upon which other economic activity depends. For example, **health and social care, construction, utilities, education, and core business services**.

While these sectors may not be presented as ‘growth-driving’ in the national policy sense, they remain integral to the overall economic strategy of a place.

The task for the Local Growth Plan is therefore to ensure that foundational and enabling sectors are strengthened and modernised, supporting higher-quality employment and efficiency improvements, and maintaining the infrastructure for growth that allows the priority sectors to succeed.

This leads to a growth readiness framework with three types of sectors...

Category	Current Trajectory	Growth Readiness	Nature of Opportunity	Indicative Type of Intervention	Role in LGP?
1. Growth Ready	Positive and strengthening: clear signals of demand, investment, innovation, and productivity growth.	High	Sectors already showing momentum and capacity to respond rapidly to policy or investment support.	<ul style="list-style-type: none"> • Targeted investment & growth acceleration • Skills pipeline alignment • Cluster development • Trade & innovation promotion 	Core - feature prominently in the Local Growth Plan as growth-driving and aligned with national priorities.
2. Growth Potential	Stable or mixed performance: local presence or strengths exist, but current growth indicators are weaker	Medium	Sectors with underlying capability but facing barriers (skills, infrastructure, market access, coordination).	<ul style="list-style-type: none"> • Capability-building & productivity support • Infrastructure / site readiness • Skills and supply chain interventions • Innovation diffusion / market development 	Development track - build conditions now so they can feature in future growth cycles and later in the LGP.
3. Foundational	Steady: mature and often low-growth but economically and socially vital.	Variable	Sectors provide employment, services, and system resilience; enable growth in other sectors.	<ul style="list-style-type: none"> • Quality and productivity improvement • Workforce progression • Digital and energy transition • Service innovation 	Underpinning - integral to inclusion and resilience, but not positioned as near-term growth drivers.



... with a set of features we can observe ...

Growth Ready

- Strong current growth momentum.
- Clear alignment with national priorities.
- Demonstrable *near-term* ability to deliver high-value growth.

Growth Potential

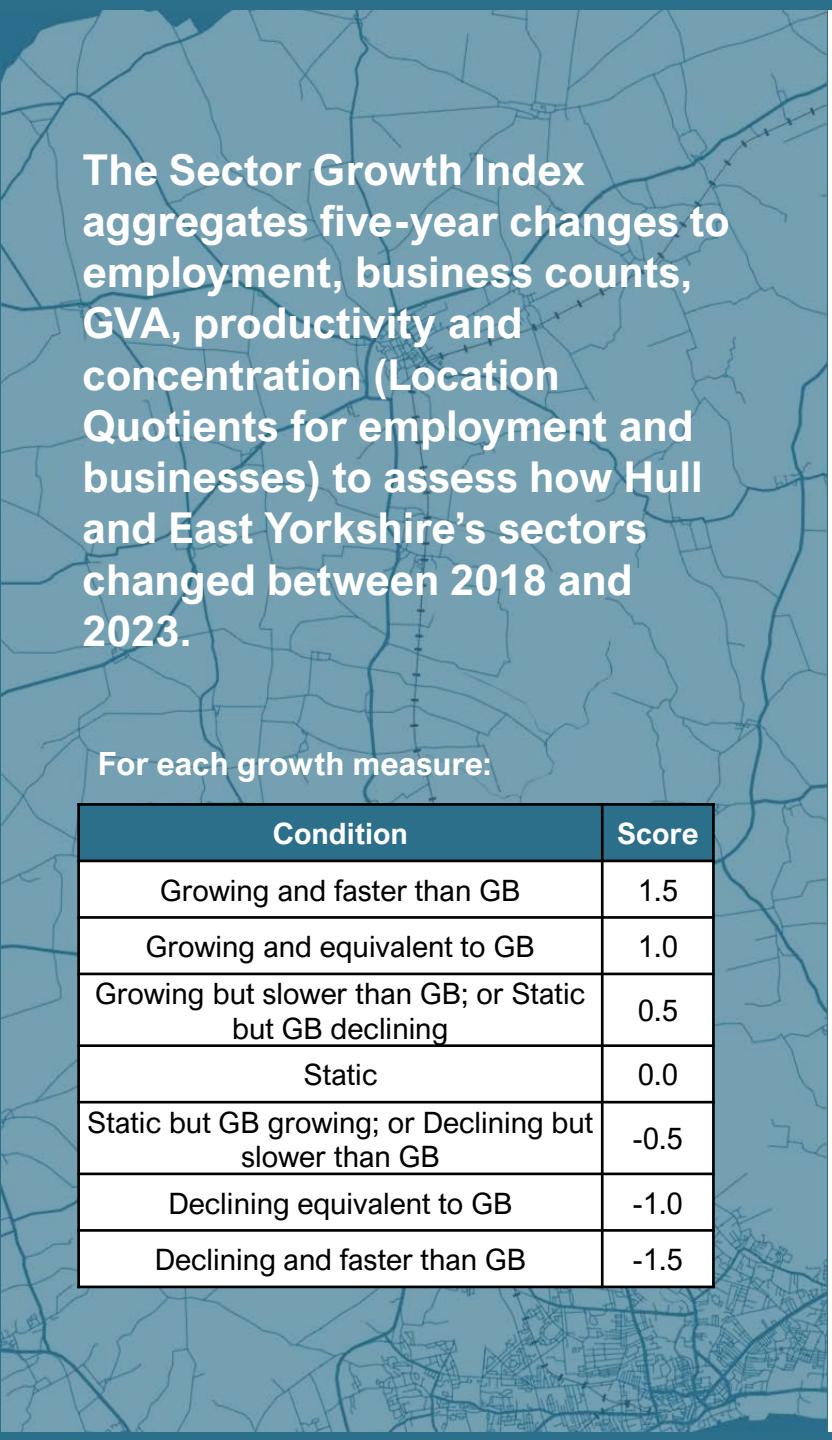
- Local strength, but under-performing or under-realised growth.
- Barriers in skills, infrastructure, productivity or market access.
- Medium-term potential to become growth-driving *once constraints are addressed*

Foundational

- Core parts of the local economy
- Provide employment, essential services, and system resilience.
- Unlikely to become frontier “growth-driving” sectors, but critical to overall economic health.

... consistently and comparatively across all sectors to understand growth dynamics.

Indicator	Growth Ready	Growth Potential	Foundational
Size	<ul style="list-style-type: none"> Usually medium to large employment base, but not essential if other significant local assets are present. 	<ul style="list-style-type: none"> Maybe small to medium in scale but strategically important. 	<ul style="list-style-type: none"> Typically, large employment sectors underpinning local labour markets
Value (GVA / Productivity)	<ul style="list-style-type: none"> High and/or rising productivity levels. Strong GVA contribution per worker. 	<ul style="list-style-type: none"> Moderate productivity, below others but improvable. 	<ul style="list-style-type: none"> Lower (but stable) productivity, reflecting service or social value rather than tradable output.
Specialism (LQ)	<ul style="list-style-type: none"> High specialism indicating strong comparative advantage or cluster presence. Established local capability or asset base. 	<ul style="list-style-type: none"> Emerging specialism presence, but not yet distinct 	<ul style="list-style-type: none"> Ubiquitous activity, essential to place functioning but not unique.
Growth Trends	<ul style="list-style-type: none"> Positive and strengthening trend across employment, business counts and productivity. 	<ul style="list-style-type: none"> Mixed or moderate trends – static or low growth. 	<ul style="list-style-type: none"> Likely flat, with stable demand, essential service provision



The Sector Growth Index aggregates five-year changes to employment, business counts, GVA, productivity and concentration (Location Quotients for employment and businesses) to assess how Hull and East Yorkshire's sectors changed between 2018 and 2023.

For each growth measure:

Condition	Score
Growing and faster than GB	1.5
Growing and equivalent to GB	1.0
Growing but slower than GB; or Static but GB declining	0.5
Static	0.0
Static but GB growing; or Declining but slower than GB	-0.5
Declining equivalent to GB	-1.0
Declining and faster than GB	-1.5

A systematic analysis to identify *Growth Ready* sectors

The Sector Growth Index analyses whether a sector is seeing significant growth (>2% Compound Annual Growth Rate - CAGR) in any of employment, business counts, GVA and productivity (GVA per job) and considers the level of growth versus national trends. If the sector is growing significantly faster than the GB average, it gets a higher score.

The maximum score possible is 7, meaning that a sector has seen growth across all measures, each of which is also growing faster than nationally. -7 is the lowest possible score, reflecting a decline across all measures.

Bespoke sector definitions have been constructed by classifying 5-digit SIC codes into 26 sector groups, reflecting the full economic picture in HEYCA. The selection of sectors includes foundational sectors and some specific sectors relevant to Hull and East Yorkshire's economy.

All sectors analysed are mutually exclusive, meaning there is no crossover, and add up to total employment in the region. For example, manufacturing activities within agri-food, clean energy and defence are excluded from the manufacturing definition, despite still being in the same broad industry group previously analysed.

Hull and East Yorkshire's headline sector analysis...

Sector grouping	Employment	Businesses	GVA (millions)	Productivity	Average concentration
Retail & Wholesale	37,935	3,045	£1,660	£43,755	1.06
Health and Social Care	36,985	775	£1,354	£36,609	0.98
Professional Business Services	25,450	2,505	£1,276	£50,129	0.78
Leisure & Hospitality	24,585	1,975	£638	£25,950	1.03
Education	23,325	295	£975	£41,779	0.95
Manufacturing	16,825	885	£1,513	£89,918	1.81
Agri-Food	16,790	1,935	£903	£53,761	2.04
Construction	15,515	3,010	£1,003	£64,647	1.12
Public Administration	13,910	125	£852	£61,251	1.64
Other Services	10,360	1,360	£352	£33,995	0.90
Digital and Technologies	7,825	1,160	£443	£56,657	0.61
Advanced Manufacturing	7,720	195	£632	£81,909	2.13
Ports and Logistics	6,610	725	£300	£45,349	1.48
Other Transport activities	6,455	430	£279	£43,298	0.83
Real Estate	3,485	745	£1,914	£549,211	0.75
Utilities	2,930	130	£326	£111,301	1.47
Financial Services	2,565	315	£264	£102,924	0.51
Life Sciences	1,930	20	£291	£150,587	1.27
Creative Industries	1,855	380	£89	£48,095	0.49
Digital and Creative	1,845	195	£105	£57,035	0.58
Clean Energy	1,535	60	£117	£76,310	1.25
Fossil Fuels	1,135	15	£73	£64,439	1.03
Digital Manufacturing	525	20	£35	£66,294	0.53
Mining	250	5	£16	£63,948	1.54
Defence	185	5	£13	£70,352	16.62
Total	268,530	20,305	£15,400	£57,400	1

This table summarises the data produced for each sector at a static level in 2023. The sectors are colour-coded from most (green) to least (red).

As expected, the top employing sectors are more likely to have higher business counts and GVA. However, disparities exist, such as public administration, health, and education, which have high employment but low business counts, likely due to large employers such as the NHS. The largest employing sectors in Hull and East Yorkshire have some of the lowest productivity levels, which brings down the average.

Some correlations can be identified between the relative indicators. Though smaller in size, some of the most productive sectors in Hull and East Yorkshire also have a high business and employment concentration. The most productive sector is life sciences, with a GVA per job of £150,000, but it also has around 27% greater concentration of businesses and employment than Great Britain. Six of the seven most productive sectors have an average concentration of 1.25 or more.

...shows a mixed growth story – very few sectors are showing strong growth on all metrics.

Sector grouping	Employment growth	Business growth	GVA growth	Productivity growth	Concentration change
Retail & Wholesale	0.0%	0.7%	0.9%	0.9%	2.3%
Health and Social Care	1.5%	-0.6%	-1.9%	-3.4%	-2.4%
Professional Business Services	-1.4%	-1.0%	0.2%	1.6%	-5.5%
Leisure & Hospitality	0.9%	1.9%	3.0%	2.0%	-3.7%
Education	0.8%	-0.7%	3.3%	2.4%	-3.0%
Manufacturing	-2.2%	1.0%	1.1%	3.4%	1.0%
Agri-Food	2.8%	-1.7%	3.3%	0.5%	4.7%
Construction	6.9%	2.2%	5.9%	-1.0%	14.3%
Public Administration	0.1%	0.0%	1.2%	1.1%	-8.6%
Other Services	1.2%	1.7%	4.9%	3.6%	0.7%
Digital and Technologies	-1.3%	-2.3%	7.5%	8.9%	0.7%
Advanced Manufacturing	-0.5%	4.0%	-1.7%	-1.2%	13.7%
Ports and Logistics	1.1%	1.3%	-0.8%	-1.9%	-2.3%
Other Transport activities	1.2%	2.5%	-2.8%	-3.9%	-6.5%
Real Estate	-1.7%	2.1%	1.2%	3.0%	-11.0%
Utilities	0.6%	6.5%	-4.4%	-5.0%	5.8%
Financial Services	2.3%	0.6%	-0.3%	-2.6%	3.5%
Life Sciences	-0.7%	-10.6%	-0.2%	0.5%	-32.8%
Creative Industries	-2.0%	1.7%	1.1%	3.2%	-4.4%
Digital and Creative	-6.3%	-1.0%	-7.9%	-1.7%	-25.1%
Clean Energy	5.0%	3.7%	5.2%	0.2%	20.4%
Fossil Fuels	2.4%	-5.6%	5.5%	3.0%	9.6%
Digital Manufacturing	3.6%	-4.4%	1.0%	-2.5%	-0.6%
Mining	0.8%	-12.9%	7.0%	6.2%	-39.0%
Defence	2.9%	0.0%	4.9%	1.9%	23.1%
Total	0.60%	0.50%	1.09%	0.49%	0%

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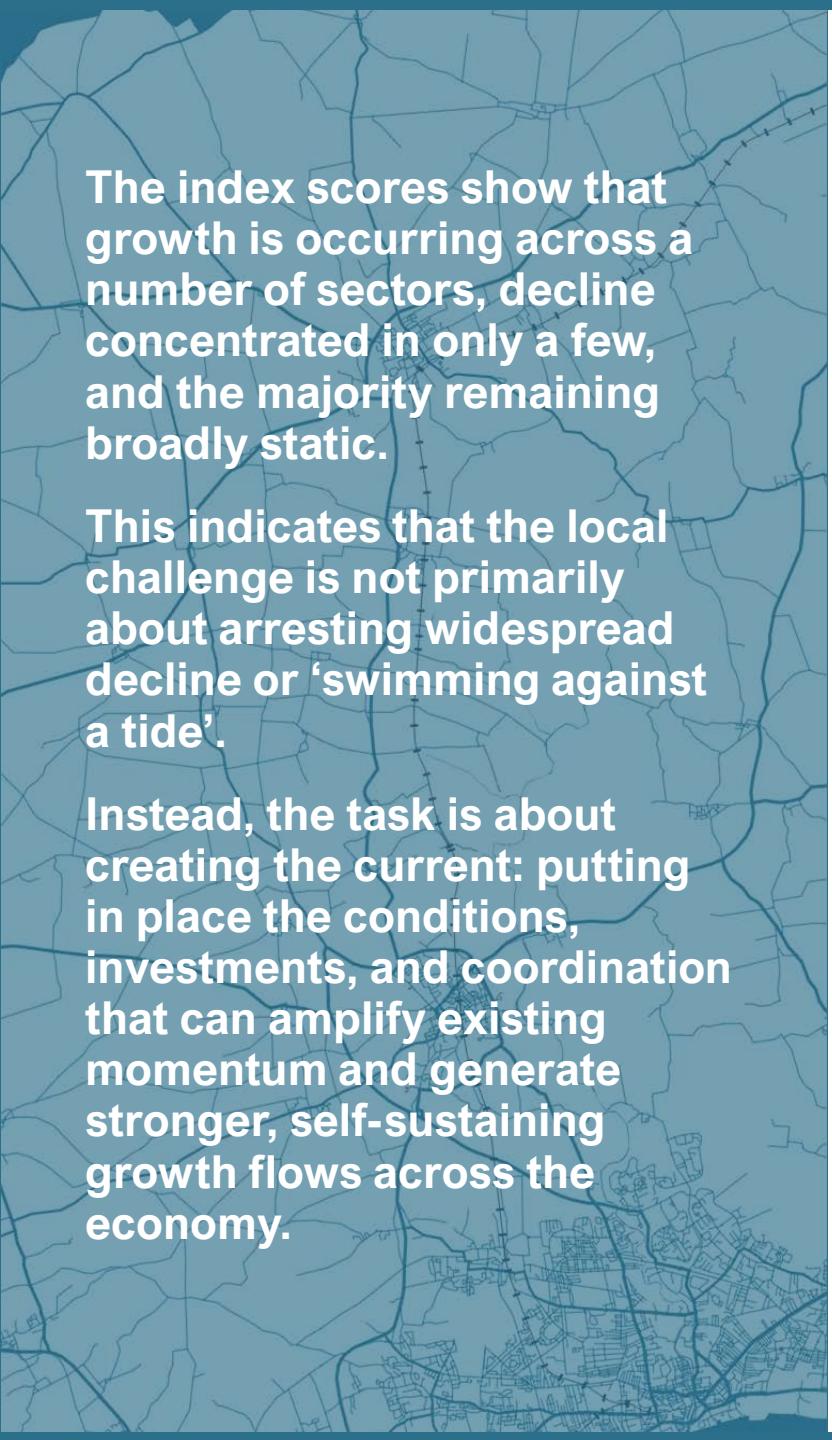
This table shows the compound annual growth rates for each metric over five years (2018-2023). The five-year total change in average concentration calculates the growth in average concentration.

The sectors experiencing the strongest growth in terms of size are construction, utilities, and clean energy, with construction showing a strong annualised growth in employment, and utilities in businesses.

In contrast, clean energy has a strong annualised growth in both. In terms of value, mining and digital technologies see a substantial productivity growth in five years, despite declining size.

Only a few sectors see growth in most indicators. The only sectors that have seen significant growth in three or more indicators are construction, defence and both clean and fossil fuel energy.

Due to varying growth rates across Hull and East Yorkshire's sectors when applying different measures, the following slide shows the growth index, aggregating all growth rates into a single score.

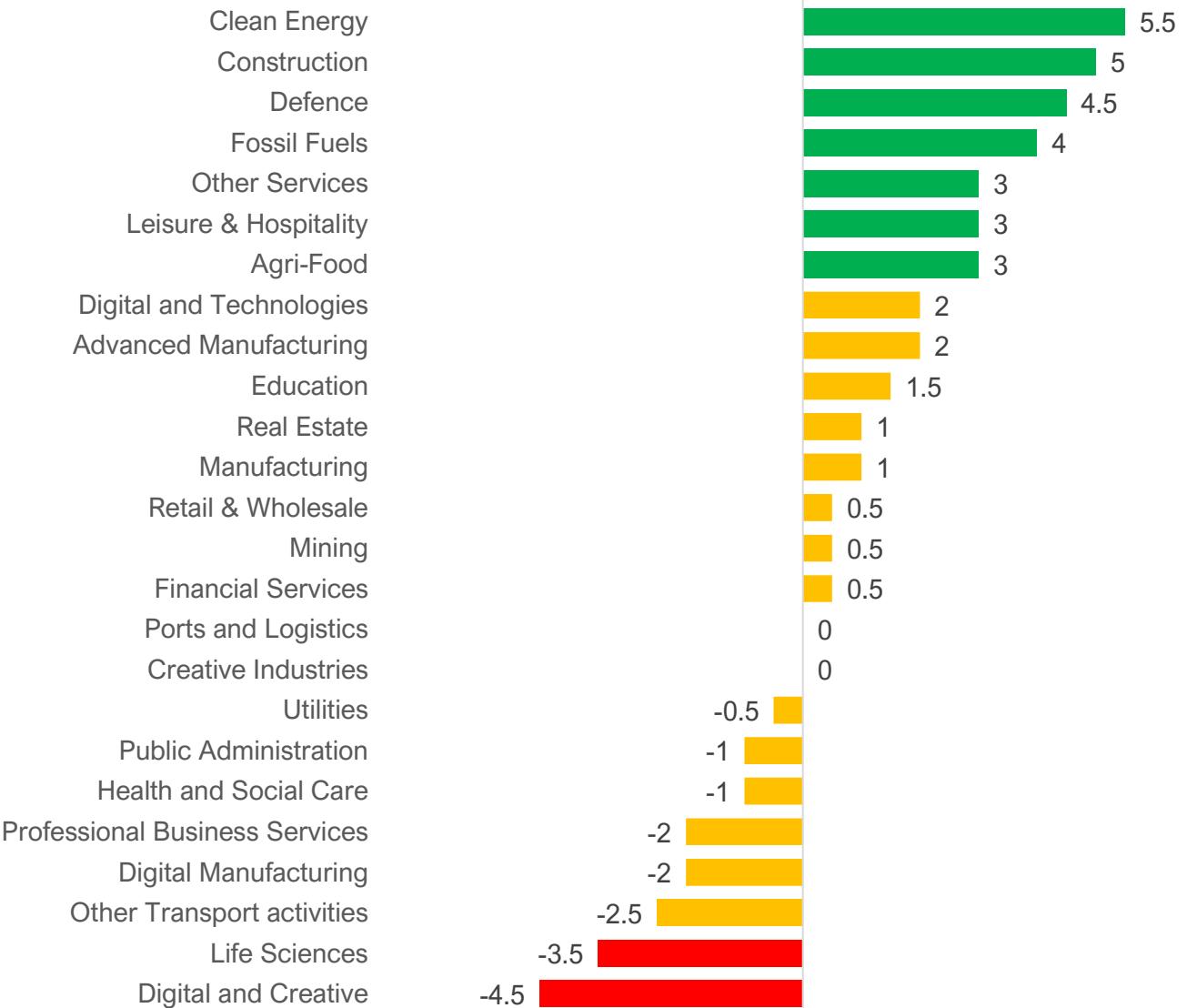


The index scores show that growth is occurring across a number of sectors, decline concentrated in only a few, and the majority remaining broadly static.

This indicates that the local challenge is not primarily about arresting widespread decline or 'swimming against a tide'.

Instead, the task is about creating the current: putting in place the conditions, investments, and coordination that can amplify existing momentum and generate stronger, self-sustaining growth flows across the economy.

Growth Index Score



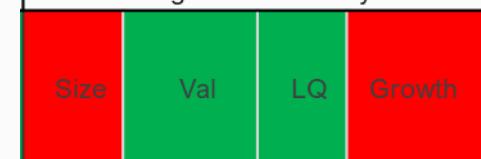
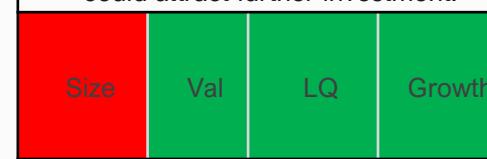
Growth ready sectors

Showing a combination of strengths across size, value, specialisation and growth dynamics, the analysis points to these four sectors as those showing most growth readiness.

Agri-food & Agri-tech			Energy			Manufacturing			Port and Logistics						
															
Employment	Business	Value	Employment	Business	Value	Employment	Business	Value	Employment	Business	Value				
16,800	1,900	£53,800	2,700	75	£76,300	25,000	1,100	£87,000	6,600	725	£45,300				
Large employer, with high business counts. This also translates to a high concentration, with more than twice the concentration of employment and businesses than nationally. Significant concentrations exist across the full supply chain, especially manufacturing. The sector's productivity is equivalent to national averages, but growth has been strong, particularly to employment and GVA. The sector also benefits from geography and access to global markets through the port.				Though not a high-employing sector, the sector is highly productive, contributing more to GVA per worker than other sectors. The sector also has a high concentration in the region, being home to key infrastructures driving cluster formation such as at Saltend Chemicals Park. Strength in clean energy places the region as nationally significant and can lead to investment. It is also showing strong growth, seeing positive growth trends across multiple measures.				Manufacturing is a core driver of Hull and East Yorkshire's economy, accounting for a high share of total employment, businesses and GVA compared to nationally. The sector is also more valuable in Hull and East Yorkshire than other regions, with a high GVA per job. Activity is not centred around one or two sub-sectors, with a broad range of activities showing specialisms and varying growth trends. As defence and advanced manufacturing are a national priority, there are strong investment opportunities in the sector.				Hull and East Yorkshire have a strong comparative advantage in ports and logistics. The geographical advantage of the Humber and regional specialisms in production provides a strong opportunity to grow this sector. Though less productive than other sectors, it is nationally significant, with billions of pounds worth of exports and imports passing through Hull's port annually, demonstrating the national significance. Growth has been stagnant in recent years, so there is a need to support the sector.			
Size	Val	LQ	Growth	Size	Val	LQ	Growth	Size	Val	LQ	Growth	Size	Val	LQ	Growth

Growth ready sectors

Though very small in size, the Life Sciences and Defence sectors also meet some of the growth readiness conditions. Either growth trajectory and specialisation, in the case of Defence, or value and concentration in Life Sciences. Activities in both fall within the wider manufacturing sector.

Life Sciences			Defence		
Employment	Business	Value	Employment	Business	Value
2,000	15	£150,000	185	5	£70,400
<p>The life sciences sector is a small but highly valuable sector in Hull and East Yorkshire, contributing 150,000 to GVA per worker. The region has a strong specialism in the manufacture of pharmaceutical products. However, the life sciences sector has seen the number of businesses decrease significantly, dominated by fewer large firms. As one of eight key sectors outlined in the industrial strategy, the region's specialism can bring investment, with some evidence of businesses receiving funding in the last five years.</p>					
 					

Moving forward

Data indicates the most positive combination of size, concentration and growth momentum *now* in Agri-Food & Agri-Tech, Energy, Manufacturing and Port & Logistics, and whilst Life Sciences and Defence also ‘rise to the top’ these can be seen as sub-sectors within manufacturing. As such we recommend the next step should delve more **deeply into each of these four as *Growth Ready* sectors to produce sector-specific evidence and insight to inform the development of the Local Growth Plan** and related investment planning, including greater specificity on sub-sector specialism.

However, the analysis also highlights some areas that need to be addressed as well. Hull & East Yorkshire’s **knowledge-based sectors**, including professional, scientific, and technical services, along with creative and digital industries, are either static in growth or very limited in their local concentration and distinctiveness. This represents a significant challenge for the future transformation of the Hull and East Yorkshire economy. In much of the UK these sectors, and the so-called ‘laptop jobs’ (encompassing knowledge-intensive and digitally enabled activities) they bring, form a critical component of modern, resilient economies. They drive innovation, productivity, and higher-value employment, while underpinning the competitiveness of manufacturing, public services, and the wider business base.

In Hull and East Yorkshire, however, **these sectors are under-represented and under-developed**, with far less depth than would be expected in a modern, diversified economy – particularly in a city. Their limited scale and slow growth risk becoming a binding constraint on future productivity and value creation, potentially limiting the region’s ability to capture the benefits of technological and service-led transformation. Given their strategic importance, it is recommended that the **Combined Authority undertakes a targeted deep-dive into these activities, cutting across knowledge-intensive professional services, creative industries, and digital technologies**, to understand the barriers to growth and the interventions required to build greater capacity and capability in this area.

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EXECUTIVE BOARD REPORT

ANNEX C

Equality impact statement – Local Growth Plan stage 1 consultation

Purpose and scope

This Equality Impact Statement accompanies the Hull and East Yorkshire Local Growth Plan (LGP) stage 1 consultation document. Its purpose is to set out how equalities considerations are being built into the design and delivery of the LGP process, in line with the Public Sector Equality Duty.

The current consultation represents the first stage in developing a new Local Growth Plan for Hull and East Yorkshire. It is a strategic, high-level consultation seeking views on the region's economic evidence, proposed framework for growth, and areas for partnership with Government. It does not set detailed policies, funding allocations or specific programmes.

Accordingly, this Statement provides a proportionate assessment of likely equalities implications at this stage. Full Equality Impact Assessments (EIAs) will be undertaken when the Draft LGP is prepared in 2026, and subsequently for major investment programmes, funding schemes or interventions arising from the Plan.

Likely equalities impacts and areas to watch

The Local Growth Plan consultation focuses on understanding which parts of the Hull and East Yorkshire economy are best placed to drive growth. It explores evidence and priorities in four main areas:

- the region's leading and foundational sectors
- the key constraints to growth across place, people and business
- opportunities for pan-regional collaboration; and
- the wider contribution of growth to prosperity.

Each of these areas presents potential equalities impacts that will need to be considered in developing the final Plan.

Sectors and the wider economy: The consultation highlights six sectors identified as having the strongest potential for growth. These sectors employ a significant share of the local workforce and have strong links to skills, transport and housing priorities. As growth policy develops, it will be important to ensure that new opportunities within these sectors are accessible to all residents, including women,

disabled people, minority ethnic groups and older workers, who are currently under-represented in some technical and higher-value occupations. There will also be a need to consider how smaller firms and social enterprises in foundational sectors can benefit from investment and supply-chain opportunities.

Constraints to growth: place, people and business: The evidence identifies a range of interconnected barriers that limit productivity and inclusion. Each has potential equalities implications.

- Place: transport connectivity and digital access are uneven across the region, affecting rural and coastal communities and residents without access to private vehicles. Affordable and accessible housing remains a challenge for lower-income groups and people with disabilities.
- People: skills, health and participation gaps are influenced by structural inequalities. Women, carers, disabled people and some minority ethnic communities face higher barriers to accessing training, employment and progression. Health-related inactivity also affects opportunities to participate in work and civic life.
- Business: small and medium-sized enterprises face constraints in premises, leadership, and access to finance. These issues can affect the diversity of business ownership and limit opportunities for local entrepreneurship and inclusive procurement.

Pan-regional working: The consultation recognises that economic geography does not stop at administrative boundaries. The region's success depends on collaboration across the Humber and with partners in Yorkshire and the wider North. Joint working on transport, energy, housing and innovation can widen opportunity, but care will be needed to ensure that the benefits of regional collaboration reach all communities within Hull and East Yorkshire, and that cross-boundary investment decisions do not disadvantage smaller or more isolated areas.

Growth and prosperity: The consultation frames prosperity as broader than economic output alone. It links the Local Growth Plan to wider social and environmental outcomes such as good jobs, health, housing and connectivity. There are positive opportunities to use growth to reduce inequalities in income, health and access to opportunity. However, there is also a risk that without targeted action, the benefits of growth could be unevenly distributed. Ensuring that evidence and decision-making take account of different experiences and needs across protected groups will therefore be critical to achieving inclusive prosperity.

Consultation design considerations

The Combined Authority is committed will need to take steps to ensure that the Stage 1 Local Growth Plan consultation is accessible, including considering appropriate and proportionate action in areas such as the format for consultation materials, nature of response channels, and targeting of engagement.

Data and evidence

The consultation draws on the Combined Authority's Regional Economic Assessment and wider socioeconomic data to identify potential disparities in employment, income, skills and health outcomes.

Respondents are invited to contribute additional local evidence or insight on equalities issues that should inform the Draft LGP.

Next steps

An Equality Impact Assessment should accompany the Draft Local Growth Plan, expected in 2026. Further programme-level EIAs will be carried out for specific interventions framed by the LGP. This approach ensures that equality considerations are embedded throughout the development and delivery of the Local Growth Plan.



Report to the HEYCA Executive Board

22 October 2025

Combined Authority Investment

Report of the Strategic Lead – Investment

Report Status:

This item is not exempt

Therefore exempt reasons are not applicable

This is a non-key decision.

1. Purpose of the Report and Summary

1.1 The report provides an update on the development of the Strategic Investment Framework, outlining the work underway and progress on each of the workstreams. It is proposed that an Investment Board is put in place as an advisory board, as envisaged in the adopted HEYCA Portfolio arrangements, to oversee the Strategic Investment Framework and Investment Pipeline.

2. Recommendations

2.1 It is recommended that the HEYCA Board

- i. Note the update on work to establish core HEYCA investment capabilities.
- ii. Agree to establish a HEYCA Investment Board, as envisaged in the adopted Portfolio Arrangements, and an Independent Advisory Panel, in line with the Terms of Reference enclosed at Appendix 1 and Appendix 2.
- iii. Delegate final decisions on membership to the Portfolio Holder for Investment, in consultation with the Mayor, the Portfolio Holder for Skills, and the Chief Executive.

- iv. To instruct the Monitoring Officer to make the minimum amendments necessary, if any, to the Combined Authority's Constitution, the Single Assurance Framework and any other element of the Governance Framework to implement the recommendations in this report, if approved.

3. Reasons for Recommendations

3.1 Executive Board members, at their meeting on 25 July 2025, agreed the report, *Allocation of Portfolios 2025/26*.

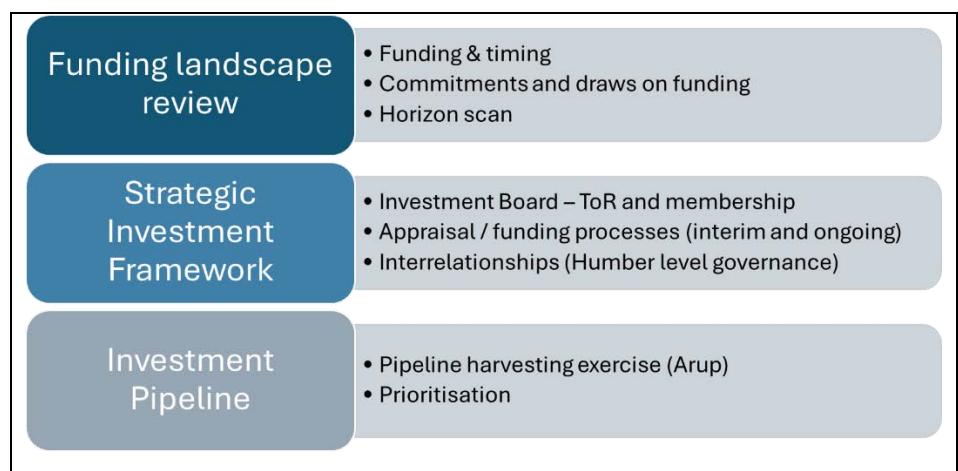
That report set out the arrangements for each Portfolio including, at paragraph 16(c) (p.28), that the Investment Portfolio Holder, Cllr Handley, would “*Convene and Chair an Investment Board to make recommendations to the HEYCA Board*”.

Accordingly, this report sets out, at Appendix 1, terms of reference for an Investment Board, including an outline of intended membership.

4. Background

4.1 A programme of work is underway to create the core investment capabilities for the Hull and East Yorkshire Mayoral Combined Authority, including a pipeline of projects and structures and governance necessary for robust, evidence-based decision making.

Three workstreams are in place as outlined in the graphic below.



Work is progressing in each area.

Funding Landscape Review

The review consolidates understanding of the different HEYCA funding streams and analyses these by portfolio. The review also seeks to identify existing and future commitments and other potential draws on this funding, to inform future HEYCA financial strategy.

This paper is in the final stages of development.

Strategic Investment Framework

The Strategic Investment Framework will set out the principles and processes that govern how investment decisions are made by HEYCA. It ensures that investment decisions are consistent, transparent and aligned with HEYCA priorities.

The Framework will set out:

- The scope of available and aligned funds
- How decisions will ensure investments are strategically aligned with HEYCA priorities
- Governance and accountability arrangements (including the Investment Board as proposed in section 5 below)
- Investment principles and prioritisation criteria
- Investment appraisal processes and lifecycle
- An approach to monitoring and evaluation

Investment Pipeline

Work is underway to collate investment opportunities across the region and start the process of high-level appraisal and pipeline prioritisation. The work is being undertaken on a phased basis, initially including HEYCA, constituent local authorities and other strategic public sector partners.

The pipeline will be prioritised based on strategic alignment, alongside consideration of stage of development, size, risk and other factors. The Investment Pipeline will be considered by the Investment Board on an on-going basis, both to identify and prioritise investments that can be recommended to the HEYCA

Board, and to recommend a strategic pipeline for inclusion in the Local Growth Plan, and other related strategic investment matters.

Board Members will also wish to note that HEYCA are due to be represented at the National Investment Summit hosted by the Chancellor of the Exchequer on 21 October. A verbal update can be provided at the meeting if helpful.

5. **HEYCA Investment Board**

5.1 The HEYCA Investment Board is proposed as an Advisory Board to the HEYCA Board which will recommend investment decisions for approval by the HEYCA Board.

The Investment Board will oversee the investment pipeline and review proposals and business cases through the project lifecycle in line with the HEYCA Single Assurance Framework. It will also consider strategic matters related to investment, where helpful, and other funding decisions in line with external funding conditions and other requirements.

A recommended Terms of Reference for the Investment Board, and an approach to Membership, are provided at Appendix 1 for Board Approval.

The Investment Board will be supported by an Investment Advisory Panel. A recommended Terms of Reference for the Investment Advisory Panel, and an approach to Membership, are provided at Appendix 2 for Board Approval.

Subject to Board approval, the next steps will involve:

- The Portfolio Holder for Investment will confirm the Membership of the Investment Board and the Investment Advisory Panel, having consulted with the Mayor, Cllr Ross and the Chief Executive.
- A first meeting of the Investment Board will be held as soon as practical, at which the Members will agree their Terms of Reference, receive a briefing on key HEYCA priorities and the strategic investment landscape for the region, and consider any investment items for recommendation as necessary.

- Subsequent meetings will be held as required and will prioritise making investment recommendations to the HEYCA Board to make best use of available funds.

6. Equalities Impact Information

6.1 Although there are no direct equalities impacts arising from this report, the agreement of the proposed Investment Board Terms of Reference will help to ensure that the HEYCA investment funds are deployed in a way that does not lead to any adverse equalities.

7. Options and Risk Assessment

7.1 To endorse the proposed Investment Board Terms of Reference. An Investment Board will support the development of a strong pipeline of investment opportunities and consistent and ambitious investment decision making, encouraging strategic investments that will bring sustainable and long-term economic benefits to the area. While comments and feedback are sought and welcome, there is a risk that significant or material change will not help to realise the same anticipated level of benefit.

7.2 Should the Board conclude to not endorse the proposed Investment Board Terms of Reference as set out in the report, this could lead to more ad-hoc investments coming forward with little or no long-term benefit. It could give a negative message to investors and stakeholders and ultimately impact the Combined Authority's reputation. It will also increase the direct workload of the HEYCA Board and limit specialist independent input.

8. Legal Implications and Statutory Officer Comments

8.1 The recommendations in this report, if approved, create an Independent Advisory Panel and a HEYCA Investment Board. The recommendations align with previous decisions of Executive Board on 25 July 2025 Allocation of Portfolios 2025/26 as noted and include enabling recommendations. The annexes to this report are initial terms of reference for the two bodies proposed to be created. These are considered to be appropriate governance documents to enable progress and can be reviewed periodically.

9. Financial Implications and Statutory Officer comments

9.1 There are no direct financial implications arising from the recommendations within this report. Establishment of the

governance framework will enable the decision making to allocate funding towards investment priorities going forward.

Contact Officers:

Julian Nelson – Interim Director of Finance

Officer Interests:

None

Appendices:

Appendix 1: Hull and East Yorkshire Combined Authority Investment Board Terms of Reference

Appendix 2: Hull and East Yorkshire Combined Authority Investment Advisory Panel Terms of Reference

Background Documents: none

Appendix 1. Hull and East Yorkshire Combined Authority Investment Board

Terms of Reference

1. Purpose

The Investment Board is an advisory committee to the Hull and East Yorkshire Combined Authority Board and the Mayor. It provides advice and guidance on investment matters in support of the exercise of Combined Authority and Mayoral functions.

2. Scope

Investment decisions in relation to all Combined Authority funding are in scope:

- where an investment decision is required in relation to investment proposals made in accordance with the HEYCA Single Assurance Framework, and
- unless a decision is made to apply alternative arrangements by the HEYCA Board.

3. Functions

The Investment Board will provide the following functions and will advise the Combined Authority Board accordingly:

- To review proposals, business cases and appraisals for investments in line with the Combined Authority Single Assurance Framework and make appropriate challenges
- To make recommendations to the Combined Authority Board on investment decisions
- To make recommendations for conditions to any funding decision to the Combined Authority Board (in all cases minimum conditions should specify the Availability Period, Conditions to Drawdown of Funds, Conditions for withdrawal of support and terms of clawback, change control)
- To propose the monitoring and evaluation approach related to any funding decision and to have the ability to delegate oversight of this function where appropriate
- To review and make recommendations for delegation of Combined Authority funds to constituent authorities and recommend associated necessary conditions
- To periodically review the Combined Authority investment pipeline, advising the Combined Authority Board on (re)prioritisation to align the investment portfolio with investment needs and priorities

In addition, the Board may be consulted from time to time of matters of investment strategy and policy.

It should be noted that, notwithstanding the identified role of the Investment Board to make recommendations on these matters, it may be that on occasion, the Combined Authority Board has reason to take necessary investment decisions for in-scope matters, without reference to the Investment Board, which is acceptable provided those decisions are taken in line with the constitution and Single Assurance Framework.

The Board may appoint one or more sub-groups, in addition to the Investment Advisory Panel, for the purpose of discharging any of the Board's functions.

4. Membership

[To be determined in line with proposed delegation]

5. Frequency

The board shall meet monthly, or other frequency, as required.

6. Quorum

[To be determined in line with proposed delegation]

7. Conflicts of interest

All Members must declare any actual, potential, or perceived conflicts of interest at the earliest opportunity and in advance of the relevant item of business. The Chair shall determine the appropriate action, which may include the Member's withdrawal from discussion or decision-making on the matter. All declarations and actions taken shall be recorded in the minutes in accordance with the Authority's Code of Conduct and relevant legislation.

For the avoidance of doubt, any Elected Councillors on the Board do not need to recuse themselves from consideration of items related to investments in the Local Authority area of which they are a Member but should recuse themselves from items related to investments in their Ward, or which they have a conflict in the usual manner.

8. Remuneration

Membership of the Board is not remunerated. Members may claim reimbursement of reasonable expenses incurred in the course of their duties, in line with the Authority's approved policies.

9. Review

To be reviewed periodically, including on an annual basis by the Investment Board and Combined Authority Board.

Appendix 2: Hull and East Yorkshire Combined Authority Investment Advisory Panel

Terms of Reference

1. Purpose

The Investment Advisory Panel is a sub-group of the HEYCA Investment Board.

It exists to provide independent professional advice to support the Hull and East Yorkshire Combined Authority Investment Board to make investment recommendations to the Hull and East Yorkshire Combined Authority Board.

Investment Advisory Panel meetings will routinely consider commercially sensitive and commercially confidential information and are therefore held in private session.

2. Scope

Advice from the Panel will be requested from the Investment Board as required, with a working assumption that as a minimum, matters or substantial and / or commercial significance will routinely be considered by the Panel.

The Investment Advisory Panel does not enjoy a right of initiative.

3. Functions

The Investment Advisory Panel will:

- Support the development of high-quality investment proposals, business cases and appraisals by offering rigorous professional advice and feedback in line with the Combined Authority Single Assurance Framework.
- Ensure appropriate peer review, independent due diligence and, where necessary, external project appraisal is provided to enable robust decision making
- To make recommendations to the Hull and East Yorkshire Investment Board, including providing advice on:
 - conditions to be included as part of any funding decision to the Combined Authority Board (In all cases minimum conditions should specify the Availability Period, Conditions to Drawdown of Funds, Conditions for withdrawal of support and terms of clawback, change control); and
 - the monitoring and evaluation criteria related to any funding decision
- To oversee monitoring and evaluation of investment decisions where delegated to the Panel or as required.
- Where requested, to advise the Investment Board on others matters as directed.

4. Membership and advisory input

[To be determined in line with proposed delegation]

5. Frequency

The panel shall meet monthly in advance of meetings of the HEYCA Investment Board, or other frequency, as required.

6. Quorum

[To be determined in line with proposed delegation]

7. Conflicts of interest

All panel members must declare any actual, potential, or perceived conflicts of interest at the earliest opportunity and in advance of the relevant item of business. The Chair shall determine the appropriate action, which may include the member's withdrawal from discussion or decision-making on the matter. All declarations and actions taken shall be recorded in the minutes in accordance with the Authority's Code of Conduct and relevant legislation.

8. Remuneration

Membership of the Board is not remunerated. Officers may claim reimbursement of reasonable expenses incurred in the course of their duties, in line with the Authority's approved policies.

9. Review

To be reviewed periodically, including on an annual basis by the Investment Board and Combined Authority Board.



Report to: Hull & East Yorkshire Combined Authority

Date: 22 October 2025

Business Case for Hull & East Yorkshire Community Investment Fund

Report of the interim Director of Finance (Section 73 Officer)

Report Status:

This item is not exempt.

Therefore exempt reasons are not applicable.

This is a non-key decision.

1. Purpose of the Report and Summary

1.1 This report presents the business case for the establishment of a Community Investment Fund (CIF) by the Hull & East Yorkshire Combined Authority (HEYCA). The CIF is designed to provide grants to grassroots, voluntary, community, and social enterprise organisations to support delivery of the Mayor's priorities as set out in the HEYCA Gameplan.

2. Recommendations

2.1 It is recommended that the HEYCA Executive Board:

- i. Endorses Option 4 as the recommended option to deliver the Community Investment Fund
- ii. Delegates decisions on the final design of the Fund to the Chief Executive, and
- iii. Notes that the Combined Authority will seek to make initial funding allocations through existing governance in the coming months, with the Fund due to be fully operational in January 2026.

3. **Reasons for Recommendations**

3.1 The options analysis set out in the business case demonstrates that a HEYCA-led grants programme is the option best able to deliver the objectives of the Community Investment Fund. This model offers the strongest alignment with the HEYCA Gameplan, provides the clearest route to visible neighbourhood-level outcomes and ensures that decision-making remains firmly within the Combined Authority and in compliance with its assurance framework. When tested against the eight evaluation criteria in the business case, the HEYCA-led scheme achieved the highest overall score of the four options.

3.2 The fund will be fully operational from January 2026 following a mobilisation period from November 2025. During this period the detailed operating arrangements, including the governance requirements for each threshold, will be finalised in consultation with local partners. Any refinements identified through stakeholder engagement or early learning will be incorporated before the first funding round. During this period it would also be possible to make a small number of initial awards using existing HEYCA processes and governance.

4. **Background**

4.1 At its meeting on 26 September 2025, the HEYCA Executive Board agreed a report that considered the arrangements for the set up and delivery of a community investment fund, noting that any such fund should accord with the following principles:

- a) Primarily benefit residents at risk of social and economic exclusion, contributing towards the Mayor's commitment to tackling poverty, deprivation and health inequalities;
- b) Support the Mayor's commitment to work with local businesses, community leaders and the Voluntary, Community and Social Enterprise (VCSE) sector, as well as public service partners, to support and invest in the health, wellbeing and aspiration of local communities, recognising the role of the VCSE sector in supporting some of our most vulnerable residents by helping them get out of poverty;
- c) Promote aspiration, opportunity and pride through volunteering and community-led campaigns;
- d) Champion initiatives that improve public health and wellbeing;

- e) Support strong communities, building civic pride, tackling isolation, and strengthening the social fabric of places across Hull and East Yorkshire;
- f) Work with partners to reduce poverty, including addressing the root causes of deprivation and supporting access to opportunity and work;
- g) Engage with local VCSE organisations, volunteers and anchor institutions to unlock the energy and capacity of local people and communities;
- h) Support the Combined Authority's wider commitment to supporting strong and connected communities that help to reduce inequalities and improve wellbeing for all;
- i) Recognise the value of active and engaged communities in delivering HEYCA's ambitions for the region.

4.2 This paper presents the business case for the establishment of a Community Investment Fund (CIF) and this is attached at Appendix 1.

5. Issues for Consideration

- 5.1 This Business Case proposes a grants-based Community Investment Fund (CIF) for Hull & East Yorkshire Combined Authority (HEYCA).
- 5.2 The CIF is intended to support grassroots groups, community and voluntary sector organisations, not-for-profit businesses and social enterprises, to contribute to delivering the Mayoral priorities set out in the draft HEYCA Gameplan.
- 5.3 The fund will seek to do this in several ways, such as growing locally based activity, increasing opportunities for residents to meet each other and strengthen social capital, and helping groups to secure or improve community assets.
- 5.4 It is proposed that the programme should be a HEYCA-led scheme, and that it should align with existing council and third sector activity, avoiding duplication.
- 5.5 The business case sets the proposal in the current HEYCA context; summarises evidence from comparable programmes and approaches; presents options for different forms of delivery, including a preferred option; and considers how this option can best be funded, delivered and evaluated.
- 5.6 Evidence from comparable programmes across other Mayoral Combined Authorities demonstrates the effectiveness of grant-

based community investment in delivering visible, neighbourhood-level outcomes.

6. Options and Risk Assessment

6.1 A shortlist of delivery options has been developed through the structured research and engagement undertaken for this Business Case. Analysis of the HEYCA Gameplan, the Combined Authority's assurance framework, local socio-economic data and discussions with stakeholders identified the need for a fund that is visible, proportionate and easy to access.

6.2 Each option has been tested against evaluation criteria, as set out in the business case, to ensure that the preferred approach will meet the Combined Authority's strategic objectives, remain accessible to community organisations and operate with strong governance and value for money.

6.3 The four delivery options identified are:

1. Do Nothing – No new fund. Community and voluntary groups would continue to rely on the existing fragmented funding landscape.
2. Social Purpose Loan Scheme – Partner with a specialist intermediary to provide repayable finance to socially trading organisations.
3. Third-Party Grants Scheme – Commission an experienced external body to manage the grants process and, if required, undertake outreach on the Authority's behalf..
4. HEYCA-led Scheme – HEYCA would establish and run the Community Investment Fund using one of two viable delivery routes as outlined in the Business Case, supported by a convened Grants Panel.

6.4 A qualitative assessment and a scored multi-criteria analysis were used to assess each option against eight evaluation criteria to draw out the relative strengths and weaknesses of each approach. This identified Option 4 as the preferred option, offering the best alignment with HEYCA priorities and the most effective governance and delivery model.

6.5 The business case identifies key risks and mitigations, as follows:

- Delay in procurement of outreach or evaluation services, mitigated by early tendering and use of existing procurement frameworks if required.
- Insufficient applications or low early demand, mitigated by commissioned outreach and proactive communications campaign.
- Staffing/resourcing challenges, mitigated by interim support and shared capacity across HEYCA
- Fraud or misuse of funds, mitigated by proportionate due diligence, bank validation, staged payments, and random audits.
- Reputational risk if awards are delayed or disputed, mitigated by Clear service standards for decision times and transparent publication of criteria and panel decisions.

7. **Legal Implications and Statutory Officer Comments**

7.1 The establishment of the Mayor's Community Investment Fund (MCIF) will benefit a range of residents, promote aspiration and champion improved public health and well-being all falling within the overall purpose and remit of the Combined Authority. This decision is taken by the Mayor exercising a Mayoral General Function and is not a key decision. As detailed in paragraph 4.3 of the Report of the Interim Chief Executive regarding the MCIF to the Executive Board of 26 September 2025, the detailed business case has been reviewed in the context of the Local Assurance Framework of the English Devolution Accountability Framework and is considered to conform. The business case sets clear eligibility criteria and defines outcomes for the MCIF and proportionately balances support and assurance with size and complexity of potential grants.

8. **Financial Implications and Statutory Officer comments**

8.1 The recommended option involves introduction of a community grants scheme with an initial budget of up to £1 million, underwritten by the Mayoral Investment Fund. Effectively, this will be funded from the £7.2m uncommitted revenue balance of the Mayoral Investment Fund budget. There are no other commitments currently planned and therefore this is affordable.

8.2 It is noted that the opportunity to use accrued interest from its cash balances will be explored. For 2025-26, this interest is already built into the operational revenue budget and so this opportunity is limited to out-performance of the budget in the current year, though this can be explored further if the CIF is renewed in future financial years.

8.3 Depending on the implementation route chosen, delivery would be expected to require either up to £50,000 for commissioned services and £20,000 for monitoring and evaluation, plus in-kind contributions from existing HEYCA budgets; or up to £60,000 for services and £20,000 for monitoring and evaluation, plus in-kind contributions to management and oversight at a lower level.

8.4 I am satisfied that the proposals represent value for money, as the proposals incorporate transparent governance under HEYCA's Assurance Framework, flexible thresholds to support a wide range of organisations with a low barrier to access for smaller and volunteer-led groups, and the proposals demonstrate strong alignment with strategic priorities and community needs.

8.5 I am satisfied from a financial sustainability perspective, as any future rounds can be funded via the Mayoral Investment Fund with the opportunity to explore co-funding with partners. Evaluation of this initial round will inform longer term strategy and potential transition to a third-party delivery model.

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Officer Interests:

None

Appendices:

Appendix 1 – Hull & East Yorkshire Community Investment Fund (CIF) Business Case

Background Documents:

Mayoral Community Investment Fund report to the HEYCA Executive Board, 26 September 2025

Hull & East Yorkshire Community Investment Fund (CIF) Business Case

October 2025

Executive summary

This Business Case proposes a grants-based Community Investment Fund (CIF) for Hull & East Yorkshire Combined Authority (HEYCA).

Recent engagement with over 270 VCSE organisations across the East Riding confirms a pattern of increasing demand, funding insecurity and capacity constraints. Nearly eight in ten organisations have seen demand for their services rise, and over a third expect their financial position to worsen in the year ahead. Many hold minimal reserves and lack the resources or skills to access competitive grant programmes. This points to a clear funding gap for timely, proportionate and accessible investment. The situation in Hull is expected to be similar given that national trends drive much of this sector context.

The CIF is intended to support grassroots groups, community and voluntary sector organisations, not-for-profit businesses and social enterprises, to contribute to delivering the Mayoral priorities set out in the draft HEYCA Gameplan.

The fund will seek to do this in several ways, such as growing locally based activity, increasing opportunities for residents to meet each other and strengthen social capital, and helping groups to secure or improve community assets.

It is proposed that the programme should be HEYCA-led, and that it should align with existing council and third sector activity, avoiding duplication. Over time, it may be possible and appropriate to migrate delivery and oversight of the CIF to an independent VCSFE organisation or consortia, provided it continues to be managed in line with HEYCA governance standards.

Using a five-case model, this business case sets this proposal in the current HEYCA context; summarises evidence from comparable programmes and approaches; presents options for different forms of delivery, including a preferred option; and considers how this option can best be funded, delivered and evaluated.

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1. Strategic case

Community Investment as a strategic intervention

The national funding landscape currently includes several schemes, designed and delivered by Mayoral Combined Authorities, that both demonstrate demand and provide useful points insights into the design and delivery of such funds. These include:

West Midlands Inclusive Communities Fund (ICF): In 2023–24, the West Midlands Combined Authority, with the Heart of England Community Foundation, distributed £11.8 million through 388 grants across the region. The ICF shows that a combined authority can distribute funding at pace and scale while keeping a strong emphasis on fairness and openness. With hundreds of awards made in a single year, the programme used a trusted intermediary and clear, publicly available criteria. Decisions were easy to understand, and the fund reached a wide mix of communities.

Liverpool City Region Community Environment Fund (CEF): Now in its third year, LCR's CEF provides grants (up to £30,000) to community groups for environmental and resilience projects, with regular public reporting and case studies. The CEF illustrates how a focused theme - in this case, environmental improvement and resilience - can channel local energy into visible, practical projects. Regular updates and case studies help residents see the benefits in their area and encourage more groups to take part.

York & North Yorkshire Community Buildings and Village Halls: The Combined Authority provides capital grants to VCSE organisations and town/parish councils to improve community buildings to ensure they are accessible to all residents and aligned to local priorities. Targeted capital grants have helped a broad range of places upgrade and adapt their shared spaces. Many projects are practical - replacing roofs, improving insulation, or redesigning rooms so more groups can use them.

East Midlands Mayor's Community Development Fund (CDF): Launched in 2025 by the East Midlands Combined County Authority's Mayor, the CDF allocates around £2.5 million across ten priority neighbourhoods, with a baseline allocation per area and an additional £8,000 per area for group development. The programme runs a two-stage process (Expression of Interest then full application), supported by clear guidance, webinars and a published timetable. Eligibility focuses on formally constituted organisations and partnerships. The brief is broad - community facilities, volunteering and social action, youth and family activity, skills and enterprise, health and wellbeing, and community safety/cohesion.

North of Tyne small-grant and civic-crowdfunding models: The previous North of Tyne Combined Authority provided small grants (typically £1,000–£50,000) and supported CrowdFund North of Tyne, providing grant pledges alongside civic crowdfunding to help local groups deliver community-backed projects with strong participation and visibility. North of Tyne's experience with small grants and grant

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pledges alongside civic crowdfunding shows how modest public contributions can unlock wider local support.

Consistent learning points from across these different funds and approaches suggest, amongst other things, that:

- Community investment funds are reasonably commonly used amongst Mayoral Combined Authorities, suggesting they can be effective and that any associated risks can be managed;
- Objectives generally include:
 - securing and improving local social infrastructure
 - catalysing participation and volunteering
 - backing early project development so that good ideas are delivery ready
 - supporting small place improvements that make day to day life easier and safer, and
 - Helping residents to come together in ways that build trust and local pride.
- Community investment approaches also provide visible, transparent routes for devolved funding to reach neighbourhood projects, so the benefits of devolution are seen and understood in every part of the area.

Strategic fit

The summary above sets out general purposes for community investment and shows that these align with the functions and objectives of Mayoral Combined Authorities. A HEYCA CIF would also need to align with both the broad thrust of the HEYCA Gameplan and support specific commitments and policy priorities. Alignment with the broad thrust of the plan can be evidenced by considering:

- The Mayor's foreword, which notes, "No single organisation can make this happen. Let's work together – councils, businesses, public services and, above all, the people who live and work here." (p.4); and
- The Gameplan *Ways of Working* section, which commits that, "Residents will be able to see, understand and influence what we do." (p.34).

In addition, on 26 September 2025, the HEYCA Executive Board agreed a report that considered the arrangements for the set up and delivery of a community investment fund, noting that any such fund should accord with the following principles, and:

- a. Primarily benefit residents at risk of social and economic exclusion, contributing towards the Mayor's commitment to tackling poverty, deprivation and health inequalities;
- b. Support the Mayor's commitment to work with local businesses, community leaders and the Voluntary, Community and Social Enterprise (VCSE) sector, as

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well as public service partners, to support and invest in the health, wellbeing and aspiration of local communities, recognising the role of the VCSE sector in supporting some of our most vulnerable residents by helping them get out of poverty;

- c. Promote aspiration, opportunity and pride through volunteering and community-led campaigns;
- d. Champion initiatives that improve public health and wellbeing;
- e. Support strong communities, building civic pride, tackling isolation, and strengthening the social fabric of places across Hull and East Yorkshire;
- f. Work with partners to reduce poverty, including addressing the root causes of deprivation and supporting access to opportunity and work;
- g. Engage with local VCSE organisations, volunteers and anchor institutions to unlock the energy and capacity of local people and communities;
- h. Support the Combined Authority's wider commitment to supporting strong and connected communities that help to reduce inequalities and improve wellbeing for all;
- i. Recognise the value of active and engaged communities in delivering HEYCA's ambitions for the region.

In general terms therefore:

- a Community Investment Fund (CIF) is a well-established means to give practical effect to a devolution settlement (now expressed through the HEYCA Gameplan)
- it provides a way to distribute available funding across a much broader base of activity, turning long-term investment powers into tangible improvements in places, and
- such a Fund would have a good fit with the HEYCA's strategic context and priorities.

Recent national policy and research also reinforce the value of locally led neighbourhood-level investment of the type proposed through a Community Investment Fund. The Government's *Plan for Neighbourhoods* and *Pride in Place* initiatives emphasise the importance of local social infrastructure and visible improvements that help residents feel greater pride and connection to their communities. A HEYCA Community Investment Fund also provide a timely and effective mechanism to complement associated investments in the region.

Policy alignment

Having established strategic fit, it is necessary to assess how community investment can impact policy priorities.

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Independent research by the Future Governance Forum (*Mission Critical 04*, 2025) shows that neighbourhood-level investment programmes such as the *Big Local*, *Community First*, and *New Deal for Communities* initiatives achieved measurable gains in local wellbeing, safety and participation where communities had flexibility to define their priorities and manage funds over time. This reinforces the case for a locally controlled, grants-based Community Investment Fund to deliver and sustain improvements in line with regional priorities and residents' needs.

To start, the theory of change diagram below explains, in general terms, how each stage of a community investment approach is intended to work.

HEYCA Community Investment Fund - Theory of Change

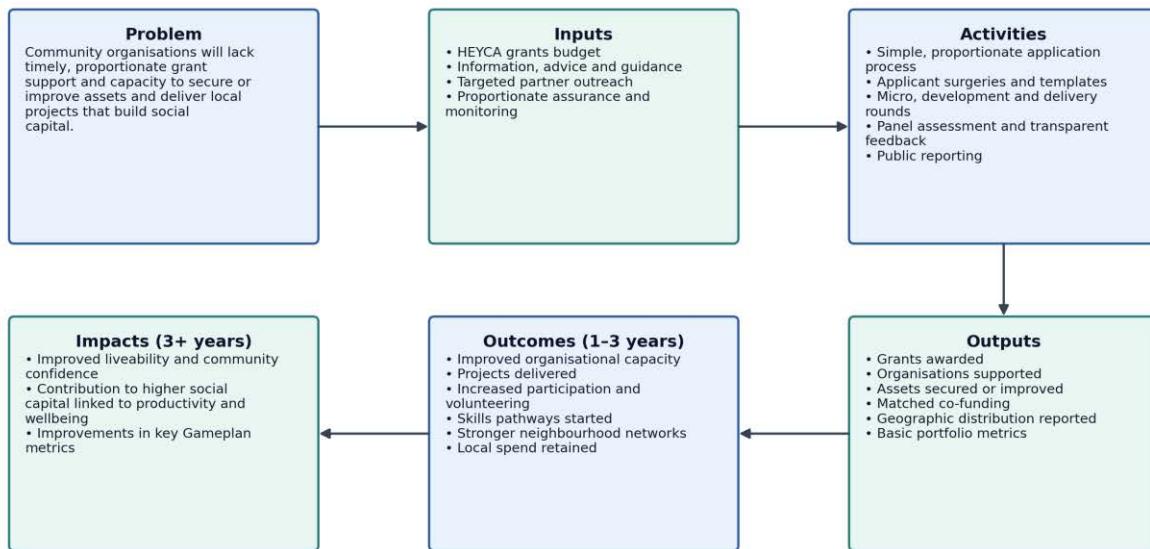


Figure 1: Theory of Change for the HEYCA Community Investment Fund

As well as this general framing, it is also necessary to consider the contribution that a CIF might make to specific stated policy priorities.

The table at Appendix 1 presents an analysis of how CIF funded activity might directly support each element of the HEYCA Gameplan outcomes framework. The analysis is based on research into similar schemes and funded programmes, supporting literature and professional insight and experience. For each outcome it:

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- Provides examples of schemes that are consistent with community investment approaches used elsewhere (depending on the final design of a HEYCA CIF, these may or may not be the sort of schemes that are prioritised for funding);
- Makes an assessment of how likely it is that this sort of activity, deployed in line with the theory of change set out above, might have a positive impact on the outcome;
- Provides a brief rationale for this assessment;
- Identifies proxy data that could be used to assess impact, and notes data sources and their frequency.

The analysis recognises that community-based activity is more likely to impact positively on some outcomes than others. For example, economic outcomes such as increased GVA or increases in gross median weekly pay, are less likely to be positively impacted because community investment approaches do not generally fund activity that increases profit making activity. Nevertheless, the indirect benefits of community investment, such as improvements in mental wellbeing, social cohesion, and local engagement can be significant, and can support longer-term economic gains even where direct impacts are not evidenced.

In summary, the policy alignment analysis suggests that the approach take to the CIF should ensure that is can:

PA1 - Create more opportunities for people to be active by supporting community-level initiatives remove barriers and make it easier for residents of all ages to be active close to home.

PA2 - Strengthen social capital and participation by supporting shared spaces and community-led events that bring people together, build trust and encourage volunteering, so local networks become stronger and more self-supporting.

PA3 - Support people furthest from the labour market by enabling community-based skills activity, volunteering pathways and confidence-building projects that help people take the next step towards training or employment.

PA4 - Protect and improve priority community assets by funding small capital works, feasibility and pre-development to support new facilities and help safeguard well-used buildings and spaces so they can continue to serve local people and host income-generating uses.

PA5 - Increase organisational resilience and capacity in the voluntary, community, faith and social enterprise sector by supporting practical steps

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such as basic governance; accessible digital tools; fundraising; recruitment, training and coordination of volunteers; or business planning.

These points provide the Strategic Objective linked to ‘policy alignment’ that are used – together with Strategic Objectives linked to effectiveness (set out below) – to evaluate options as part of the Economic Case.

The Management Case explores further the steps that can be taken to ensure that the internal governance of the CIF ensures policy alignment, such as giving greater weight to funding projects in those areas where community activity is more likely to contribute to outcome improvements.

Evidence of need

The strategic case has established that community investment approaches have a clear strategic fit with the work of Mayoral Combined Authorities and that there policy priorities that would benefit for aligned community investment. It now considers whether there is a need for additional investment.

Community funding landscape

The local funding landscape for voluntary, community, faith and social enterprise groups is busy but fragmented. The table at Appendix 2 summarises a proportionate analysis of available funds and notes a mixture of national lottery, sports, arts, heritage and corporate schemes alongside regional and local pots.

While numerous funding schemes exist, many are limited in duration, focused on specific themes, require specialised bid-writing expertise and in general all are oversubscribed. Consequently, smaller VCSE groups and volunteer-led organisations may face challenges in identifying, understanding, and accessing appropriate opportunities in a timely manner.

Access to grant funding is of increasing importance as other sources of charitable and community funding have come under pressure.

National evidence¹ also shows that the pool of individual donors has reduced: only 50% of people donated in 2024, down from 58% in 2019, which implies around four million fewer donors across the UK and heightens competition for grants and sponsorship. The National Council for Voluntary Organisations references the same trend, describing 2025 as “the year of the big squeeze”, and notes that the number of people donating has fallen to the lowest levels since 2016².

¹ See - <https://www.cafonline.org/insights/research/uk-giving-report>

² See - <https://www.ncvo.org.uk/news-and-insights/news-index/the-road-ahead-2025/challenges/>

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At the same time, local government funding to charities has fallen in real terms over the last decade. Independent analysis³ finds a 23% real-terms drop in charity income from local government between 2009/10 and 2020/21, equivalent to a cumulative loss of £13.2 billion to the sector.

This combination of tighter local authority budgets and fewer individual donors will make it harder for community organisations in HEY to plan and deliver projects without accessible, proportionate grant support.

Regional community funding

Evidence provided by the Office of the Police and Crime Commissioner for Humberside (PCC) shows significant unmet demand for CIF style funding across the wider Humber region within which a HEYCA CIF would operate. For example, over five rounds of the PCC's Community Safety Fund, between 2022-2025, around £5.5m of funding was requested by 324 applicants, of which around £1.4m was made available to 152 applicants.

A recent study of VCSE Engagement in East Riding (Dec 2024) provides timely and useful evidence of the need for CIF type amongst the VCSE sector in the region. Key findings are set out below.

1. Rising demand for VCSE services and pressure on capacity: 78% of organisations reported that demand for their services had increased in the past 12 months, and 67% expected further increases over the next year. This suggests that the local voluntary and community sector is experiencing sustained growth in need, particularly in wellbeing, health, social care and community development.

Why this matters for the CIF:

This provides clear, current evidence of unmet or rising demand across Hull and East Yorkshire. It demonstrates the need for new, flexible, place-based funding to help VCSE organisations expand or adapt to meet local priorities.

2. Funding insecurity and deteriorating financial outlook: while 53% of respondents were satisfied with their current financial position, 37% expected their financial position to deteriorate in the next 12 months. On average, 44% of income came from grants, showing a high dependency on external funding. 73% of organisations had between one and twelve months of reserves, and 10% had less than one month or none.

Why this matters for the CIF:

³ See - <https://www.ntu.ac.uk/media/documents/academic-schools/nbs/2402-tethered-fortunes.pdf>

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This shows that many VCSE organisations are financially fragile, highly dependent on short-term or competitive funding, and at risk of reducing or ceasing activity without targeted, proportionate grants. A locally administered fund would stabilise this ecosystem.

3. Difficulty accessing grant funding and skills gaps: the ability to secure grant funding was cited as the single most important factor influencing future delivery. 33% of organisations said they needed help with grants and trusts fundraising and finding funding and writing applications were among the top three training needs.

Why this matters for the CIF:

This evidences that many community groups are unable to access existing funds due to complexity or limited skills. Supportive outreach built into the CIF would help address this barrier.

4. Volunteer shortages and workforce strain: 91% of respondents rely on volunteers, but 47% report that not having enough volunteers is their biggest operational challenge. The top workforce support needs were training and succession planning.

Why this matters for the CIF:

This highlights a widespread need for modest, early-stage investment in volunteer management, training, and capacity-building; support for this kind of “enabling capital” through the CIF could strengthen resilience in the sector.

An initial analysis of submissions to the Mayor’s Investment Fund website provides evidence of the types of projects that HEYCA residents are seeking support for, as shown in the chart below.

Together, these programmes highlight grassroots appetite for proportionate grant support and provide evidence that this appetite is not fully provided by existing similar schemes.

and a clear opportunity for the CIF to complement, not duplicate, existing routes.

Summary

The analysis above suggests that a Community Investment Fund would give practical effect to Hull and East Yorkshire Mayoral Combined Authority’s devolution settlement by turning long-term investment powers into visible improvements in neighbourhoods.

A Fund would align with the HEYCA Gameplan priorities and could support projects that improve community assets, increase participation, strengthen social capital and create pathways into skills and employment. Lessons from other combined authorities show that a simple, well-managed regional grants programme can reach a wide range of communities quickly while maintaining fairness and integrity.

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There is evidence that a HEYCA intervention would address a clear funding gap. Many local groups have credible ideas but lack access to timely and proportionate funding. Existing funding schemes can be short-term, tightly specified or require complex applications. National charitable giving has declined and local government funding for the voluntary sector has fallen in real terms, increasing competition for resources.

A dedicated HEYCA grant programme could provide additional investment, clear guidance, proportionate thresholds and light-touch support to overcome these barriers. It would need to complement rather than duplicate other national, regional and local funding streams and operate under HEYCA's assurance framework to ensure value for money, transparent decision-making and proportionate governance.

2. Economic case

The Economic case needs to demonstrate that a range of options have been assessed to understand which is likely to offer the best value for money.

Four options are considered. A qualitative analysis of each option is provided, including a summary of their potential costs, benefits and risks. An enumerated multi-criteria analysis is also used to compare the four delivery options in a transparent and consistent way.

Evaluation criteria

The strategic case established five Strategic Objectives intended to ensure strategic fit and policy alignment (PA1 – PA5).

In addition, there are a number of standard aspects of implementation and good governance that must be considered to ensure the any approach taken to community investment is effective. These are:

E1 – options must ensure application routes can be **easily understood and straightforward to access**, so that smaller organisations and volunteer led groups will be able to apply with confidence, generating sufficient high-quality ideas against which to allocate funds.

E2 – options must ensure that funding allocation and evaluation is robustly governed in line with HEYCA's assurance arrangements, to ensure funded projects represent **value for money** and are **not open to fraud or mismanagement**.

E3 – options must ensure that **funding is administered transparently** so communities are able to see what is being funded and why, both to provide confidence and a route to improve and target future rounds funding.

Together, these eight evaluation criteria provide the framework that is used to assess the relative value of each option.

As noted in the strategic case, the HEYCA Board have endorsed the following policy principles for the fund: empowering communities; tackling poverty and inequality; supporting the VCSE sector; promoting inclusion and cohesion; improving health and wellbeing; encouraging volunteering and civic pride; aligning with partners and avoiding duplication; and ensuring transparent and proportionate delivery.

The eight evaluation criteria adopted for this Business Case (PA1–PA5 and E1–E3) translate those high-level principles into tests for each delivery option. The table below shows how the principles connect to the criteria. This alignment ensures that the options

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assessment will test both the social ambitions and the operational standards required for a successful Community Investment Fund.

Evaluation criterion	Linked Mayor's principles (lettered as in the Mayor's report)
PA1 – Physical activity and health	B) Tackling poverty and inequality E) Improving health and wellbeing
PA2 – Social capital and participation	A) Empowering communities D) Promoting inclusion and cohesion E) Improving health and wellbeing F) Encouraging volunteering and civic pride
PA3 – Skills and labour-market progression	B) Tackling poverty and inequality
PA4 – Community assets that are safe, welcoming and resilient	B) Tackling poverty and inequality D) Promoting inclusion and cohesion
PA5 – Organisational capacity and resilience	A) Empowering communities C) Supporting the VCSE sector F) Encouraging volunteering and civic pride
E1 – Access and simplicity	G) Aligning with partners and avoiding duplication
E2 – Governance and integrity	H) Ensuring transparent and proportionate delivery
E3 – Efficiency and transparency	G) Aligning with partners and avoiding duplication; H) Ensuring transparent and proportionate delivery

Options for consideration

A shortlist of delivery options has been developed through the structured research and engagement undertaken for this Business Case. Analysis of the HEYCA Gameplan, the Combined Authority's assurance framework, local socio-economic data and discussions with stakeholders identified the need for a fund that is visible, proportionate and easy to access.

Evidence has been drawn from national and regional grant programmes and from the wider HEYCA funding landscape to understand what has worked elsewhere and where gaps remain.

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The options represent realistic and distinct approaches that reflect the lessons of comparator schemes while responding to the particular circumstances of Hull and East Yorkshire.

Each option is tested against the eight evaluation criteria set out in the preceding section to ensure that the preferred approach will meet the Combined Authority's strategic objectives, remain accessible to community organisations and operate with strong governance and value for money.

Options analysis

Option 1 – Do nothing

Under this option HEYCA would not establish a Community Investment Fund.

Community and voluntary groups would continue to compete for existing opportunities at local, regional and national level, such as the funds listed in Appendix 2 (for example the National Lottery Awards for All, the Two Ridings Community Foundation funds and the Humberside Police and Crime Commissioner Community Safety Fund). Some of these programmes are well regarded and will remain important sources of support. Others may close, tighten eligibility or be replaced as national and local priorities change. Available funding would therefore continue to reflect the objectives of external providers rather than the priorities set out in the HEYCA Gameplan.

This option would avoid the administrative effort and opportunity cost of running a new programme and would carry no direct financial risk for HEYCA. However, it would not address the clear evidence of need for flexible, proportionate grants that can reach smaller volunteer-led organisations or respond quickly to local priorities. It would do little to strengthen social capital or to make devolution visible in neighbourhoods, and it would forgo the chance to build HEYCA's own capability in grant making.

Illustrative costs, benefits and risks

- Costs – Nil direct programme cost; minimal staff time for signposting.
- Benefits – No new administrative burden; avoids financial exposure.
- Risks – Continued under-investment in community assets; funding availability subject to national policy changes; lost opportunity to align resources with HEYCA outcomes.

Option 2 – Social purpose loan scheme

This option would involve HEYCA partnering with a specialist intermediary, such as a community development finance institution or social investment fund, to provide repayable finance to socially trading organisations. Loans could help organisations with investable business models purchase or improve assets, expand trading activity or

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bridge funding gaps. Repayments would recycle capital over time, potentially allowing a revolving fund to support further projects.

While attractive in principle, a loan scheme would add significant complexity for HEYCA and for applicants. Due diligence, loan documentation and monitoring would require specialist financial skills and ongoing oversight. Many smaller voluntary or community groups lack the security, cash flow or appetite to take on debt, so access would be limited to a small subset of organisations. Comparable schemes in other regions show that take-up can be slow unless generous terms are offered, which in turn reduces the likelihood of capital recycling.

Illustrative costs, benefits and risks

- Costs – Initial capital allocation (e.g. £1 m) plus set-up and legal costs; annual contract management.
- Benefits – Potential to recycle funds; supports investable community enterprises; can attract match from social investors.
- Risks – Excludes smaller volunteer-led groups; higher default or arrears risk; significant internal capacity required to manage lending and recoveries; may not deliver Gameplan outcomes at scale.

Option 3 – Third-party grants scheme

In this option HEYCA would commission an experienced external body to manage the grants process and, if required, undertake outreach on the Authority's behalf. Providers could include regional community foundations, civic-crowdfunding platforms or other specialist grant makers. This approach could draw on established systems, due-diligence processes and communications channels, enabling rapid start-up and wide geographic reach. It would also provide access to grant-making expertise and established relationships with local groups.

However, contracting a third party would introduce fees and require strong contract management. HEYCA would need to maintain clear interfaces to ensure that decisions remained transparent, aligned to the Gameplan priorities and compliant with the Assurance Framework. While this model can extend reach quickly, it can also dilute direct control over risk and policy alignment unless there is active oversight and clear reporting.

Illustrative costs, benefits and risks

- Costs – Management fee or percentage of programme value; HEYCA staff time for contract management and assurance.
- Benefits – Rapid mobilisation; access to specialist grant-making systems and networks; potential to co-fund or co-badge with other programmes.

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- Risks – Reduced direct control over decisions and assurance; dependency on provider performance; possible duplication with other funds if interfaces are weak.

Option 4 – HEYCA-led grants scheme

Under this option HEYCA would establish and run the Community Investment Fund. Two viable delivery routes are available. The first is a hybrid model, in which the Combined Authority manages the Fund directly with targeted commissioned support for outreach, communications and evaluation. The second is a managed-service model, under which East Riding of Yorkshire Council would provide an end-to-end grants management service under formal agreement with HEYCA. Both options meet assurance and governance requirements and have comparable costs that are affordable within the available budget.

A HEYCA-led scheme, even with a managed service offer, would ensure alignment with the Combined Authority's portfolios and priorities and would allow transparent decision-making under HEYCA's established assurance framework. The Authority would be able to design the application process, thresholds and monitoring requirements to be proportionate and accessible, and to adjust them as learning emerges. Outreach to smaller, rural and under-represented groups would be assured through either route.

This model would require modest internal capacity and clear governance to client any third-party provision and to ensure HEYCA retains control of funding decisions and visibility of impact. It mirrors the approach taken successfully by other combined authorities, such as the West Midlands Inclusive Communities Fund and the Liverpool City Region Community Environment Fund, which have demonstrated that a simple, well-managed regional grants programme can reach a wide range of communities quickly while maintaining fairness and integrity.

Illustrative costs, benefits and risks

- Costs – Programme budget of around £1m. From this a HEYCA-led implementation would be expected to require up to 5% for commissioned services; 2% for monitoring and evaluation; plus in-kind contributions from existing HEYCA budgets. A managed service model would be expected to require around 6% for services plus 2% for monitoring and evaluation, plus in-kind contributions to management and oversight (albeit to a lower anticipated extent than the hybrid model).

In-kind contributions for a hybrid model are estimated to be: CIF Project Officer (0.5 FTE) – day-to-day management; Programme Lead (0.2 FTE) – strategic oversight and reporting; Finance/Assurance (0.2 FTE) – budget management, due diligence and audit liaison; Data and Evaluation (0.2 FTE) – management information and support to the independent evaluator; Communications (0.2 FTE) – public information and media liaison. Under the managed service model these would be estimated as: Programme Lead (0.1 FTE, falling to 0.05 FTE over time); Finance/Assurance (0.1 FTE); Communications (0.1 FTE).

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- Benefits – Direct alignment to HEYCA priorities; transparent and proportionate governance; flexibility to adapt criteria and thresholds; builds internal grant-making capability.
- Risks – Requires some allocated staff resource and clear assurance processes; reputational risk if delivery is delayed or demand exceeds budget; need to manage fraud and duplication risk effectively.

Multi-criteria analysis

Building on the qualitative assessment set out above, a structured multi-criteria analysis is presented in the table below to compare the four delivery options in a transparent and consistent way.

The analysis tests each option against the eight agreed evaluation criteria (PA1–PA5 and E1–E3) to draw out the relative strengths and weaknesses of each approach.

Each criteria is given a simple numerical score to reflect how well the option is expected to perform. Scores are assigned on a five-point scale where 1 represents very limited alignment and 5 represents a strong and credible contribution to the criteria. The same scale has been applied to every option to ensure transparent comparisons, and all criteria are weighted equally so that the assessment reflects the overall balance of benefits and risks.

The scoring is informed by the evidence collected during preparation of this Business Case, including the strategic analysis, stakeholder discussions and lessons from comparable programmes. Concise, proportionate justifications for each score are set out in Appendix 3.

Using this simple, enumerated method alongside the qualitative analysis helps identify where options differ most clearly and provides a transparent basis for selecting a preferred approach.

Option	PA1 Health & activity	PA2 Social capital & participatio n	PA3 Skills & progressio n	PA4 Community assets	PA5 Org capacity & resilience	E1 Access & simplicity	E2 Governanc e & integrity	E3 Efficiency & transparency	Total
1. Do nothing	1	1	1	1	1	1	2	2	10

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2. Social purpose loans	2	2	3	3	3	2	3	3	21
3. Third-party grants	3	4	3	3	3	4	3	3	26
4. HEYCA-delivered grants	4	4	4	4	4	4	4	4	32

Preferred option

The analysis set out in the Strategic and Economic Cases demonstrates that a directly administered HEYCA grants programme is the option best able to deliver the objectives of the Community Investment Fund. This model offers the strongest alignment with the HEYCA Gameplan, provides the clearest route to visible neighbourhood-level outcomes and ensures that decision-making remains firmly within the Combined Authority's assurance framework. The multi-criteria analysis confirms this judgement. When tested against the eight evaluation criteria the directly administered scheme achieved the highest overall score.

A HEYCA-led scheme will ensure thresholds, guidance and outreach can be properly tailored to Combined Authority priorities as these continue to develop of the mobilisation and delivery periods. Governance and payment controls, phasing of funding and design and delivery of marketing and communications can all iterate quickly, while ensuring that proportionate steps are taken to safeguard public funds and maintain transparency.

Modest internal capacity will be required to manage the programme under either delivery route. The approach balances ambition with practicality: it will create visible improvements in communities, build local organisational capacity and strengthen the Combined Authority's own capability in grant making without imposing a heavy administrative burden.

Delivery Model Maturity

The multi-criteria analysis shows that Option 3 – a third-party grants scheme – was a close second to the preferred approach. If implemented well, this model could deliver additional benefits to the region. Partnering with an experienced local or regional fund manager, such as a community foundation or civic-crowdfunding platform, would enable the Combined Authority to draw more directly on the expertise, networks and trusted relationships of the voluntary, community, faith and social enterprise sector (VCFSE). It could also help build long-term capacity in that sector by embedding skills in grant management, outreach and monitoring within local organisations.

Moving towards an Option 3 model would represent a natural maturing of the delivery system. In the early years of devolution it is appropriate for HEYCA to retain direct

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control to establish a track record, demonstrate transparency and build confidence in its assurance arrangements. As the organisation grows in capability and as relationships with the VCSFE deepen, a shift to a commissioned model would signal a further stage of development: one in which the Combined Authority acts increasingly as a strategic commissioner, enabling others to deliver at scale.

This Business Case therefore also proposes a planned transition. Once HEYCA has embedded its own grants programme, it should look towards commissioning a trusted third party, or consortium, to manage future rounds, with a view to enhancing and supporting local VCSFE capacity, getting closer to communities and increasingly improving the targeting of and impact form, available funding.

A decision to move from an Option 4 to an Option 3 model should be taken only when a set of clear readiness criteria has been met. These criteria could include:

- **Programme maturity** – at least two full delivery rounds completed with consistent achievement of agreed outputs and outcomes, demonstrating that processes and assurance are stable.
- **Market readiness** – evidence that one or more local or regional organisations have the capacity, governance standards and financial resilience to act as a grant-making intermediary.
- **Stakeholder confidence** – positive feedback from community organisations, local authorities and government departments that the fund is trusted and delivering value.
- **Assurance and risk management** – confirmation from the Section 73 Officer and Monitoring Officer that commissioning a third party can meet HEYCA's assurance framework and audit requirements.
- **Resource alignment** – identification of an internal commissioning lead and budget to manage the contract and maintain strategic oversight without increasing overall administrative cost.
- **Strategic alignment** – continued evidence that the fund remains closely tied to HEYCA's Gameplan priorities and that a third-party model will not dilute that alignment.

Meeting these criteria would demonstrate that the Combined Authority has the organisational strength, partner capacity and public confidence to delegate delivery while retaining strategic control. A planned shift to a third-party grants scheme would therefore represent a sensible next stage in the maturity of HEYCA's Community Investment Fund.

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3. Commercial case

The Community Investment Fund will be delivered primarily in-house by the Hull and East Yorkshire Mayoral Combined Authority, with a small number of supporting services procured externally. This approach provides direct control over grant decisions while making proportionate use of specialist capacity where it adds value.

Internal Skills and Start-up Capacity

Successful launch of the Community Investment Fund will require a focused set of skills. A core team will need experience in grant programme design and administration, including application assessment, financial monitoring, data management and proportionate assurance. Strong stakeholder engagement and communications skills will be essential to promote the Fund and to work with local partners, alongside sound programme-management capability to oversee procurement, commissioning and evaluation.

The first step will be to review in greater detail the managed service solution offered by East Riding Council and, once a decision is made, to progress at pace to put approach resourcing arrangements in place. To meet the planned January 2026 launch, HEYCA may need to draw on interim or consultancy support during the first year. This flexible approach would ensure that the Fund is operational quickly, that procedures align with the Assurance Framework from the outset, and that the skills and knowledge required for long-term delivery are transferred to the Combined Authority's own staff.

Additionally, within this mobilisation period, it would also be possible to make a small number of initial awards using existing HEYCA processes and governance, in response to submission made in the Mayor's initial call for suggestions.

Scope of procurement

As noted in the Economic Case, there are two viable delivery routes for a HEYCA-led scheme.

1. Hybrid delivery model

Under this approach, the Combined Authority will use a blend of internal and commissioned services to manage the CIF. Procurement activity in this model would focus on commissioning discrete services to supplement internal capacity and extend reach, including:

- Outreach support: Appointment of a Voluntary, Community, Social and Faith Sector (VCSFE) provider to deliver targeted engagement, including:
 - Delivering proactive engagement with smaller, rural and seldom-heard groups across Hull and East Yorkshire, including in areas of low existing grant activity.

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- Providing application surgeries, short training sessions and template materials to help local groups prepare proportionate bids.
- Maintaining records of engagement, referrals and successful applications to evidence reach and equity.
- Collaborating with HEYCA's Communications and Grants Teams to ensure consistent messaging and feedback from communities.
- Independent evaluation: Commissioning of an external provider to assess performance, capture learning and report annually to HEYCA's Investment Board, including:
 - Establishing a baseline and evaluation framework aligned to the Fund's Theory of Change and Gameplan indicators.
 - Collecting quantitative and qualitative data from grantees, including surveys and case studies.
 - Undertaking periodic reviews and a final evaluation to measure reach, effectiveness and value for money.
 - Providing independent recommendations to inform future funding rounds and options for model maturity.
- Software and grants-management system: Services and licences provided under SLA with East Riding of Yorkshire Council, including the use of the Flexigrant system.
 - Configuring and hosting a secure, grants-management system meeting UK GDPR and cyber-security standards.
 - Providing workflow solutions for application receipt, scoring, decision recording and monitoring returns.
 - Generating standard dashboards and reports to support assurance and transparency.
 - Offering user support, training and maintenance within the existing service-level agreement.
- Communications and marketing⁴: either provided under the existing service-level agreement (SLA) with East Riding of Yorkshire Council or, if capacity is insufficient, procured externally through open tender. This should include:
 - Designing and delivering a communications plan that promotes the Fund's purpose, priorities and accessibility across all channels (website, social media, local press, partners).
 - Producing plain-English guidance materials and maintaining an online "front door" for enquiries and applications.
 - Supporting the publication of awards and case studies to demonstrate transparency and community benefit.

⁴ See the example communications and marketing plan at Appendix 5 for more context.

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- Ensuring accessibility standards (WCAG 2.2) and compliance with HEYCA's brand and data-protection policies.

Procurement would be conducted in accordance with HEYCA's procurement policy and relevant procedures under the Public Contracts Regulations 2015. Each commission will be fixed-price with clearly defined outputs and deliverables. The combined value of externally procured services will not exceed 5% of the Fund value, with an additional 2% allocated for monitoring and evaluation.

2. Managed-Service delivery model

Under this model, East Riding of Yorkshire Council will provide an integrated grants-management service under a formal managed-service agreement with HEYCA. HEYCA will retain strategic oversight, policy control and final decision-making authority, while ERYC will deliver all operational and administrative functions. The managed service agreement would be reached under the existing inter-authority SLA and should cover end-to-end delivery including communications and marketing, application processing, due diligence, payments, reporting and compliance monitoring through the Flexigrant system.

Monitoring and evaluation (up to 2% of fund value) should still be retained as a separate commission to ensure independence and objectivity.

This model would simplify procurement by consolidating delivery into one managed agreement, but at the expense of building internal and sector capacity over time.

Audit and assessment

Under both models, audit would remain the responsibility of the HEYCA Audit and Risk Committee and a volunteer Grants Panel, operating as a sub-group of the HEYCA Investment Board and with appropriate expert representation, should be established to assess higher value grants and provide any additional assurance as to the overall design and delivery of the scheme.

Contract structure, cost and risk

Each commission should be let on a fixed-price basis, with a simple rate card for any call-off work.

If a hybrid delivery model is used, total costs for commissioned services should be contained within 5% of the £1 million fund value, with up to a further 2% available for monitoring and evaluation activity. Payments will be made in stages on receipt of agreed outputs or delivery milestones. In-house delivery resource, including fractional enabling resources, will be required on top of this and should be met from existing HEYCA

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budgets. If a managed service model is used, costs should be contained within 6% for services plus 2% for monitoring and evaluation, plus in-kind contributions to management and oversight (albeit to a lower anticipated extent than the hybrid model).

Providers will be required to hold appropriate professional indemnity and public-liability insurance and will carry their own delivery risks. Contracts will include clear provisions for withholding or recovering payments if milestones are not achieved. All suppliers will be required to meet HEYCA data-protection standards, including the secure handling of any personal or sensitive personal data, and to comply with the Combined Authority's information-governance policies.

This commercial approach balances control with flexibility and the ability to stand up a Fund at pace. It secures the specialist capacity needed to reach communities and capture learning, while ensuring that governance remains proportionate and that public money is protected.

4. Financial case

This Financial Case demonstrates that the preferred option is affordable, provides value for money and can be delivered within the Combined Authority's current and planned funding environment.

It builds on the Strategic and Economic Cases by showing how the Community Investment Fund (CIF) will be financed, how costs will be controlled and how the programme will remain sustainable if extended beyond the first year. This section sets out the funding landscape, the proposed financial approach and the measures that will maintain robust financial management.

Funding landscape

HEYCA's overall funding position is substantial but largely programmed, with separate and time-limited funds. Major grant streams fixed to transport, skills and place-based programmes and many 2026/27 allocations still to be confirmed.

The Mayoral Investment Fund, at around £13.4 million per year, is the primary flexible resource available to the Combined Authority. Other streams, such as the Local Transport Grant, Skills Bootcamps and the Adult Skills Fund, are either pre-committed or routed through local authorities in the near term.

Capacity funding exists but is currently committed to meeting Mayoral election costs and to building the organisation's core capability. Planned and potential future responsibilities, including transport authority status, Freeport accountable body functions and Homes England pipelines, will expand HEYCA's financial landscape over time, but are unlikely to create opportunities for direct community investment of the type envisaged in this Business Case.

Financing recommendation

This business case identifies a clear gap for flexible, proportionate, locally led grants that can move quickly on small capital and revenue needs. Given the above financial context, the recommendation is to establish the Community Investment Fund with an initial budget of £1 million in 2025/26, underwritten by the Mayoral Investment Fund.

The financial plan for the Community Investment Fund is compatible with either of the two proposed delivery routes. In both cases, costs will be met from the Mayoral Investment Fund in line with proposals set out in the Commercial Case.

The opportunity to supplement the Fund using accrued interest on HEYCA cash balances will continue to be explored. Once a preferred delivery route is agreed, detailed financial profiling will be updated to reflect the selected model.

Financial management and assurance

The Fund will operate under HEYCA's established Assurance Framework, with oversight from the Audit and Risk Committee and reporting through the Combined Authority's standard financial management processes.

Annual budget setting will confirm the allocation from the Mayoral Investment Fund and will consider any supplementary contribution from investment interest.

Regular monitoring will ensure that expenditure remains within the agreed envelope and that risks of fraud or loss are minimised through proportionate due diligence and audit.

Forward look and sustainability

Delivery and impact of the first year's Fund will be evaluated and any extension into further years will depend on findings and priorities at that time. If the Fund demonstrates strong performance and demand, the Combined Authority should consider future allocations through the Mayoral Investment Fund or other sources and explore opportunities for co-funding with local partners or philanthropic sources.

Over time, and subject to the maturity criteria set out in the Delivery Model Maturity section, HEYCA may also choose to transition to a third-party delivery model to strengthen local VCSFE capacity and broaden the funding base.

Summary

This financial approach provides a sound and flexible foundation for the Community Investment Fund, ensuring that it can launch at pace, remain affordable and adapt as HEYCA's wider funding landscape develops.

5. Management case

Overview of the proposed approach

Key design choices in this management case reflect the evidence set out in the Strategic and Economic Cases.

The Community Investment Fund (CIF) should be a grants-only programme administered directly by the Hull and East Yorkshire Mayoral Combined Authority (HEYCA). Direct delivery will give HEYCA full alignment with its Gameplan priorities while allowing flexible, light-touch administration.

It should provide the following funding thresholds to ensure proportionate governance and accessible processes for organisations of different sizes:

The thresholds mirror successful models used by other similar funds that have demonstrated that small, clearly defined grant bands encourage wide participation and proportionate governance, while protecting public money.

- up to £1,000
- up to £10,000,
- to £25,000 and
- £25,000 and over

A detailed description of the governance and process requirements proposed for each threshold is provided in Appendix 4. This can inform the working manual for grant administration if approved. The appendix covers, for example, eligibility checks, proportionate documentation, assurance standards and monitoring requirements appropriate to each funding band. Whatever the final arrangements, decisions should always be made in line with HEYCA's assurance framework and published transparently.

The fund should ideally be launched in January 2026 following a mobilisation period from November 2025 to January 2026. It is recognised that this is a challenging timescale, but achievable provided the Combined Authority can quickly put in place dedicated part time resource. Within this mobilisation period it would also be possible to make a small number of initial awards using existing HEYCA processes and governance, in response to submission made in the Mayor's initial call for suggestions.

During this period the detailed operating arrangements, including the governance requirements for each threshold, should be finalised in consultation with local partners. Any refinements identified through stakeholder engagement or early learning should be incorporated before the first funding round.

Delivery and resourcing plan

HEYCA should mobilise the fund through five workstreams, although the extent to which this is internally or externally provided will depend on the delivery route chosen:

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1. Programme design and mobilisation – finalising guidance, application templates and monitoring requirements; preparing the detailed governance framework for each threshold
2. Scrutiny and governance – engaging the Overview and Scrutiny Board, the HEYCA Board and key stakeholders to confirm final arrangements and secure confidence in the operating model.
3. Outreach and communications – ensuring the delivery of targeted outreach and securing communications and marketing support either through the existing East Riding Council SLA or, if required, open procurement.
4. Systems and data – configuring the grants-management software provided by East Riding Council and establishing reporting and monitoring arrangements.
5. Independent evaluation – procuring an external evaluator to design the baseline and learning framework (if needed, this work stream could be phased to start alongside the first grant window, in order that a provider is in place by the time initial grant allocations are made).

Mobilisation will begin in November 2025 with the appointment of an interim steering group to oversee set-up and to report to the HEYCA Investment Board. Key milestones will include:

- November 2025 – operating guidance and application templates completed; outreach provider appointed; communications plan agreed. Confirm the potential to make a small number of upfront awards using existing HEYCA processes and governance, in response to submission made in the Mayor's initial call for suggestions.
- December 2025 – operating procedures and governance arrangements agreed; systems testing, communications plan in place. Make initial awards if viable and appropriate.
- January 2026 – CIF becomes fully operational.

Operating assumptions

The Business Case sets out initial proposals for operating arrangements, including application formats, due diligence and approval processes for each threshold. These proposals will be refined through informal stakeholder consultation during the mobilisation period and confirmed by the HEYCA Board before launch.

Risk assessment

Risk	Likelihood	Impact	Mitigation
Delay in procurement of	Medium	Medium	Early tendering in October 2025; use of existing

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outreach or evaluation services			procurement frameworks or exemptions if required.
Insufficient applications or low early demand	Medium	Medium	Commissioned outreach to seldom-heard groups; proactive communications campaign ⁵ .
Fraud or misuse of funds	Low	High	Proportionate due diligence, bank validation, staged payments, and random audits.
Staffing / resourcing challenges	Medium	Medium	Use of interim or consultancy support during mobilisation; shared capacity across HEYCA teams.
Reputational risk if awards are delayed or disputed	Low	Medium	Clear service standards for decision times; transparent publication of criteria and panel decisions.

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⁵ See example marketing and communication approach at Appendix 5.

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Appendix 1 – Analysis of potential impact on HEYCA priority outcomes

Gameplan indicator	Examples of schemes CIF could support	Impact likelihood	Justification	Proxy indicators / input measures at CIF level	Data source and frequency
GVA per hour worked	<ul style="list-style-type: none"> • Micro-capital to improve utilisation of community assets (e.g., layout changes, storage, digital booking) • Shared equipment to enable trading activity (card readers, POS, light tooling) • Volunteer and staff skills mini-packages (customer service, digital basics) hosted in hubs • Local footfall activation events linked to refurbished community spaces 	Not likely	CIF will not usually fund profit-making firms or productivity-enhancing private capital at scale. Any effect on GVA will be indirect through stronger social capital, participation and use of assets, which are not primary drivers of measured labour productivity.	Improved utilisation of assets; footfall counts; increases in trading income for funded organisations; hours of operation extended	ONS Sub-regional productivity (annual); Project MIS (quarterly)
Gross median weekly pay	<ul style="list-style-type: none"> • Support for organisations adopting the Real Living Wage and basic HR templates • Progression pathways from volunteering to paid roles in community businesses • Entry-level training with employers hosted at community venues 	Not likely	Median pay is driven by sector mix, employer wage policies and productivity. CIF will support progression pathways and employability, but it will not influence pay-setting directly and effects will	Jobs safeguarded/created; share paying the Real Living Wage; number of participants progressing to better-paid roles	ONS ASHE (annual); Project MIS (bi-annual)

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	<ul style="list-style-type: none"> Small bursaries for equipment/credentials that unlock higher-paid work 		therefore be indirect and long-run.		
Business births (new enterprise registrations)	<ul style="list-style-type: none"> Start-up micro-grants for community businesses (cafés, repair cafés, maker studios) Pop-up retail/market 'first trade' packages via community hubs Enterprise bootcamps in libraries/venues; legal/finance set-up clinics Shared equipment grants (POS, card readers, tooling) to enable first sales 	Likely	Micro-grants, first-trade support and shared equipment will lower barriers to starting trading for community businesses and social enterprises. This will increase the likelihood of new registrations and re-starts where there is community demand.	Community businesses/social enterprises newly established or re-started; business plans investment-ready; trading income started	ONS Business Demography (annual); Project MIS (quarterly)
Working-age population qualified to at least Level 3	<ul style="list-style-type: none"> Accredited short courses delivered from community venues (e.g., Level 2 with clear pathways to Level 3) Study clubs and mentoring to support learners progressing to Level 3 Equipment/fees micro-grants to remove barriers to accredited learning Partnerships with colleges to bring tasters into neighbourhood hubs 	Not likely	Accredited attainment at Level 3 depends on colleges, funding entitlements and learner commitment. CIF may help people progress via tasters, study support and small bursaries, but qualifications gained will remain largely outside the programme's direct control.	Participants completing accredited units; volunteer training hours; progression into Level 3 courses	DfE Local Skills dashboards (annual); Project MIS (quarterly)

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16–17 year-olds NEET	<ul style="list-style-type: none"> Community-led pre-apprenticeship tasters and employer 'try-a-trade' days Youth social action projects with accredited units Mentoring/support from trusted local venues Travel bursaries/equipment micro-grants to remove practical barriers 	Likely	Community-based engagement, tasters and mentoring delivered from trusted venues can help young people re-connect with education, apprenticeships or traineeships, so a positive contribution is likely where targeted well.	Youth engagement places; participants progressing to education, apprenticeships or traineeships	DfE NEET statistics (quarterly/annual); Project MIS (quarterly)
Employment rate (16–64)	<ul style="list-style-type: none"> Job-readiness programmes hosted in community hubs (CV, interview, digital basics) Employer meet-the-team sessions and trials linked to local vacancies Volunteering-to-work pathways in community businesses (with references) Childcare and travel micro-grants to support attendance 	Not likely	Employment rates are shaped by macroeconomic conditions and labour demand. CIF can support readiness and local pathways, but it will not materially change overall employment rates beyond small, localised effects.	Participants supported into work; jobs safeguarded/created by funded organisations	ONS APS (quarterly/annual); Project MIS (quarterly)
Access to services by public transport, walking and cycling	<ul style="list-style-type: none"> Last-mile improvements to community assets (wayfinding, lighting, benches, dropped kerbs) Secure cycle parking and cycle-loan libraries at hubs 	Not likely/likely	CIF could fund small 'last-mile' improvements, information and local activation that can make access easier in specific places.	Assets within walk/cycle reach of frequent bus routes; small works completed; usage of improved routes/stands	DfT accessibility statistics (annual); Local GIS checks (annual); Project MIS (quarterly)

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	<ul style="list-style-type: none"> Community-led demand-responsive links to key services/events 'Walking bus' routes to libraries, health and activity venues 		Network coverage and frequencies depend on transport authorities and operators, so impact will vary by location.		
Local bus passenger journeys	<ul style="list-style-type: none"> Event-linked ticket promotions and 'bus + venue' day passes Community bus ambassador/info programmes at hubs Real-time information boards in community buildings Small revenue support for connectors to evening/weekend activity 	Likely	Targeted activation (events, promotions, information points) can support patronage around funded assets. Sustained growth will still depend on wider service quality and pricing, so effects are likely where activity is concentrated.	Patronage change around funded assets; 'bus + venue' activations; info touchpoints installed	DfT bus statistics (annual/quarterly where available); Project MIS (quarterly)
Adults who walk or cycle for travel at least once per week	<ul style="list-style-type: none"> Led-walk and led-ride programmes starting from community venues Learn-to-ride and cycle-maintenance sessions; loan/try-before-you-buy bikes Minor path/access works to enable local circuits Activation of traffic-free routes (stewarded events, family rides) 	Likely	Small infrastructure fixes and behaviour-change programmes run from community venues can reduce barriers and make active travel easier. A positive shift in participation is therefore likely where projects are convenient and inclusive.	Active-travel projects funded; participant counts; facility-use at improved assets	DfT Active Lives/Walking & Cycling (annual); Project MIS (quarterly)

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Healthy life expectancy at birth	<ul style="list-style-type: none"> • Social prescribing sessions hosted at community hubs • 'Warm welcome' spaces with gentle physical-activity programmes • Health screening/pop-up advice in trusted venues • Food growing/cooking clubs linked to local suppliers 	Likely	HLE is a whole-population, long-run indicator. CIF can contribute indirectly via participation, social connection and access to preventative activity, but measurable change will take time and will depend on wider determinants of health.	Participation hours; referrals from/into health providers; activity completion rates	OHID Fingertips HLE (annual); Project MIS (bi-annual)
Slope Index of Inequality in life expectancy	<ul style="list-style-type: none"> • Equity-weighted grant rounds prioritising IMD deciles 1–3 • Outreach and co-design with seldom-heard groups • Mobile/roving services to estates and rural hamlets • Small grants to resident-led groups to activate local networks 	Likely	By funding projects in IMD 1–3 areas and with seldom-heard groups, CIF could support fairer access to enabling activity. However, closing health-inequality gaps requires system-wide action, so CIF's contribution will be indirect and long-run.	Grant distribution by ward/IMD; participant profile vs. population; equity-weighted outcomes	OHID inequality metrics (annual); Project MIS equity dashboard (quarterly)
Adults physically inactive	<ul style="list-style-type: none"> • 'Couch-to-5K'-style programmes; walking football/netball • Women-only and disability-inclusive sessions 	Very likely	CIF can back inclusive, low-barrier activity programmes and activation of local facilities. These interventions directly	Participants moving from 'inactive' to 'fairly active'; repeat participation; facility-use logs	Sport England Active Lives (annual); Project MIS (quarterly)

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	<ul style="list-style-type: none"> • Small equipment for multi-use games areas and indoor spaces • School-community facility activation during evenings/weekends 		target inactivity, so a strong, near-term reduction among participants can be anticipated.		
Affordable homes delivered (gross)	<ul style="list-style-type: none"> • Pre-development grants for community-led housing groups (site options, design briefs) • Small studies to unlock funding applications to Homes England/Registered Providers • Legal/valuation support for asset transfer where housing will follow • Community engagement costs linked to housing proposals 	Not likely	CIF can provide enabling pre-development and engagement rather than capital build. Any impact on completed affordable homes or community-led development will therefore be indirect, via schemes reaching 'shovel-ready' status and attracting capital from Homes England or Registered Providers.	Schemes reaching shovel-ready milestones; planning/feasibility completed; partnership agreements signed	DLUHC affordable housing statistics (annual); Project MIS (quarterly)
Net additional dwellings	<ul style="list-style-type: none"> • Enabling works for community-led infill sites (surveys, pre-apps, planning packs) • Support for neighbourhood planning and design codes that unlock small sites • Facilitation with landowners to bring stalled sites to decision • Technical packs to de-risk bids to capital funders 	Not likely	Similarly, CIF could de-risk small sites and planning steps but will not fund build-out. Net additions will depend on subsequent capital funding and developer delivery, so CIF's role would be enabling rather than direct.	Planning and site-readiness milestones achieved; small sites unlocked; consents obtained	DLUHC Net Additional Dwellings (annual); Local authority monitoring (annual)

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Homes EPC C or above	<ul style="list-style-type: none">• Energy-advice drop-ins and thermal-imaging audits via community hubs• Small capital to improve community buildings (insulation, LEDs, controls)• Retrofit referral pathways (sign-ups to national/local schemes)• Tool-library and DIY workshops for draught-proofing	Likely	CIF could directly improve the energy performance of community buildings and support household retrofit through advice and referrals. The indicator tracks homes, so programme influence will be supportive rather than direct at household level.	Community-building upgrades completed; resident advice sessions held; referrals to retrofit schemes	DLUHC EPC statistics (annual); Project MIS (quarterly)
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Appendix 2 – Proportionate assessment of grant funding landscape

Category	Fund name	Typical grant size / notes	Focus / eligibility (headline)	Geography	Status / key dates
National	National Lottery Awards for All (England)	£300–£20,000 (up to 2 years). Rolling, apply ≥16 weeks before start.	Community-led projects that build relationships, improve places/spaces, or help people reach potential; VCS orgs.	England	Rolling
National	National Lottery Reaching Communities (England)	£20,000+ (many awards <£500k). Multi-year possible.	Voluntary/community orgs delivering long-term community-led change.	England	Rolling
National	National Lottery Heritage Grants	£10,000–£250,000 (larger streams up to £10m).	Not-for-profits, partnerships and private owners of heritage assets; heritage projects with public benefit.	UK	Rolling rounds
National	Arts Council England – National Lottery Project Grants	£1,000–£100,000. Always open.	Individuals and orgs for arts, museums & libraries projects delivering public benefit.	England	Rolling
National	Sport England – Movement Fund	Typically up to £15,000.	Projects that help people be active; emphasis on inclusion & tackling inequalities.	England	Rolling
National	People's Postcode Trust / Postcode Neighbourhood Trust	Small grants – application windows through the year.	Small charities & community groups; community development, environment, wellbeing.	Great Britain	Time-limited rounds
National	Aviva Community Fund (with Crowdfunder)	Match funding/small grants; rolling calls.	Projects focused on climate, financial wellbeing, community resilience; usually via crowdfunding.	UK	Rolling

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National	Tesco Stronger Starts	Up to c. £1,500 via in-store customer votes.	Schools & community groups improving children's health & wellbeing.	UK	Rolling windows
National	Asda Foundation – Cost of Living/Empowering Local Communities	Varies by strand.	Local community groups tackling cost of living hardship & improving community spaces.	UK	Rounds during year
National	Morrisons Foundation	Typically up to £10,000 for registered charities.	Capital items & projects that make a tangible difference.	UK	Rolling
National	National Churches Trust	Multiple grant streams for repair & community facilities.	Christian places of worship (open for regular public worship).	UK	Programmes with set deadlines
National	Energy Redress Scheme (Ofgem)	Small Project £20k–£49,999; Main Project larger.	Registered charities helping vulnerable energy consumers & carbon reduction.	Great Britain	Rounds open periodically
Regional	Dogger Bank Operator Fund – Community Grants	Up to £1,000 per project.	Constituted groups in East Riding, South Tyneside, Redcar & Cleveland; community wellbeing & cohesion.	East Riding + two other coastal areas	2025 round open (Jan 2025 announcement)
Regional	Orsted East Coast Community Fund	£1,000–£50,000.	Coastal communities near Hornsea & Race Bank projects; community & environmental projects.	Coastal areas of Yorkshire, Lincolnshire & North Norfolk	Regular rounds
Regional	Two Ridings CF – Hull Community Fund	Often up to ~£10,000	Grassroots VCSE in Hull; local priorities incl. cost of living, climate action, inclusion (varies by round).	Hull	Rounds (e.g., Summer 2025)
Regional	Two Ridings CF – Small Grants Fund	£200–£2,500; orgs <£150k turnover.	Small not-for-profits in Hull, East Riding, York & North Yorkshire.	Hull, East Riding, York & North Yorkshire	Rounds each year

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Regional	Two Ridings CF – East Riding Crime Reduction Fund	Varies by round.	Projects reducing crime/ASB in East Riding.	East Riding of Yorkshire	Rounds via Two Ridings
Regional	KCOM Digital Inclusion Grants	£5,000–£15,000.	Hull & East Yorkshire charities improving digital access/skills & tackling digital exclusion.	Hull & East Yorkshire	Two rounds/year
Local	Humberside PCC – Community Safety Fund	£500–£35,000.	VCSEs/town & parish councils for projects cutting crime/ASB & improving safety.	Humber area (incl. Hull & East Riding)	Rounds announced annually
Local	Hull City Council – Ward Budgets (Community Initiatives Budget)	Varies by ward; guidance & application form available.	Local projects benefitting ward residents; VCSEs, not-for-profit SEs and others.	Hull (ward areas)	Rolling (by ward)
Local	Hull City Council – Cost of Living Community Grants / Warm Spaces	Up to ~£8,000 (per 2025 call).	VCSE orgs supporting households with cost of living incl. warm spaces & advice.	Hull	Call July–Aug 2025
Local	Hull Community Food Support Grants (via Hull CVS)	Round-specific (e.g., Aug 2025 window).	VCSE orgs providing food support to Hull residents.	Hull	Time-limited rounds
Local	Healthy Holidays Hull – HAF Grants	Round-specific; guidance issued each year.	Providers delivering holiday activities & food to children on FSM; charities/schools/VCSE.	Hull	Seasonal rounds (e.g., Summer/Winter 2025)
Local	Do It For East Yorkshire (DIFEY) – Community Grant	£1,500–£5,000 (projects); some small capital up to £10,000.	Community groups improving life in East Riding; rolling until funds allocated.	East Riding of Yorkshire	2025/26 guidance published

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Local	East Riding – UKSPF Community Grants (Community-led initiatives)	£5,000–£20,000 (per May 2025 call); total £500k.	Creative/community initiatives across East Riding; capital or revenue.	East Riding of Yorkshire	Calls with fixed deadlines
Local	East Riding – Holiday Activities & Food (HAF) Grants	Up to £5,000 (Easter), up to £100,000 annual multi-holiday delivery.	Orgs providing 4-hour sessions incl. meal for children on FSM.	East Riding of Yorkshire	Calls each year
Local	East Riding – Active Creative / Talented Performer Grants	Small grants; apply via ERYC portal.	Sports/play and arts/culture support; individuals & groups (scheme-specific).	East Riding of Yorkshire	Rolling/rounds
Local	Goole Fields Wind Farms Community Fund (RWE)	Annual donation; grants determined by panel via ERYC.	Community projects in defined area around Goole Fields & Goole II wind farms.	Goole area (East Riding)	Rounds published by ERYC
Local	Hull & East Riding Charitable Trust (HERCT)	Local charitable grants; trustees meet May & Nov.	Local charities/groups benefiting Hull & East Riding residents (various themes).	Hull & East Riding	Apply by 20 April/20 Oct
Local	Hull CVS – Bransholme Trust Fund	Typically £50–£1,000	Groups working on the Bransholme estate improving local quality of life.	Bransholme, Hull	Rolling/rounds via Hull CVS
Local	Tribune Trust	Discretionary small grants.	Projects addressing crime, safety & security; partnership incl. Humberside Police & Fire.	Humberside area incl. East Riding	Rounds/EOIs via Trust

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Appendix 3 – Multi-criteria analysis justifications

This appendix provides the concise evidence-based justifications for each score assigned in the multi-criteria analysis of delivery options for the HEYCA Community Investment Fund.

Scores use a 1–5 scale where 1 represents very low alignment and 5 represents strong alignment. Each justification draws on local data, stakeholder input and learning from comparable programmes.

Option 1 – Do nothing

Criterion	Justification
PA1 Health & activity	No new activity would be funded so measurable contributions to health and physical activity would be minimal.
PA2 Social capital & participation	Fragmented access to external funds would persist, limiting participation gains in under-served places, with a shrinking donor base (CAF UK Giving 2025).
PA3 Skills & progression	There would be no targeted support for community-based pathways into skills or employment.
PA4 Community assets	No additional resource would be available to secure or improve community assets.
PA5 Organisational capacity & resilience	Local organisational capacity would not be strengthened through proportionate grants or support.
E1 Access & simplicity	Access barriers in existing schemes would remain for smaller, volunteer-led groups.
E2 Governance & integrity	No new governance burden but no assurance of HEYCA alignment either.
E3 Efficiency & transparency	Administration costs would be avoided but transparency on local outcomes would not improve.

Option 2 – Social purpose loans

Criterion	Justification
PA1 Health & activity	Some investible health-related projects could progress, but most community health activity is not loan-backed.
PA2 Social capital & participation	Debt products are less accessible to small, volunteer-led groups that drive participation.

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PA3 Skills & progression	Repayable finance could support trading organisations to create roles and skills pathways where revenues are reliable.
PA4 Community assets	Loans could help acquire or improve assets with viable income, although security and cash-flow tests would limit reach.
PA5 Organisational capacity & resilience	Investee organisations could build financial discipline, but many smaller VCSEs would be excluded by readiness barriers.
E1 Access & simplicity	Application complexity and affordability tests would reduce simplicity and access compared to grants.
E2 Governance & integrity	Intermediary lending standards would support probity but add legal and monitoring complexity for HEYCA.
E3 Efficiency & transparency	Capital could recycle over time, though slower take-up is common without generous terms, which reduces efficiency.

Option 3 – Third-party grants

Criterion	Justification
PA1 Health & activity	An experienced provider could fund inclusive activity programmes that contribute to health outcomes.
PA2 Social capital & participation	Comparator grant schemes show wide reach and community participation when delivered at pace with clear rules.
PA3 Skills & progression	Small grants can support tasters and volunteering pathways, though alignment with local skills partners would need managing.
PA4 Community assets	Providers can run small-capital rounds that improve community spaces.
PA5 Organisational capacity & resilience	Outreach and light support can build capability, but benefits depend on provider approach and contract scope.
E1 Access & simplicity	Established systems and communications can simplify access and extend reach quickly.
E2 Governance & integrity	Assurance would be strong inside the provider's process, but HEYCA would have less direct control and would need clear interfaces.
E3 Efficiency & transparency	Set-up is rapid, but fees and contract management reduce net efficiency versus direct delivery.

Option 4 – HEYCA-administered grants

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Criterion	Justification
PA1 Health & activity	A grants-only programme can target inclusive, low-barrier activity that increases participation and improves health.
PA2 Social capital & participation	Evidence from large regional schemes shows hundreds of community awards can be made fairly and at pace.
PA3 Skills & progression	Guidance can prioritise progression activities with local partners, improving pathways into learning and work.
PA4 Community assets	Proportionate small-capital grants can secure and improve community buildings and spaces.
PA5 Organisational capacity & resilience	Coaching, simple templates and staged payments help smaller groups to deliver and become more resilient.
E1 Access & simplicity	A single front door with clear thresholds and plain-English guidance improves simplicity and access relative to the status quo.
E2 Governance & integrity	Decisions can run under HEYCA's assurance framework with published criteria and panel accountability, maintaining integrity.
E3 Efficiency & transparency	In-house delivery avoids provider fees and allows proportionate processes and transparent reporting.

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Appendix 4 – Operating arrangements by funding threshold

This appendix sets out the proposed governance and delivery process for each of the four Community Investment Fund (CIF) thresholds. The arrangements reflect HEYCA's Assurance Framework and will be refined during mobilisation (November–January 2025) following informal consultation with local partners.

Funding band	Typical purpose	Application & due diligence	Decision route	Monitoring & reporting
Micro-grants – up to £1,000	Very small projects such as single-event activities, minor equipment purchases, or pilot community sessions.	Short on-line application (approx. two pages) with outline budget. Basic eligibility checks and fraud check (bank validation, Companies House/Charity Commission).	Officer sign-off by the line manager of the CIF Project Officer, reported monthly to the Interim Steering Group.	One-page completion statement and receipt evidence within three months. Random sample for light-touch audit.
Small grants – up to £10,000	Community activities, small-scale capital works, volunteer training, equipment purchases.	Standard application (approx. four pages) with budget, delivery plan, outputs and two references. Basic financial review and safeguarding/EDI checks.	Grants Panel delegated by the Investment Board.	End-of-project report and short financial return. Site visit on a sample basis.
Medium grants – up to £25,000	Larger revenue programmes or minor capital works requiring planning/permissions .	Full application with project plan, budget, risk assessment, match funding confirmation, supporting documents. Financial review by HEYCA Finance and due-diligence checks.	Grants Panel recommendation to the HEYCA Investment Board for approval directly or via appropriate delegation	Interim progress update at mid-point; final report with outcomes and spend evidence; site visit required.
Major grants – over £25,000	Significant capital improvements or multi-year programmes with	Detailed business plan, cash-flow forecast, risk register, planning/licensing	HEYCA Investment Board decision on recommendation	Quarterly monitoring reports; annual financial

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	substantial community impact.	g evidence. Full financial due diligence by Finance; legal review of property agreements; match funding confirmation.	n from the Grants Panel, with Section 73 Officer sign-off.	statements; formal evaluation by the independent evaluator.
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Cross-cutting provisions:

- Public transparency – all awards published on the HEYCA website within 30 days of decision.
- Payments – released in tranches appropriate to the funding band (to be set out in individual grant agreements).
- Fraud prevention – bank-account validation, counter-fraud declarations and random post-award audits.
- Learning and evaluation – standard data returns to feed into the independent evaluation.

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Appendix 5 – Example marketing and communications plan

Purpose

A marketing and communications plan will be required to ensure that the Community Investment Fund (CIF) is well understood, accessible to all eligible organisations, and reaches smaller and seldom-heard groups across Hull and East Yorkshire.

Activity will combine universal public promotion with targeted outreach delivered through trusted local partners.

Key objectives

- Raise awareness of the Fund and its purpose across all communities in Hull and East Yorkshire.
- Encourage a strong and diverse pipeline of applications from organisations of all sizes.
- Build confidence in the Fund's transparency, fairness and alignment with HEYCA priorities.
- Ensure equal access for rural, smaller and under-represented groups.

Core messages

- The CIF provides simple, proportionate grants that help community organisations improve local assets, participation and skills.
- Funding is open to organisations delivering in Hull and East Yorkshire.
- The process is clear, fair and transparent, with decisions published on the HEYCA website.
- Support and advice are available through outreach partners for first-time applicants and others without the organisational capacity or experience to engage in the process.

Universal promotion

- HEYCA website: Create a dedicated landing page with fund guidance, deadlines, FAQs and examples of funded projects.
- Press and media: Issue joint press releases with the Mayor and partner councils at launch and key milestones.

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- Social media: Schedule regular posts across HEYCA, Hull City Council, East Riding Council and partner channels, using images and short case studies to illustrate community impact.
- Local media: Place features in local newspapers, radio and community newsletters ahead of each funding round.
- Digital advertising: Use modest, time-limited paid social and search advertising to reach a broad audience before launch.

Targeted outreach

- VCSFE partners: Commission outreach (as set out in the Management Case) to run application surgeries and training events.
- Local authorities: Use council networks, parish forums and community hubs to promote the Fund directly to grassroots groups.
- Thematic networks: Engage specific networks representing rural communities, young people, and those with protected characteristics.
- Explore peer champions: consider identifying a small number of previous grant recipients to act as ambassadors, sharing their experience and encouraging others to apply.

Example measures of success

- Web traffic and social-media reach.
- Number and diversity of enquiries and applications.
- Representation from rural and deprived areas.
- Feedback from VCSFE partners on awareness and accessibility.

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Appendix 6 – Research sources

National sector evidence and context

- [Charities Aid Foundation \(2025\). UK Giving 2025.](#)
- [National Council for Voluntary Organisations \(2024\). UK Civil Society Almanac.](#)
- [Pro Bono Economics and Nottingham Trent University \(2024\). *Tethered Fortunes: The Threat to Charities from Trouble in Local Government*.](#)
- [Future Governance Forum \(2025\). *Mission Critical 04: Building a New Relationship Between People and the State*](#)
- [Local Trust \(2025\) *Everyone Needs Good Neighbourhoods 2*.](#)
- [Demos \(2025\). *Social Capital 2025: The Hidden Wealth of Nations*.](#)
- [MHCLG \(2025\). *Plan for Neighbourhoods*.](#)
- [MHCLG \(2025\). *Pride in Place Framework*.](#)

Comparator programmes

- [West Midlands Combined Authority and Heart of England Community Foundation \(2023–24\). *Inclusive Communities Fund*.](#)
- [Liverpool City Region Combined Authority \(2024\). *Community Environment Fund*.](#)
- [North of Tyne Combined Authority \(2023\). *Crowdfund North of Tyne*.](#)
- [York and North Yorkshire Combined Authority \(2024\). *Community Buildings and Village Halls Fund*.](#)
- [Northumberland County Council \(2023\). *Community Hub Investment Fund*.](#)
- [East Midlands Combined County Authority \(2025 – to verify\). *Community Development Fund*.](#)

Local funding landscape and relevant schemes

- [Humberside Police and Crime Commissioner – *Community Safety Fund*.](#)
- [East Riding Council – *Do It For East Yorkshire \(DIFEY\) Community Grants*.](#)
- [Dogger Bank Wind Farm \(2025\). *Community Grants*.](#)
- [Two Ridings Community Foundation – *Hull and East Riding Community Funds*.](#)
- [Ørsted – *East Coast Community Fund*.](#)
- [KCOM – *Digital Inclusion Grants*.](#)
- [RWE – *Goole Fields Wind Farms Community Fund*.](#)
- [Hull City Council – *Ward Budgets and Community Initiatives Budget*.](#)
- [Hull 4 Funding and East Riding 4 Community.](#)

HEY / HEYCA documentation

- Hull and East Yorkshire Mayoral Combined Authority (2025). *HEYCA Gameplan*.
- Hull and East Yorkshire Mayoral Combined Authority (2025). *Assurance Framework*.
- HEYCA (2025). *CIF paper to Board*.
- *Funding Landscape Review (internal work in progress)*.
- East Riding of Yorkshire Council (2024). *VCSE Engagement Report*.



Report to the Hull and East Yorkshire Combined Authority
Executive Board

22 October 2025

Title: **Adoption of the Key Route Network for Hull and East Yorkshire**

Report of the Chief Executive Officer and Head of Paid Services

Report Status:

Public Item

This is a non-key decision.

1. Purpose of the Report and Summary

- 1.1. This report presents the final Key Route Network (KRN) for Hull and East Yorkshire. It outlines the work undertaken by Hull City Council (HCC) and East Riding of Yorkshire Council (ERYC) to define and approve the KRN within their respective jurisdictions, fulfilling the requirement for the Combined Authority to have an established KRN.
- 1.2. Early approval of the joint KRN was taken by the Hull and East Riding Unitary Leaders' Board in July 2024.
- 1.3. Building on that approval, this report further proposes a governance and management framework for the KRN. The framework includes a strategic-level MCA Transport Group supported by an Operational Group. The MCA Transport Group will be led by a senior strategic officer.
- 1.4. The proposed governance will ensure the KRN is effectively monitored and aligned with long-term transport planning, enabling data-driven funding decisions.

2. Recommendations

2.1 It is recommended that the Board:

- (1) Confirm the KRN routes necessary to support the Combined Authority's transport ambitions, which will in time be set out in the MCA Strategic Transport Framework.
- (2) Recognise that the KRN will guide future funding decisions, particularly for major transport infrastructure projects.
- (3) Endorse the establishment of a MCA Transport Group to provide strategic oversight and ensure transparent and consistent funding management and Operational Group to support the MCA Transport Group.
- (4) Delegate authority to the Interim Chief Executive to carry out all actions necessary to implement the recommendations in this report.

3. Background

- 3.1. The devolution agreement for Hull and East Yorkshire requires the creation of a Key Route Network, coordinated by the Mayor.
- 3.2. The KRN ensures that vital roads are maintained and managed strategically, reducing congestion and enhancing traffic flow.
- 3.3. The Mayor will hold concurrent highway powers over the KRN, enabling interventions such as traffic management, public transport improvements, cycling and walking infrastructure upgrades, and lane rental schemes.
- 3.4. Local authorities will retain highway authority status for their areas. They will manage local networks in line with statutory duties. However, the Mayor will have the power to direct authorities in relation to the KRN. If exercised, the Combined Authority will provide associated funding.
- 3.5. There is no fixed national guidance on defining a KRN; this responsibility rests with the Combined Authority and constituent councils.
- 3.6. KRN routes vary in nature. In rural areas, they may connect towns; in urban areas, they may carry high volumes of traffic across multiple modes.
- 3.7. Officers from HCC and ERYC developed the KRN collaboratively using the following criteria:
 - Primary Route Network (PRN) roads
 - Roads linking to the national trunk road network
 - Roads serving major development sites

- Roads with traffic volumes exceeding 20,000 vehicles/day
- Roads supporting key destinations, public transport routes, freight hubs, and ports.

3.8. KRN reports from HCC and ERYC were approved by the Hull and East Riding Unitary Leaders' Board in July 2024.

3.9. This report proposes the establishment of KRN governance (see Section 4) to support joint working and consistent long-term investment strategies.

3.10. Non-KRN routes will continue to be managed by local highway authorities. These provide essential local connectivity and link to the KRN and Strategic Road Network (SRN).

3.11. Appendix 1 includes maps detailing the KRN and related transport links.

4. Roles and Governance

4.1 The following outlines roles and responsibilities:

Role	Hull	ERYC	Mayor/HEYCA
Reactive maintenance	✓	✓	
Planned maintenance	✓	✓	
Winter maintenance	✓	✓	
Streetworks coordination	✓	✓	
Event management on KRN	✓	✓	
Liaison with National Highways	✓	✓	✓
Identifying future schemes	✓	✓	✓
Delivering improvement schemes	✓	✓	

5. Governance Structure

5.1. If the recommendations in this report are approved, an informal MCA Transport Group and KRN Operational Group will be established with representatives from both councils and the Combined Authority. The governance, reporting lines and all other details shall conform to best practice.

The MCA Transport Group will provide strategic oversight, develop a forward programme of improvements, and advise on KRN modifications and maintenance proposals.

- 5.2. The Operational Group will focus on tactical coordination, shared standards, planning, and collaboration with National Highways and stakeholders such as police authorities.
- 5.3. Performance indicators will be developed in alignment with the future Strategic Transport Plan and the development of a Strategic Highway Asset Management Plan.
- 5.4. These indicators are to be defined but could include by way of example: Road safety (collision data) - Carbon emissions - Traffic flow - Sustainable/active travel uptake - Vehicle speeds and journey times - Asset condition - Public transport performance - Streetworks activity - Air quality and noise. (which would be the responsibility of all constituent partners, working with existing technology and system providers).
- 5.5. Some of this aspiration is not collected currently and will require longer term commitment to new technology and systems to collect meaningful data.
- 5.6. Place-specific KPIs will reflect varied functions of KRN segments. Final indicators will be set by the KRN Board and aligned with national Mayoral transport metrics.

6. Current Funding Position

- 6.1 Capital Funding announcements were made in Spring in 2025 which gives a four-year funding cycle up to and including 2029/30. The Highway Maintenance Block funding was made in July which is based on 2025/26 funding only.
- 6.2 Allocations from all local transport grants for 2025/26 (e.g., Integrated Transport Block) were approved by the MCA Board in May 2025 to be passported back to the constituent authorities and are to be used in support of the KRN. A separate paper will be required to confirm future funding arrangements with the Local Authorities.

7. Financial Implications

- 7.1 There are no direct financial implications arising from this report. However, establishment of the KRN will influence future funding allocations.

8. **Legal Implications**

8.1 No direct legal implications are associated with KRN approval.

9. **Equalities Implications**

9.1 No adverse equality impacts are anticipated from the KRN designation.

10. **Environmental Implications**

10.1 No negative environmental impacts are expected from adopting the KRN.

11. **Combined Authority Areas Impacted**

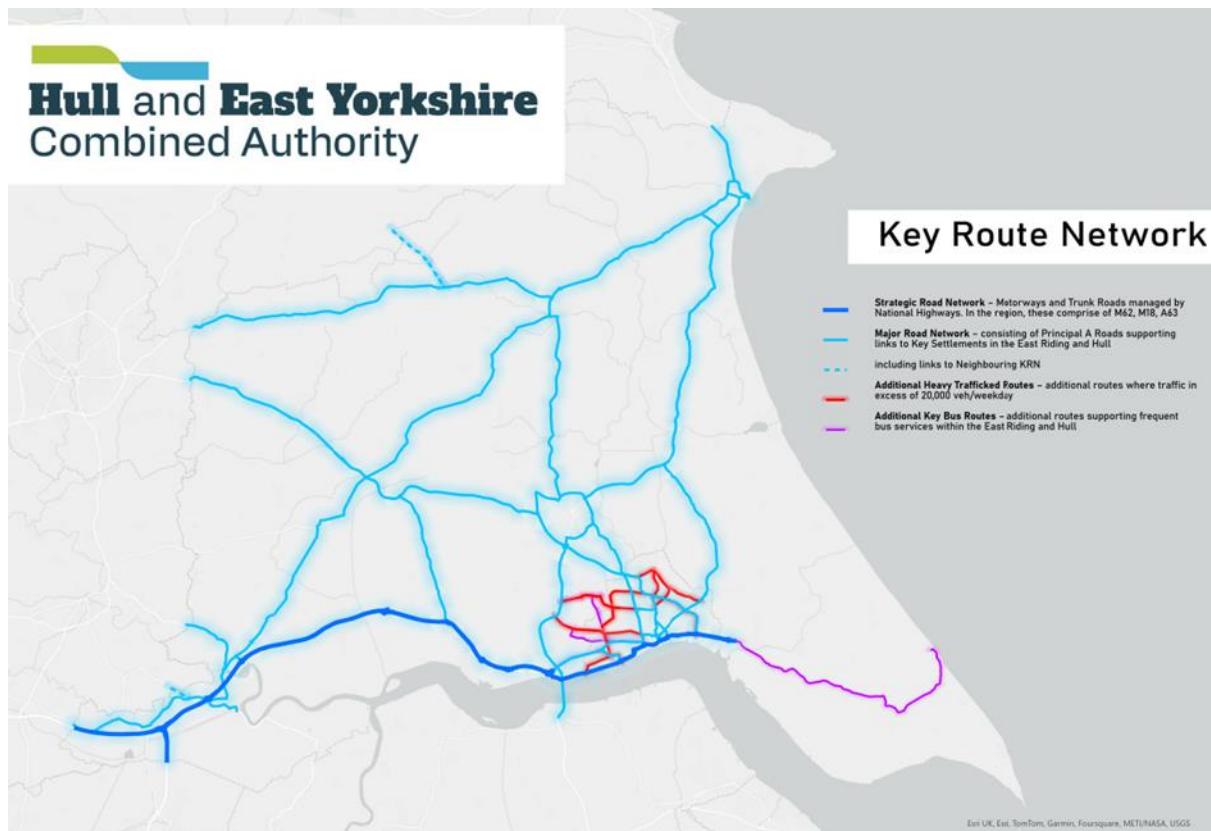
11.1 The KRN spans the entirety of Hull and East Yorkshire.

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Appendices:

- Appendix 1 – Diagram below showing Hull & East Yorkshire Combined Authority Key Road Network



- The link attached here is a 'Web Map' for greater scrutiny
 - Link to copy and paste:
[Hull & East Riding Mayoral Combined Authority - Key Road Network](#)
- The summary of the core streets included in the KRN – amounts to c. 370 which can be sorted by Theme/Road Number/Street Name.
- This is split as 60 in Hull, 310 in East Riding as routes pass through settlements.